KONGU ENGINEERING COLLEGE

(Autonomous Institution Affiliated to Anna University, Chennai)

PERUNDURAI ERODE – 638 060

TAMILNADU INDIA

Estd : 1984

REGULATIONS, CURRICULUM & SYLLABI – 2024

(CHOICE BASED CREDIT SYSTEM AND OUTCOME BASED EDUCATION)

(For the students admitted from the academic year 2024 - 2025)

MASTER OF BUSINESS ADMINISTRATION

KONGU
Assuring the Best

MASTER OF BUSINESS ADMINISTRATIONCURRICULUM – R2024

TRIMESTER – I									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			Category
		L	T	P		CA	ETE	Total	
	Theory								
24MBT11	Organization Behaviour	3	0	0	3	40	60	100	CC
24MBT12	Organization Design	3	0	0	3	40	60	100	CC
24MBT13	Managerial Economics	3	0	0	3	40	60	100	CC
24MBT14	Business Statistics And Analytics	3	0	0	3	40	60	100	CC
24MBT15	Financial Statements Reporting and Analysis	3	0	0	3	40	60	100	CC
24MBT16	Legal Aspects of Business	3	0	0	3	40	60	100	CC
	Practical								
24MBL11	Computer Applications for Business	0	0	4	2	60	40	100	CC
	Total Credits to be earned				**20**				

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TRIMESTER – II									Category
Course Code	Category	Hours / Week			Credit	Maximum Marks			
		L	T	P		CA	ETE	Total	
	Theory								
24MBT21	Quantitative Techniques	3	0	0	3	40	60	100	CC
24MBT22	Marketing Management	3	0	0	3	40	60	100	CC
24MBT23	Financial Management	3	0	0	3	40	60	100	CC
24MBT24	Operations Management	3	0	0	3	40	60	100	CC
24MBT25	Human Resource Management	3	0	0	3	40	60	100	CC
24MBT26	Business Research Methods	3	0	0	3	40	60	100	CC
	Practical								
24MBL21	Data Analysis Laboratory	0	0	4	2	60	40	100	CC
	Total Credits to be earned				**20**				

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TRIMESTER – III									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			Category
		L	T	P		CA	ETE	Total	
	Theory								
24MBT31	Entrepreneurship and Innovation	3	0	0	3	40	60	100	CC
24MBT32	Macro Economics	3	0	0	3	40	60	100	CC
	6 credits are to be earned from Functional Electives								
	6 more credits are to be earned from Sectoral Electives/ Skill Enhancement Electives/ Alternative Credit Courses								
	Practical								
24MBL31	Managerial Skill Laboratory	0	0	4	2	60	40	100	CC
	Total Credits to be earned				**20**				

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

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TRIMESTER – IV									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			Category
		L	T	P		CA	ETE	Total	
	Theory								
24MBT41	Corporate Strategy	2	0	0	3	40	60	100	CC
	9 credits are to be earned from Functional Electives								
	6 more credits are to be earned from Sectoral Electives / Skill Enhancement Electives/ Alternative Credit Courses								
	Practical								
24MBP41	Summer Internship	0	0	4	2	100	-	100	FW
	Total Credits to be earned				**20**				

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TRIMESTER – V									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			
		L	T	P		CA	ETE	Total	
	Theory								
24MBT51	Sustainability Management	3	0	0	3	40	60	100	CC
9 credits are to be earned from Functional Electives									
6 more credits are to be earned from Sectoral Electives / Skill Enhancement Electives/ Alternative Credit Courses									
	Total Credits to be earned				18				

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TRIMESTER – VI									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			Category
		L	T	P		CA	ETE	Total	
	Practical								
24MBP61	Capstone Project	0	0	8	4	50	50	100	FW
	Total Credits to be earned				4				

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LIST OF ELECTIVES

Sl. No.	Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
			L	T	P		CA	ETE	Total
A. FUNCTIONAL ELECTIVES (FE)									
1.FINANCE									
1.	24MBE01	Security Analysis and Portfolio Management	3	0	0	3	40	60	100
2.	24MBE02	Working Capital Management	3	0	0	3	40	60	100
3.	24MBE03	Merchant Banking and Financial Services	3	0	0	3	40	60	100
4.	24MBE04	Financial Derivatives	3	0	0	3	40	60	100
5.	24MBE05	Reporting and Analyzing of Management Decision	3	0	0	3	40	60	100
6.	24MBE06	Business Valuation and Corporate Restructuring	3	0	0	3	40	60	100
7.	24MBE07	FinTech Innovation	3	0	0	3	40	60	100
8.	24MBE08	Sustainable Finance and Investment	3	0	0	3	40	60	100
9.	24MBE09	Time Series Econometrics	3	0	0	3	40	60	100
2. MARKETING									
10.	24MBE10	Consumer Behaviour	3	0	0	3	40	60	100
11.	24MBE11	Retail Management	3	0	0	3	40	60	100
12.	24MBE12	Digital and Social Media Marketing	3	0	0	3	40	60	100
13.	24MBE13	Services Marketing	3	0	0	3	40	60	100
14.	24MBE14	Product and Brand Management	3	0	0	3	40	60	100
15.	24MBE15	Integrated Marketing Communication	3	0	0	3	40	60	100
16.	24MBE16	Sales and Distribution Management	3	0	0	3	40	60	100
17.	24MBE17	Business to Business Marketing	3	0	0	3	40	60	100
3. HUMAN RESOURCE									
18.	24MBE18	Industrial Relations and Labour Welfare	3	0	0	3	40	60	100
19.	24MBE19	Compensation and Benefits Management	3	0	0	3	40	60	100
20.	24MBE20	Performance Management Systems	3	0	0	3	40	60	100
21.	24MBE21	Strategic Human Resource Management	3	0	0	3	40	60	100
22.	24MBE22	Organizational Development and Change Management	3	0	0	3	40	60	100
23.	24MBE23	Team Dynamics at Work	3	0	0	3	40	60	100
24.	24MBE24	Labour Legislations	3	0	0	3	40	60	100
4. OPERATIONS									
25.	24MBE25	Supply Chain and Logistics Management	3	0	0	3	40	60	100
26.	24MBE26	Quality Toolkit for Managers	3	0	0	3	40	60	100
27.	24MBE27	Lean Manufacturing	3	0	0	3	40	60	100
28.	24MBE28	Management of Service Operations	3	0	0	3	40	60	100
29.	24MBE29	Plant Layout and Location Planning	3	0	0	3	40	60	100
30.	24MBE30	Six Sigma	3	0	0	3	40	60	100
31.	24MBE31	Industry 4.0	3	0	0	3	40	60	100
32.	24MBE32	Management of Inventory Systems	3	0	0	3	40	60	100
33.	24MBE33	Project Management	3	0	0	3	40	60	100
5. SYSTEMS									
34.	24MBE34	Data Mining For Business Decisions	3	0	0	3	40	60	100
35.	24MBE35	E-Commerce And Digital Markets	3	0	0	3	40	60	100
36.	24MBE36	Software Project Management	3	0	0	3	40	60	100
37.	24MBE37	Software Quality Management	3	0	0	3	40	60	100
38.	24MBE38	IT Consulting	3	0	0	3	40	60	100

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B. SECTORAL ELECTIVES (SE)									
1. BUSINESS ANALYTICS									
1.	24MBF01	Marketing Analytics	2	0	2	3	50	50	100
2.	24MBF02	Human Resource Analytics	2	0	2	3	50	50	100
3.	24MBF03	Supply Chain Analytics	2	0	2	3	50	50	100
4.	24MBF04	Financial Analytics	2	0	2	3	50	50	100
2.ENTREPRENEURSHIP									
5.	24MBE39	Indian Models in Entrepreneurship	3	0	0	3	40	60	100
6.	24MBE40	Entrepreneurial Marketing	3	0	0	3	40	60	100
7.	24MBE41	Social Entrepreneurship	3	0	0	3	40	60	100
8.	24MBE42	Entrepreneurship and IP Strategy	3	0	0	3	40	60	100
9.	24MBE43	Managing Innovation	3	0	0	3	40	60	100
3.BANKING									
10.	24MBE44	Commercial Bank Management	3	0	0	3	40	60	100
11.	24MBE45	Management of Banks and Financial Institutions	3	0	0	3	40	60	100
12.	24MBE46	Banking Technology Management	3	0	0	3	40	60	100
13.	24MBE47	Legal and Regulatory Aspects of Banking	3	0	0	3	40	60	100
4. INTERNATIONAL BUSINESS									
14.	24MBE48	International Financial Management	3	0	0	3	40	60	100
15.	24MBE49	International Marketing	3	0	0	3	40	60	100
16.	24MBE50	International Human Resource Management	3	0	0	3	40	60	100
17.	24MBE51	International Business	3	0	0	3	40	60	100
C. SKILL ENHANCEMENT ELECTIVES (SEE)									
1.	24MBG01	Text Analytics	0	0	2	1	60	40	100
2.	24MBG02	Data Visualization	0	0	2	1	60	40	100
3.	24MBG03	Multivariate Data Analytics	0	0	2	1	60	40	100
4.	24MBG04	Structural Equation Modelling	0	0	2	1	60	40	100
5.	24MBG05	Transactional Analysis	0	0	2	1	60	40	100
6.	24MBG06	Frugal Innovation	0	0	2	1	60	40	100
7.	24MBG07	Leadership and Team Building	0	0	2	1	60	40	100
8.	24MBG08	Introduction to Goods and Services Tax	0	0	2	1	60	40	100
9.	24MBG09	Review Paper Writing	0	0	2	1	60	40	100
10.	24MBG10	Academic Research Paper Writing	0	0	2	1	60	40	100
D. ALTERNATIVE CREDIT COURSES (ACC) #									
1.	24MBG11	Outbound Experiential Learning	0	0	4	2	60	40	100
2.	24MBG12	National / Global Virtual Team Project	0	0	4	2	60	40	100
3.	24MBG13	Rural Innovation Project	0	0	4	2	60	40	100
4.	24MBG14	International Visit and Environment Study	0	0	4	2	60	40	100
5.	24MBG15	Business Plan Preparation for a Venture	0	0	4	2	60	40	100
6.	24MBG16	Social Sensitization Project	0	0	4	2	60	40	100
7.	24MBG17	Business Ethics and Corporate Social Responsibility (CSR)	0	0	4	2	60	40	100
8.	24MBG18	Indian Management Principles - Insights from Tradition	0	0	4	2	60	40	100

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24MBT11 - ORGANIZATION BEHAVIOUR							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**
Preamble	This course presents theoretical and practical coverage regarding individuals, their attitude, personality, behavior towards organization. This course helps the student to identify motivation technique, leadership styles and the influence of organizational culture and Systems.						
Unit – I	Introduction to Organizational Behaviour & Personality						6
Introduction to Organizational Behaviour: Contributors - Challenges and Opportunities. Personality: Determinants, Traits - Personality Frameworks - Myers - Brigg Type Indicator, Big Five Personality Model. Attitudes - Job Attitudes.							
Unit – II	Human Traits Influencing OB & Emotions and Moods						6
Human Traits Influencing OB: Perceptions - Common Shortcuts in Judging others - Biases and Errors in Decision Making. Emotions and Moods: Sources - Emotional Intelligence - Shaping and Modifying Behaviour.							
Unit – III	Motivation, Groups and Teams						6
Motivation: Early Theories - Contemporary Theories - Interpreting Contemporary Theories of Motivation- Groups: Converting Groups into Effective Teams - Team Roles and Cohesiveness.							
Unit – IV	Leadership						6
Leadership: Trait Theories - Behavioral Theories - Leader Member Exchange Theory - Charismatic Leadership - Transactional and Transformational Leadership.							
Unit – V	Conflict, Culture and Stress						6
Conflict: Process - Conflict Management –Managing Diversity. Organizational Culture -Types. Power and Politics in Organization - Power Tactics. Work Stress - Causes and Consequences - Stress Management.							
Total:30							
REFERENCES:							
1.	Stephen P Robbins, Timothy A Judge, Neharika Vohra "Organizational Behavior", 18th Edition, Pearson Education, Noida, 2022.						
2.	Luthans Fred, "Organizational Behavior", 12th Edition, McGraw Hill Publishing, New Delhi, 2017.						
3.	PareekUday, Sushama Khanna, "Understanding Organizational Behavior" 4th Edition, Oxford University Press, New Delhi, 2018.						
4.	Robert Konopaske, John Ivancevich, Michael Matteson, "Organizational Behavior and Management", 11th Edition, McGraw Hill Publication, New Delhi, 2017.						
5.	Aswathappa K, "Organizational Behaviour" 12th Edition, Himalaya Publishing House, Mumbai, 2018.						

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	33	67	--	--	--	100
CAT2	--	33	33	34	--	--	100
ETE	--	25	45	30	--	--	100

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

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24MBT12 - ORGANIZATION DESIGN							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course provides a comprehensive exploration of management principles and organizational design, encompassing historical perspectives, contemporary models, and decision-making processes. Students will delve into the intricacies of organizational structure, internal and external environmental factors, and the art of effective decision-making in the dynamic landscape of business management.	
Unit – I	Management	6
Management: Levels of Management – Management Functions–Mintzberg's Managerial Roles and a Contemporary Model of Managing. Management History Module: Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approach		
Unit – II	Organizational Structural Design:	6
Designing Organizational Structure: Six elements of Organizational Design – Mechanistic & Organic Structures – Contingency factors affecting structural choice – Traditional Organizational Design Options – Organizing for Flexibility in 21st century		
Unit – III	Internal Design Elements	6
Internal Design Elements: Organizational Size –Organizational Life Cycle – Bureaucracy and Control - Forms of Control - Organizational decline and downsizing.		
Unit – IV	External Environment	6
External Environment: Economic Environment – Demographic Environment – External Environmental factors affecting Managers – Managerial perspective for Competitive Intelligence. Global Environment: Understanding the Global Trade Environment – Doing Business Globally.		
Unit – V	Decision Making	6
Decision Making: Decision Making Process - Approaches to Decision Making –Types of Decisions &Decision Making Conditions - Decision Making Biases and Errors.		
Total:30		

REFERENCES:

1.	Stephen P. Robbins, Mary Coulter, Agna Fernandez, "Management", 14th Edition, Pearson,2022.
2.	Richard L. Daft, Nishant Uppal, "Understanding the Theory and Design of Organizations", 11th Edition, Cengage Learning, New Delhi, 2020.
3.	Naomi Stanford, "Organisation Design: Creating high performance and adaptable enterprises" 1st Edition, Economist Books, 2021.
4.	Koontz Harold, Heinz Weihrich, "Essentials of Management - An International and Leadership Perspective", 10th Edition, McGraw Hill Education, New Delhi, 2017.
5.	Chuck Williams, "MGMT: Principles of Management", 8th Edition, Cengage Learning, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	examine the relationships between levels of management, identify and describe management functions, analyze Mintzberg's managerial roles, and summarize historical approaches to management.	Applying (K3)
CO2	apply the six elements of organizational design, compare mechanistic and organic structures, and discuss factors influencing structural choice.	Applying (K3)
CO3	analyze the impact of organizational size, life cycle stages, and forms of control on internal design.	Analyzing (K4)
CO4	analyze knowledge of the global trade environment to devise strategies for doing business globally.	Analyzing (K4)
CO5	evaluate the knowledge of decision-making approaches to analyze and improve decision-making processes in various contexts.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	50	33	--	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	6	45	29	20	--	100

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

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24MBT13 - MANAGERIAL ECONOMICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course offers the fundamentals of the economic principles, which helps to make decision on allocation of resources based on the economic scenario. This course helps to bring conceptual knowledge on demand and supply, production, cost, and market structures for managerial decisions in various business environments.	
Unit – I	Basic Concepts and Principles	6
Basic Concepts and Principles: Definition - Basic Assumptions - Types of Economic Analysis - Kinds of Economic Decision - Economic Principles. Theory of Firms: Forms of Ownership, Profit Maximization Theory.		
Unit – II	Demand and Supply Analysis	6
Demand and Supply Analysis:Definition - Demand Determinants - Law of Demand - Supply Determinants –Law of Supply - Market Equilibrium, Elasticity of Demand - Law of Diminishing Marginal Utility.		
Unit – III	Theory of Production	6
Theory of Production: Types of Inputs - Production Functions with one and two variable input – Isocost Line - Producer's Equilibrium - Return to Scale – Technical Progress.		
Unit – IV	Cost Concepts	6
Cost Concepts: Types - Average and Marginal Costs in the Short Run and Long run – Cost of Multi Product firm and Joint product - Economics of Scale – Economies of scope – Cost and Learning Curves.		
Unit – V	Market Structures	6
Market Structures: Market Morphology - Types of Market Structures and its Characteristics - Price Output Decisions for Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.		
Total:30		

REFERENCES:

1.	Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", 3rd Edition, McGraw Hill Education, New Delhi, 2017.
2.	Carsten Scheibye, Eric Bentzen& Mark Hirschey, "Managerial Economics",16th Edition, Cengage Learning, New Delhi, 2022.
3.	Dwivedi. D. N, "Managerial Economics", 9th Edition, S Chand and Company Ltd, New Delhi, 2021.
4.	Christopher R. Thomas& Charles Maurice. S, "Managerial Economics: Foundations of Business Analysis and Strategy",12thEdition, McGraw Hill Education, New Delhi, 2020.
5.	Panneerselvam. R, Sivasankaran. P &Senthilkumar. P, "Managerial Economics", 1st Edition, Cengage Learning, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the basic economic concepts and examine the principles in managerial decision-making contexts.	Applying (K3)
CO2	appraise the knowledge of demand and supply under different business decisionsin dynamics market.	Analyzing (K4)
CO3	experiment production function and show the role of technology to optimize resource allocation.	Applying (K3)
CO4	assess various cost concepts and their implications on decision-making in different time frames.	Analyzing (K4)
CO5	evaluate different market structures and formulate strategic pricing and output decisions, demonstrating advanced proficiency in understanding market behavior and competitiveness.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	14	53	33	--	--	100
CAT2	--	14	33	33	20	--	100
ETE	--	6	45	39	10	--	100

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

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24MBT14 - BUSINESS STATISTICS AND ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course will introduce the application of statistics in the workplace for analyzing and interpreting data and drawing conclusions, and making predictions of the future. This course will begin with data description followed by probability analysis and distributions, sampling for estimation, hypothesis testing, and finally regression. This course also makes use of spreadsheets, an important tool for working with and making sense of numerical data.	
Unit – I	Descriptive Statistics	6
Descriptive Statistics: Introduction to Business Statistics –Analytics – types - Data - types - Measures of Central Tendency: Mean, Median, Mode, Quartiles and Percentiles - Measurement of Dispersion: Quartile Deviation - Standard Deviation - Coefficient of variation- Caselet discussion.		
Unit – II	Data Visualisation	6
Data Visualisation: Bar Chart – Histogram – Pie Chart – Scatter Plot – Pareto chart – Box plot – Stem and Leaf Plot – Examples from Business world.		
Unit – III	Probability	6
Probability: Meaning - events – types of events - Types of probability - Addition and Multiplication Rules - Bayes's Theorem – Business applications.		
Unit – IV	Probability Distribution	6
Probability Distribution: Discrete and Continuous distributions - Binomial, Poisson and Normal Distribution - Application in real life cases. Sampling distribution – Confidence interval.		
Unit – V	Predictive Analytics	6
Predictive Analytics: Correlation and regression – Hypothesis Framing – Non parametric analytics – Wilcoxon Rank sum test – Wilcoxon Signed rank test - Kruskal Wallis H Test.		
Total:30		

REFERENCES:

1.	Srivastava,Rego , "Statistics for Management", 3rd Edition, McGraw Hill Education, New Delhi, 2018.
2.	SanjivJaggia, "Business Analytics ", 2nd Edition, McGraw Hill Education, New Delhi, 2023.
3.	Dinesh Kumar, "Business Analytics: The Science of Data - Driven Decision Making", 2nd Edition, Wiley, New Delhi, 2021.
4.	David M. Levine, David F. Stephan, "Business Statistics", 8th Edition, Pearson Education, Noida, 2022.
5.	Christian Albright, Wayne Winston, , "Business Analytics", 7th Edition, Cengage Learning , Noida, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	classify and identify the measures of location and dispersion for managerial decision making	Applying (K3)
CO2	present data in tables and charts and make meaningful interpretation from charts comprehend probability concepts and apply probability concepts to various business problems	Applying (K3)
CO3	appraise the need of different probability concepts to various business problems	Analyzing (K4)
CO4	apply probability distributions to business situations	Applying (K3)
CO5	examine the pattern of relationship between variables and make a prediction about dependent variable and perform distribution – free tests.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	14	53	33	--	--	100
CAT2	--	14	33	33	20	--	100
ETE	--	6	45	39	10	--	100

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

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24MBT15 - FINANCIAL STATEMENTS REPORTING AND ANALYSIS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**

Preamble	The purpose of the financial accounting component of the course is to provide an understanding of how to communicate the results of these business transactions in the form of financial statements. The objectives of financial analysis is to provide an introduction to interpreting the accounting information for planning, control and decision making	
Unit – I	Introduction	6
Introduction: Financial, Cost and Management Accounting - Generally Accepted Accounting Principles, Conventions and Concepts an overview of Accounting Standards in India - Balance Sheet and Related concepts - Profit and Loss Account and Related Concepts.		
Unit – II	Preparation of Financial Statement	6
Preparation of Financial Statement: Preparation of Trading Account - Profit and Loss Account - Balance Sheet - Reading and Interpreting the Published Financial Statements.		
Unit – III	Financial Statement Analysis	6
Financial Statement Analysis: Financial Statement Analysis Features, Techniques - Ratio Analysis. Types: Profitability Ratios, Liquidity Ratios, Solvency Ratios and Activity Ratios - Merits and Demerits of Ratio Analysis.		
Unit – IV	Fund Flow Statement Analysis:	6
Fund Flow Statement Analysis: Preparation of Statement of Change in Working Capital – Computation of Fund From Operation and Preparation of Fund Flow Statement - Advantages of Fund Flow Statement.		
Unit – V	Cash flow Statement Analysis	6
Cash flow Statement Analysis: Computation of Cash from Operations - Preparation of Cash Flow Statement as Per AS 3-Distinction Between Fund Flow Statements and Cash Flow Statement.		
Total:30		

REFERENCES:

1.	Maheswari S.N., CA Sharad K. Maheswari, Suneel K. Maheswari, "A Textbook of Accounting for Management", 4th Edition, Vikas Publishing, New Delhi, 2020.
2.	Ambrish Gupta, "Financial Accounting for Management", 7th Edition, Pearson Education, Noida, 2022
3.	Khan M.Y., Jain P.K., "Management Accounting, Text, Problems and Cases", 8th Edition, McGraw Hill Education, New Delhi, 2019.
4.	Jain S.P, Narang K.L. Simi Agrawal, "Financial Accounting", 1st Edition, Kalyani Publishers, New Delhi, 2016.
5.	Shashi K. Gupta, Sharma R.K., "Management Accounting Principles Practice", 13thEdition, Kalyani Publishers, New Delhi, 2017.

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	6	25	40	29	--	100

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

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24MBT16 - LEGAL ASPECTS OF BUSINESS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**
Preamble	This course is designed to help students to provide comprehensive knowledge on Indian contract act, sale of goods act, laws relating to business organization.						
Unit – I	Indian Contract Act 1872						6
Indian Contract Act: Meaning, Essential of a Valid Contract - Performance of Contract - Discharge of Contract - Modes - Breach of Contract - Remedies.							
Unit – II	The Sale of Goods Act 1930						6
Sale of Goods Act: Definition - Essentials - Sale and agreement to Sell - Goods: Classification - Price - Transfer of Title by Non Owners - Unpaid Seller: Rights.							
Unit – III	Partnership Act (1932) and Negotiable Instruments Act 188						6
Partnership Act: Meaning - Essential of Partnership – Formation - Kind - Dissolution of firm. Negotiable Instruments Act: Promissory Note - Bill of Exchange – Cheque - Holder for Value - Holder in Due Course - Forgery.							
Unit – IV	Companies Act 2013						6
Companies Act: Companies - Characteristics - Incorporation - Classification - Articles of Association - Memorandum of Association – Prospectus - Meetings.							
Unit – V	Consumer Protection Act 2019 and Information Technology Act 2000						6
Consumer Protection Act: Objectives - Rights of Consumers - Remedies Available to Consumers. Information Technology Act: Cyber Laws – Digital Signature, Electronic Governance.							
Total:30							
REFERENCES:							
1.	N.D. Kapoor, "Elements of Mercantile Law", 38th Edition, S.Chand Publishing, New Delhi, 2020.						
2.	Tejpal Sheth, "Business Law" 3rd Edition, Pearson Education, Noida, 2017.						
3.	P C Tulsian, Bharat, Tulsian., "Business Law", 3rd Edition, McGraw Hill Education, New Delhi, 2017.						
4.	Akhileswar Pathak, "Legal Aspects of Business", 7th Edition, McGraw Hill Education, New Delhi, 2018.						
5.	Parul Gupta, "Legal Aspects of Business, Concepts and Application", 2nd Edition, Vikas Publishing, New Delhi, 2019.						

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the modes of discharge of contract, remedies for breach of contract	Applying (K3)
CO2	analyze the provision of sale of goods act.	Analyzing (K4)
CO3	critically assess the law relating to partnership and negotiable instrument act.	Evaluating (K5)
CO4	analyze the impact of provisions of company law on business decision.	Analyzing (K4)
CO5	evaluate the concept and provision of consumer protection act and IT act in business decision.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	11	40	20	29	--	100

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

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24MBL11 - COMPUTER APPLICATIONS FOR BUSINESS							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	1	CC	0	0	4	2

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

LIST OF EXPERIMENTS / EXERCISES:	
1.	MS Word: Basic Text Manipulation and Formatting: Usages of spell check – Text Formatting – Picture Insertion and alignment – Inserting Graphics and Text Boxes
2.	MS Word: Advanced Document Creation and Automation: Creation of documents using templates - Advanced Functions such as Mail Merge and Macro.
3.	MS Power Point: Designing Presentations–Slide show controls–Making notes on Pages and Handouts–Printing Presentations–Customizing Presentations-Auto Content Wizard.
4.	MS Excel: Excel Basics and Formulas: Worksheet Preparation – Constructing Excel Formulas - Using Excel's Built-in Functions – Creating and Modifying charts
5.	MS Excel: Advanced Excel Features: Pivot Tables and Pivot Chart - Scenario Manager, Solver, V-Lookup.
Total:40	

REFERENCES/ MANUAL /SOFTWARE:	
1.	Joan Lambert, Curtis Frye, "Microsoft Office Step by Step (Office 2021 and Microsoft 365)", 1st Edition, Pearson Education, 2023.
2.	S.S. Shrivastava, "MS-Office",1st Edition, Laxmi Publications, New Delhi, 2015.
3.	Peter Weverka, "Microsoft Office 2021 All-in-One for Dummies", 1st Edition, Wiley India Pvt Ltd., 2023.
4.	CA Manmeet Singh Mehta, "Microsoft Excel Professional 2021 Guide", 1st Edition, BPB Publications, 2022.
5.	Ken Bluttman, "Microsoft Excel Formulas & Functions for Dummies", 5th Edition, Wiley India Pvt. Ltd.,2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Create and edit document using MS Word.	Applying (K3), Manipulation (S2)
CO2	Acquire the skills to design engaging presentations in MS PowerPoint.	Applying (K3), Manipulation (S2)
CO3	Format, organize and calculate data in a spread sheet(MS Excel).	Applying (K3), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBT21 - QUANTITATIVE TECHNIQUES							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**
Preamble	Decision making is a fundamental part of the management process and it pervades the activities of every business manager. This course aims at solving the decision making problems that confront managers in both the public and private sector by developing quantitative models of those problems.						
Unit – I	**Linear Programming**						**6**
Linear Programming: Introduction to Linear Programming (LP) - LP Formulations - Graphical Solution - Special Cases – Infeasibility - Unbounded - Simplex Method- Interpreting Simplex Table - Duality Concepts -Sensitivity Analysis.							
Unit – II	**Transportation and Assignment Models**						**6**
Transportation and Assignment Models: Finding an Initial Feasible Solutions using North - West Corner Method - Least Cost Method and Vogel's Approximation Method - Variations in Transportation Problem. Assignment Problems – Hungarian Method – Variations of the Assignment Problem.							
Unit – III	**Network Optimization**						**6**
Network Optimization: Introduction – Network Components - Shortest Path Problem - Maximum Flow Problem - Minimum Spanning Tree -Management Science Applications - Case problems.							
Unit – IV	**Game Theory**						**6**
Game Theory: Definition of Game - Payoff and Two Person Zero Sum Game – Maximin Principle - Minimax Principle - Saddle Point - 2 X 2 Games without Saddle Point – The Rules of Dominance - Graphical Method for 2 x n or m x 2 Games							
Unit – V	**Decision Theory**						**6**
Decision Theory: Decision making process- Types of Decision Making Environments- Payoff and Regret Table - Decision Making Under Uncertainty - Maximin Criterion - Maximax Criterion - Regret Criterion - Hurwicz Criterion – Laplace Criterion - Decision Making Under Risk - EMV.							
							Total:30

REFERENCES:

1.	Vohra N.D, Arora Hitesh., "Quantitative Techniques in Management", 6th Edition, McGraw Hill Education, New Delhi, 2023.
2.	Sharma J.K., "Operations Research - Theory and Application", 6th Edition, Laxmi Publications, New Delhi, 2017.
3.	Paneer Selvam R., "Operations Research", 3rd Edition, PHI Learning, New Delhi, 2023.
4.	William Stevenson & Ceyhun Ozgur, "Introduction to Management Science", 1st edition, McGraw Hill Education, New Delhi, 2017.
5.	Hamdy A. Taha , "Operations Research An Introduction"; 10th Edition, Pearson Education, Noida, 2019.

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	14	33	33	20	--	100
CAT2	--	14	33	33	20	--	100
ETE	--	6	45	39	10	--	100

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

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24MBT22 - MARKETING MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**

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

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

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

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

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

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

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

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

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

Unit – V	**Integrated Marketing Communications**	**6**

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

Total:30

REFERENCES:

1.	Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri, "Principles of Marketing", 19th Edition, Pearson Education, Noida, 2023.
2.	Ramasamy, Namakumari, "Marketing Management – Indian Context – Global Perspective", 6th Edition, Sage Publications, New Delhi, 2018.
3.	Philip Kotler, Kevin Lane Keller., "Marketing Management", 15th Edition, Pearson Education, Noida, 2018.
4.	Warren J Keegan, "Global Marketing Management", 9th Edition, Pearson Education, Noida, 2018.
5.	CB Gu[ta & N Rajan Nair, "Marketing Management", 19th Edition, Sultan Chand & Sons, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the core concepts of marketing.	Applying (K3)
CO2	analyze the implications of consumer behavior, principles of segmentation targeting and positioning.	Analyzing (K4)
CO3	evaluate the implications of product planning and packaging strategy .	Evaluating (K5)
CO4	compare the pricing and channel strategy based on real world market and company objectives	Analyzing (K4)
CO5	critically appraise the international marketing communication through an IMC of brands.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBT23 - FINANCIAL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**

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

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

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

Unit – II	**Capital budgeting**	**6**

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

Unit – III	**Cost of Capital**	**6**

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

Unit – IV	**Capital Structure**	**6**

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

Unit – V	**Dividend Decision**	**6**

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

Total:30

REFERENCES:

1.	Khan M Y, Jain P K, "Financial Management: Text, Problems and Cases", 8th Edition, McGraw Hill Education, New Delhi, 2019.
2.	Pandey I M, "Financial Management", 12th Edition, Pearson Education, Noida, 2023.
3.	Jonathan Berk, Peter De Marzo, JarradHarford, "Fundamentals of Corporate Finance", 3rd Edition, Pearson Education, Noida, 2023.
4.	Brealey, Myers, Allen., "Principles of Corporate Finance", 12th Edition, McGraw Hill Education, New Delhi, 2018.
5.	Stephen A. Ross, "Fundamentals of Corporate Finance", 11th Edition, McGraw Hill Education, New Delhi, 2018.

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	50	33	--	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	6	25	40	29	--	100

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

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24MBT24 - OPERATIONS MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**
Preamble	The course explores the art and science of overseeing processes, resources, and systems to efficiently deliver goods and services. It encompasses the design, execution, and optimization of operations to meet organizational objectives, enhance efficiency, and drive organizational success in a dynamic business environment.						
Unit – I	**Introduction to Operations Management**						**6**
Introduction to Operations Management: Production versus Service Operations - Production as a System - Scope – Evolution - Operations Decision Making. **Product and Service Design:** Factors - Legal and Ethical Considerations, Human Factors, Cultural Factors and Environmental Factors.							
Unit – II	**Forecasting System**						**6**
Forecasting System: Qualitative and Quantitative Methods - Time Series Forecasting - Associative Forecasting Methods.							
Unit – III	**Facility Location and Layout Design & Process Selection**						**6**
Facility Location and Layout Design: Factors Affecting Location - Layout Types - Designing Product Layout - Line Balancing. **Process Selection** - Job Shop, Batch, Repetitive and Continuous Production.							
Unit – IV	**Aggregate Planning & Material Requirement Planning**						**6**
Aggregate Planning: Strategies - Techniques for Aggregate Planning – Master Production Scheduling. **Material Requirement Planning:** Inputs, Processing and Outputs - MRP II and ERP.							
Unit – V	**Inventory Management & Contemporary OM Techniques**						**6**
Inventory Management: Types - Basic EOQ model - P System and Q System - ABC Analysis. **Contemporary OM Techniques:** Introduction to JIT and Lean systems, Six Sigma, Industry 4.0.							
							Total:30

REFERENCES:

1.	Stevenson W.J, "Operations Management", 14th Edition, McGraw Hill Education, New Delhi, 2020.
2.	Chary S.N., "Production and Operations Management", 6th Edition, McGraw Hill Education, New Delhi, 2019.
3.	Panneerselvam. R, "Production and Operations Management", 3rd Edition, Prentice Hall India Learning Private Limited, New Delhi, 2012.
4.	Gopalakrishnan Nagarajan, "Operations Management: Tools and Techniques",1st' Edition, Amz Pro Hub,New Delhi,2023.
5.	Nigel Slack, Alistair Brandon-Jones, "Operations Management", 9th Edition, Pearson Education, Noida, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the concepts of operation management and examine various factors influencing product and service design.	Applying (K3)
CO2	examine and apply appropriate forecasting techniques to different business situations.	Analyzing (K4)
CO3	identify factors influencing facility location decisions and design appropriate layouts for different types of operations, demonstrating the ability to optimize resource utilization.	Applying (K3)
CO4	evaluate the effectiveness of aggregate planning strategies and MRP systems, demonstrating advanced proficiency in analyzing their impact on production capacity, inventory levels, and overall operational performance.	Evaluating (K5)
CO5	analyze inventory management technique, optimize inventory levels and minimize costs and examine the suitable modern operations management techniques for improving productivity.	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	14	53	33	--	--	100
CAT2	--	14	33	33	20	--	100
ETE	--	6	45	39	10	--	100

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

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24MBT25 - HUMAN RESOURCE MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course aims at enabling the students to understand the broader spectrum of Human Resource management. This course helps the students to understand the primary and ancillary functions of human resource management.	
Unit – I	**Introduction to HRM**	**6**
Introduction to HRM: Scope of HRM- Objectives - Functions of HRM - Models of HRM - Strategic HRM - Factors Affecting HR Environment – HR Planning: Process.		
Unit – II	**Recruitment& Selection**	**6**
Recruitment: Job Analysis - Job Description - Job Specification - HR Planning: Process - Recruitment - Sources - Pros and Con's - Selection - Process - Selection Tests - Types of Interview - Concept of Induction and Placement.		
Unit – III	**Employee Training & Compensation**	**6**
Employee Training: Need –Training methods. Management Development: Programme – Methods - Job evaluation. **Compensation:** Pay for performance, competency-based pay, equity based rewards, team rewards – Executive compensation		
Unit – IV	**Employee Performance**	**6**
Employee Performance: Performance Appraisal - Process, Methods, Potential Appraisal. **Morale**- Importance - Employee Engagement, Employee Productivity. - Stress: Source, Individual and Organizational Coping Strategy.		
Unit – V	**Enrichment in HRM**	**6**
Enrichment in HRM: Terms and Conditions of Employment - HR Outsourcing – HRIS – Employee Turnover and Retention – Managing Separation. Employee Relations: Strategies for Building and Maintaining Positive Employee Relations.		
		Total:30

REFERENCES:

1.	Dessler, "Human Resource Management", 17th Edition, Pearson Education, Noida, 2023.
2.	Rao V. S. P., "Human Resource Management: Text and Cases", 4th Edition, Excel Books, 2016.
3.	Aswathappa K., "Human Resource and Personnel Management", 10th Edition, McGraw Hill Education, New Delhi, 2022.
4.	Susan L. Verhulst, David A. DeCenzo, "Fundamentals of Human Resource Management", 14th Edition, Wiley, 2021.
5.	Scott A. Snell, Shad Morris,"Managing Human Resources", 18th Edition, Cengage, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the functions of human resources and make use of the strategies for existing environment.	Applying (K3)
CO2	determine the methods of recruitment and prepare a selection strategy for a specific job.	Analyzing (K4)
CO3	demonstrate appropriate implementation, monitoring and assessment procedures of training and design compensation schemes that are cost effective, improve productivity and comply with the legal framework.	Evaluating (K5)
CO4	demonstrate knowledge on appraisal method and develop strategies to empower employees.	Analyzing (K4)
CO5	interpret the enrichment concepts in HRM with its latest trends.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBT26 - BUSINESS RESEARCH METHODS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**

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

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

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

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

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

Unit – III	**Sampling Design**	**6**

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

Unit – IV	**Data Analysis**	**6**

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

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

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

Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the research process, Research Problem and literature review	Applying (K3)
CO2	analyze the criteria for evaluating data collection methods, and Preparation of Questionnaire Design.	Analyzing (K4)
CO3	evaluate the principles of sampling and data preparation to the contemporary business research problems	Evaluating (K5)
CO4	assess different types of testable hypotheses and interpret the statistical test	Applying (K3)
CO5	critically examine report writing styles.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	11	40	20	29	--	100

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

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24MBL21 - DATA ANALYSIS LABORATORY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**2**	CC	0	0	4	2

Preamble	The objective of this course is to provide hands on experience in data preparation and basic statistical analysis using software such as SPSS.

LIST OF EXPERIMENTS / EXERCISES:	
1.	Data preparation: Data entry - Dealing with Different Types of Data – Multiple Response Sets – Selecting - Sorting– Merging.
2.	Data Transformation : Case Summaries - Replacing - Missing Values – Identifying Duplicate Cases– Recoding – Ranking Cases – Compute New Variables.
3.	Descriptive - Frequency - Normal Distribution - Mean, Median, Mode, Variance and Standard Deviation - Skewness and Kurtosis - Cross Table - Chi - Square Analysis.
4.	Comparing Group means using parametric tests: t test, One Way ANOVA
5.	Comparing Group means using Non parametric tests: Mann Whitney Test - Kruskal - Wall's Test.
	Total: 40

REFERENCES/ MANUAL /SOFTWARE:	
1.	Andy Field, "Discovering Statistics Using IBM SPSS Statistics ", 6th Edition, Sage Publication, New Delhi, 2024.
2.	Andrei Besedin, "How to Learn Statistics Using IBM SPSS Statistics", 1st Edition, MeriPushtak, New Delhi, 2018.
3.	George Morgan, "IBM SPSS For Introductory Statistics Use And Interpretation ", 6th Edition, Taylor & Francis, New Delhi, 2019.
4.	Bowerman, "Business Statistics in Practice: Using Data, Modeling, and Analytics", 8th Edition, McGraw Hill, New Delhi, 2019.
5.	Dinesh Kumar, "Business Analytics", 2nd Edition, Wiley India, 2021.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	use statistical software for data preparation and summarise the data(make better analysis and presentation of the data)	Understand (K2), Manipulation (S2)
CO2	perform data cleaning activities and make better analysis and presentation of the data.	Applying (K3), Manipulation (S2)
CO3	find group differences using parametric and non - parametric test for a given data set. .	Applying (K3), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBT31 ENTREPRENEURSHIP AND INNOVATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**3**	**CC**	**3**	**0**	**0**	**3**

Preamble	The main aim of the course is to create awareness about Entrepreneurship, Business Plan, Financing New Venture, Managing the Business.	
Unit – I	**Introduction to Entrepreneur**	**6**
Introduction to Entrepreneur: Nature and development of Entrepreneurship – The Entrepreneurial decision process – Types of startups - Role of Entrepreneurship in Economic development – Entrepreneur characteristics.		
Unit – II	**Innovation and IPR**	**6**
Innovation and IPR: Innovation – Types of Innovation – Application of Innovation in Business - Sources of new ideas – Methods of Generating Ideas –Product planning and development process – Intellectual property – Patent Infringement.		
Unit – III	**Business Plan**	**6**
Business Plan: Contents of the Business Plan – Executive summary – Environmental and Industry Analysis – Description of venture – production plan – marketing plan – organization plan – financial plan – failure of business plan evaluation of business plan- Business Model Canvas.		
Unit – IV	**Financing New Venture**	**6**
Financing New Venture: Internal and external sources of funds – Commercial Banks – Types of Bank Loans – Cash flow financing – Long term Loans – Government grants and subsidy – venture capital funding – Institutional Finance to Entrepreneur – Institutional support to entrepreneur.		
Unit – V	**Managing, Growing The New Venture**	**6**
Managing, Growing The New Venture: Assessing the new entry opportunity – Entry strategy for new entry exploitation – Growth strategies – Penetration strategies – Market development strategies – Diversification strategies – Economic implication of growth.		
		Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the concepts of entrepreneurship and its importance	Understanding (K2)
CO2	examine the need of generating innovative business ideas and identify the legal issue in establishment of business.	Applying (K3)
CO3	interpret and examining the components of business plan	Analyzing (K4)
CO4	analyze the sources of finance and institutions supporting entrepreneurship	Analyzing (K4)
CO5	evaluate the entry level opportunities and growth strategies in new venture	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	14	53	33	--	--	100
CAT2	--	14	33	33	20	--	100
ETE	--	6	45	39	10	--	100

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

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24MBT32 MACROECONOMICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**3**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course provides an overview of macroeconomic principles, policies, and challenges. Students will analyze economic indicators, evaluate policy effectiveness, and apply theoretical concepts to real-world economic scenarios.	
Unit – I	**Introduction to Macroeconomics**	**6**
Introduction to Macroeconomics: Overview of Macroeconomics: Definition, scope, and importance of macroeconomics - Macroeconomic Models: Classical, Keynesian, and Neoclassical perspectives - National Income Accounting: GDP, GNP, NDP, NNP, and their calculation methods - Economic Growth and Development: Factors influencing growth, measurement, and development indicators - Key Concepts: Circular flow of income, production possibilities frontier, and the business cycle.		
Unit – II	**Fiscal Policy and Monetary Policy**	**6**
Fiscal Policy and Monetary Policy: Fiscal Policy: Objectives, tools, and impact on aggregate demand - Monetary Policy: Objectives, tools, and impact on money supply and interest rates - Policy Evaluation: Effectiveness, limitations, and challenges in implementing fiscal and monetary policies - Policy Coordination: Interaction between fiscal and monetary policies, conflicts, and coordination mechanisms.		
Unit – III	**Inflation and Deflation**	**6**
Inflation and Deflation: Causes of Inflation: Demand-pull, cost-push, and structural factors - Effects of Inflation: Purchasing power, income distribution, and economic stability - Measurement of Inflation: Consumer Price Index (CPI), Producer Price Index (PPI), and inflation expectations - Policy Responses: Monetary and fiscal policy measures to address inflation and deflationary pressures.		
Unit – IV	**Business Cycle and Economic Indicators**	**6**
Business Cycle and Economic Indicators: Business Cycle Phases: Expansion, peak, contraction, trough, and their characteristics - Economic Indicators: Leading and lagging indicators, GDP revisions, and business cycle analysis - Policy Implications: Countercyclical policies, automatic stabilizers, and challenges in managing business cycle fluctuations.		
Unit – V	**Global Macroeconomic Issues**	**6**
Global Macroeconomic Issues: Income Inequality: Causes, consequences, and policy responses - Financial Globalization: Impacts on economies, risks, and regulatory challenges - Environmental Sustainability: Economic growth disparities, climate change, and sustainable development goals - International Policy Coordination: Challenges in achieving macroeconomic stability in a globalized economy.		
		Total:30

REFERENCES:

1.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri, "Macroeconomics" , 20th Edition, McGraw Hill, 2021.
2.	Campbell R. McConnell, Stanley L. Brue, Sean Masaki Flynn, Bibek Ray Chaudhuri, "Macroeconomics", McGraw Hill, 1st Edition, 2021.
3.	Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", 3rd Edition, McGraw Hill Education, New Delhi, 2017.
4.	Carsten Scheibye, Eric Bentzen& Mark Hirschey, "Managerial Economics",16th Edition, Cengage Learning, New Delhi, 2022.
5.	Dwivedi. D. N, "Managerial Economics", 9th Edition, S Chand and Company Ltd, New Delhi, 2021.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify and describe different economic indicators used to assess economic performance and stability	Applying (K3)
CO2	interpret and analyze economic data to understand trends in national income, inflation rates, and business cycle phases.	Analyzing (K4)
CO3	evaluate macroeconomic models to analyze the effects of fiscal and monetary policies on aggregate demand, inflation, and economic growth	Evaluating (K5)
CO4	analyze and compare different theories of the business cycle and their policy implications	Analyzing (K4)
CO5	evaluating policy conflicts and coordination challenges between fiscal and monetary authorities.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	6	25	40	29	--	100

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

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24MBL31 MANAGERIAL SKILL LABORATORY							
Programme& Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	4		0	0	4	2

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

LIST OF EXPERIMENTS / EXERCISES:

1.	Negotiation skills: Involving multiparty-Sales Negotiation (eg. Closing a deal, handling challenging prospects, handling objections from a prospect etc)
2.	Effective Communications : Planning, conducting, recording and reporting meetings
3.	Verbal & Non Verbal Etiquettes : Role Play – various personal and business scenarios. (eg. Communication between teacher and student, superior and subordinate in office, aged junior ans young senior etc)
4.	Business Correspondence : Email writing and its etiquettes (Subject, content and attachment)
5.	Communicating effectively in groups :Current trends / News Presentation& Questioning (eg. CGI Ads positivies and negatives)
6.	Decision making :Decision Tree analysis for a problem. (Eg. Choosing electives during II Tri)
7.	Conflict Resolution: Role Play - Business scenarios (Eg. Arguing customers, handling dissatisfied customers etc.)
8.	Listening Skills: Listening to a audio file, students should answer MCQs. (Eg. Jio Annual meet speech)
9.	Types of Thinking: Idea generation for promoting a product / service (PPT) (eg. Diet hotel promotion)
10.	Speaking: Just a minute & Business Telephonic conversation (eg. Cold call in promoting a product, Speaking to a vendor.).
	*The examples given are illustrative and not exhaustive.

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Shikha Kapoor, "Personality development and soft skills : Preparing for tomorrow", 1st Edition, Dream Tech Press, New Delhi, 2020.
2.	Frederick H. Wentz, "A Workbook to Develop Skills for Employment", 1st Edition, Create Space Independent Publishing Platform, 2012
3.	Stefan H. Krieger, Richard K, Jr. Neumann, Renee McDonald Hutchins, "Essential Lawyering Skills: Interviewing, Counseling, Negotiation, Persuasive Fact Analysis", 6th Edition, Wolters Kluwer, Gurgaon, 2020.
4.	Paul Sloane, "The leaders guide to lateral thinking skills: Unlock the creativity and innovation in you and your team" 3rd Edition, Kogan Page, UK, 2017.
5.	Bruce Tulgan., "Bridging the Soft Skills Gap", 1st Edition, Pan McMillan, New Delhi, 2016.

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

Mapping of COs with POs

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

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

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24MBT41 CORPORATE STRATEGY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**5**	**CC**	**3**	**0**	**0**	**3**

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

Unit – I	**Strategic Management &Strategy Analysis I**	**6**

Strategic Management - Process - Values, Vision, and Mission Statement - Types of Strategy - Framework.
General Environment – Scanning and Monitoring - PEST Analysis.
Competitive Environment: Porter's Five Forces Framework-Value Net-Strategic Groups.

Unit – II	**Strategy Analysis II**	**6**

Internal Environment: Value Chain Analysis - SWOT Analysis.
Resource Based View Strategy: Resources - Core Competencies- Distinctive Capabilities - Competitive Advantage – Assessing Organization Performance.

Unit – III	**Business and Corporate Level Strategy**	**6**

Business Level Strategy: Cost Leadership, Differentiation and Focus Strategies – Resource-Based Approach - Industry Life Cycle.
Corporate Level Strategy: Growth Strategies - Related and Unrelated Diversification - Portfolio Analysis - BCG Matrix – GE McKinsey Matrix.

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

International Strategy-MNC Goals – Factors – Types-Entry Mode Strategies-Porter's Diamond of Competitive Advantage- Myths of Global Strategy - Challenge of Globalization.

Unit – V	**Strategy Implementation**	**6**

Organizational Structures-Organizational Processes – Strategic Control System - Strategic Change.
Strategic Leadership - Leadership Organization-Impact of Leadership on Vision, Valueand Culture – Leading Strategic Change.

Total:30

REFERENCES:

1.	Anthony E. Henry, "Understanding Strategic Management", 4th Edition, Oxford University Press, New Delhi, 2021.
2.	John A. Pearce II, Richard B. Robinson, AmitaMital, "Strategic Management Formulation, Implementation and Control", 14th Edition, McGraw Hill Education, New Delhi, 2018.
3.	Michael A. Hitt, Duane Ireland R, Robert E. Hoskisson, "Strategic Management: Concepts and Cases", 12th Edition, Cengage Learning, Noida, 2022.
4.	Fred R, David, Forest R,David, "Strategic Management: Concepts: a Competitive Advantage Approach", Global Edition, Pearson Education, Noida, 2017.
5.	Eisner, Alan, "Strategic Management: Creating Competitive Advantages", 8th Edition, McGraw Hill Education, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	assess the strategic decisions that organizations make and have an ability to engage in strategic planning	Applying (K3)
CO2	apply the basic concepts, principles and practices associated with strategy formulation	Applying (K3)
CO3	appraise a strategic plan that considers on different corporate and business level strategy	Evaluating (K5)
CO4	analysis international strategy adoption for multinational corporations.	Analyzing (K4)
CO5	evaluate and design effective strategy implementation from holistic and multi-functional perspectives	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	6	25	40	29	--	100

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

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24MBT51 SUSTAINABILITY MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**C**	**3**	**0**	**0**	**3**
Preamble	To provide knowledge and insight into Fundamentals of ESG, Environment and Green Initiatives, the best Governance and ethical Practices and sustainability reporting.						
Unit – I	**Environment & Green Initiative**						**6**
Environment Protections - Need - Policies - Environmental Permits - Environmental Impact - Indian Corporate Experiences - Energy Consumption - Successful Indian Cases - Features of Energy Conservation Act - Green Initiatives - Pollution Abatement - Reduction in Carbon emission - Resource Efficiency - Renewably Energy - Water Management - Waste Management.							
Unit – II	**Corporate Social Responsibility**						**6**
Meaning - Sustainability and CSR - CSR Under Companies Act - CSR Committee - CSR Polices - CSR Implementation - Specific CSR Activities - Mapping SDCs with CSR Programmes - CSR Reporting - ESG Investment - Characteristics - Benefits - Challenges.							
Unit – III	**Corporate Governance**						**6**
Meaning - Need - Elements - Governing Mechanism for Listed Companies, Unlisted Companies and Financial Institutions, Base Committee Guidelines - Gender Diversity in Boards in India - Disclosures in Corporate - Website Disclosures - Employees and Corporate Governance - Posh Act Features.							
Unit – IV	**Business Ethics**						**6**
Business Ethics: Meaning and Features - Fundamental Principles - Ethical Dilemma - Steps to Resolve Ethical Dilemma - Code of Ethics and Code of Conduct - Common Business Ethical Issues - Case lets.							
Unit – V	**Environment & Sustainability Reporting**						**6**
Sustainability Audit - ESG Reporting - Emerging Mandates from Government and Regulations - Integrated Reporting Framework - GRI Framework - Business Responsibility and Sustainability Reporting.							
							Total:30

REFERENCES:

1.	Rear Admiral Sanjay Roye., " Decoding ESG - A Comprehensive Guide to Environmental, Social and Governance Principles", 1st Edition, White Falcon Publishing, 2024.
2.	Vipul Arora., " Essence of ESG", 1st Edition, Pendown Press, 2024.
3.	Nirbhay Lumde., " ESG and CSR: Strategies for Career Success and Corporate Responsibility", 1st Edition, Notion Press, 2024
4.	Dr. Garima Dadhich, Dr. Ravi Raj Atrey., " Benchmarking ESG & CSR", 1st Edition, Taxmann Publications Private Limited, New Delhi, 2022.
5.	Dr Debra Brown, David Brown., " ESG Matters", 1st Edition, Ethos Collective, 2021.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	explain the components of environment policy and green initiatives leading to increasing resource efficiency.	Understanding (K2)
CO2	identify and implement suitable CSR activities in organization.	Applying (K3)
CO3	examine the impact of legal framework on corporate governance.	Analyzing (K4)
CO4	understand ethical concepts and evaluate the ethical issues in business context.	Evaluating (K5)
CO5	demonstrate the process of sustainability auditing and Reporting	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	66	17	--	--	100
CAT2	--	17	--	17	66	--	100
ETE	--	10	20	30	40	--	100

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

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24MBE01 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course is designed to deep in students comprehension of investment securities, risk return relationship and the portfolio construction. Through this course, students will gain the skills to assess investment alternatives, analyze the risk and return profile of securities, perform macroeconomic and fundamental analysis, employ technical analysis tools and construct well optimized portfolio.	
Unit – I	**Introduction to Investment and Securities**	**6**
Introduction to Investment and Securities: Investment Objectives- Investment Process- Speculation, Investment and Gambling- Investment Alternatives- Sources of Investment Information- Securities-Securities Markets in India.		
Unit – II	**Capital Market& Risk and Return**	**6**
Capital Market: Primary Market – Participants- Listing Formalities and Procedure- Secondary Market - Buying and Selling Mechanisms- Margin and Settlement of Shares- Regulating Framework, SEBI – Functions, Guidelines and Regulations- Stock Exchanges in India – Indices- Depositories in India. **Risk and Return:** Components- Elements-Measures of Risk-Capital Asset Pricing Model- Security Market Line.		
Unit – III	**Fundamental Analysis**	**6**
Fundamental Analysis: Economic Analysis – Forecasting Model, Industry Analysis, Company Analysis – Measuring Earnings.		
Unit – IV	**Technical Analysis**	**6**
Technical Analysis: Need and Importance-Fundamental Vs Technical-Tools of Technical Analysis – Charts, Indicators and Oscillators-Dow Theory-Efficient Market Theory.		
Unit – V	**Portfolio Analysis**	**6**
Portfolio Analysis: Approaches in Portfolio Construction-Portfolio Theory-Markowitz Model-Portfolio Performance Evaluation – Sharpe, Treynor's and Jensen's Measure-Portfolio Revision.		
		Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the knowledge of investment and securities	Applying (K3)
CO2	analyze knowledge of primary and secondary market operations in real world scenarios.	Analyzing (K4)
CO3	evaluate macroeconomic, industry and fundamental analysis techniques to evaluate investment opportunities and risk.	Evaluating (K5)
CO4	analyze securities using technical analysis tools and methods to identify trends, patterns and potential entry / exist points.	Analyzing (K4)
CO5	evaluate the risk and return profits of securities and investment portfolio incorporating factors such as volatility beta and risk - adjusted returns.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE02 WORKING CAPITAL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course aims to provide a conceptual foundation for analyzing working capital in the context of corporate value creation. It focuses on developing skills in evaluating corporate policies related to credit granting, inventory management and acquiring working capital finance.	
Unit – I	**Working Capital Management**	**6**
Working Capital Management: Assessment of Average Requirement of Working Capital - Working Capital Controls and Banking Policy: Tandon Committee, Chore Committee - Digital Transformation and its Impact on Streaming Working Capital.		
Unit – II	**Receivables Management**	**6**
Receivables Management: Objectives- Credit Policy - Nature and Goals - Optimum Credit Policy - Credit Policy Variables- Credit Evaluation-Monitoring Receivables.		
Unit – III	**Inventory Management**	**6**
Inventory Management: Nature of Inventories- Need to Hold Inventories- Objectives of Inventory Management- Inventory Management Techniques- Analysis of Investment in Inventory- Inventory Control Systems-Aging Schedule of Inventory.		
Unit – IV	**Cash Management:**	**6**
Cash Management: Digital Payment System and their Role in Cash Management - Facets of Cash Management-Managing Cash Collections and Disbursements- Optimal Cash Balance Model.		
Unit – V	**Working Capital Finance**	**6**
Working Capital Finance: Accruals-Trade Credit and other current liabilities-Working Capital Advance by Commercial Banks: Certificate of Deposits, Public Deposits, Inter-corporate Deposits, Commercial Paper.		
		Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the impact of technologies on effective working capital management practices.	Applying (K3)
CO2	implement the impact and effectiveness of various credit policies in managing receivables and mitigating credit risk.	Applying (K3)
CO3	examine optimal inventory management techniques based on real world data analysis.	Evaluating (K5)
CO4	analyze digital payment systems and their role in improving cash management efficiency and transaction process.	Analyzing (K4)
CO5	evaluate regulatory changes and their impact on working capital finance strategies.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE03 MERCHANT BANKING AND FINANCIAL SERVICES							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	This course provides a comprehensive understanding of merchant banking and financial services focusing on their operational components and recent development in the Indian financial system.						
Unit – I	**Merchant Banking**						**6**
Merchant Banking: Functions - Regulatory Framework - SEBI Regulations on Merchant Bankers - SEBI Guidelines on Capital Markets - Merchant Banking in India.							
Unit – II	**Public Issue Management**						**6**
Public Issue Management – Mechanism - Categories of Securities Issue - Green Shoe Option – E-IPO, Role of Issue Manager - Marketing of New Issues – Pre Issue Activities - Post Issue Activities – Pricing - Laws Relating to Issue Management.							
Unit – III	**Role of Merchant Banker**						**6**
Role of Merchant Banker: Prospectus Preparation – Underwriting of Securities - Capital Structure Decisions - Dealing with Registrar - Brokers and Advertising Consultant.							
Unit – IV	**Fee Based Management Services**						**6**
Fee Based Management Services – Merger and Acquisition Advisory Services - Corporate Restructuring -Portfolio Management Services - Credit Syndication - Credit Rating - Mutual Funds.							
Unit – V	**Fund Based Financial Services**						**6**
Fund Based Financial Services – Leasing and Hire Purchasing - Financial Evaluation and Implications- Consumer Credit - Credit Cards - Real Estate Financing - Bills Discounting - Factoring and Forfeiting - Venture Capital - Ethical Consideration in Fund based Service.							
							Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the different regulatory frame work and SEBI guidelines related to merchant banking and capital markets.	Applying (K3)
CO2	describe the mechanism and categories of securities in public issue management.	Applying (K3)
CO3	evaluate the stages of prospectus preparation and underwriting process in the role of merchant banker.	Evaluating (K5)
CO4	analyze the role of merchant banker in portfolio management, credit syndication and credit rating.	Analyzing (K4)
CO5	assess the risk - return profile of venture capital investments in fund based financial services considering market trends and regulatory factors to optimal portfolio performance.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE04 FINANCIAL DERIVATIVES							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course is designed to know about various financial derivatives product. By studying this course students will able to understand the concept of derivatives and various products in India. They also able to know about the hedging techniques and option trading mechanism.	
Unit – I	**Financial Derivatives**	**6**
Financial Derivatives: Introduction – Types of financial derivatives – Features of derivatives market – Factors contributing to the growth of derivatives – functions of derivatives markets – Exchange traded Versus OTC derivatives – Traders in derivatives market – Derivative market in India - Derivatives Trading at NSE / BSE Base and Products.		
Unit – II	**Futures & Forwards**	**6**
Futures & Forwards: Futures & Forward Contract Differences - Forward and Future Trading Mechanism - Valuation of Futures - Valuation of Long and Short Forward Contract, Mark to Margin, Open Interest – Hedging Through Futures - Continuo and Backwardation – Basis Risk.		
Unit – III	**Options**	**6**
Options: Types Of Option - Basic Principles of Option Trading - Payoff of Long and Short Call - Payoff of Long and Short Put - European Call/Put : Upper Bound Price, Lower Bound Price		
Unit – IV	**Option Strategies and Valuation**	**6**
Option Pricing : Factors affecting Option Pricing - Option pricing models: Binomial model, Black – Scholes- Merton model – Basic option strategies: Covered Calls ,Protective Puts , Straddle , Strips , Straps , Strangles , Bear Spread , Butterfly Strategy , Calendar Spreads.		
Unit – V	**Swaps**	**6**
Swaps: Concept And Nature, Evolution of Swap Market, Features of Swaps, Major Types of Swaps, Managing Risk Using Swaps, Pricing and Valuation Swaps.		
		Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	acquire the knowledge of derivatives and its various products.	Applying (K3)
CO2	mitigate the risk in Futures and forward market through hedge	Evaluating (K5)
CO3	analyze the various options trading and pricing	Analyzing (K4))
CO4	analyze the various hedging strategies using option market	Analyzing (K4)
CO5	acquire knowledge about swaps and how they are priced	Applying (K3)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE05 REPORTING AND ANALYSIS OF MANAGEMENT DECISIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**
Preamble	This course aims to provide students with a comprehensive understanding of Cost Accounting principles, standards, and techniques. By the end of this course, students will be able to apply cost accounting concepts effectively in real-world scenarios, analyze cost data for decision-making, and contribute to cost control and performance improvement within organizations.						
Unit – I	**Introduction to Cost Accounting**						**6**
Introduction to Cost Accounting: Definition, Scope, and Objectives of Cost Accounting - Significance of Cost Accounting - Relationship with Financial Accounting and Management Accounting - Cost Objects, Cost Centers, and Cost Units - Elements of Cost and Classification of Costs - Role of Cost Accountants in Organizations.							
Unit – II	**Cost Ascertainment – Elements of Cost**						**6**
Elements of Cost: Material Costs: Procurement of materials, Inventory management, and control - Labour Costs: Timekeeping, Time booking, and payroll procedures; Labour turnover, Remuneration, and Incentive schemes - **Overheads:** Collection, Classification, Apportionment, and Allocation of overheads							
Unit – III	**Basic Costing Methods**						**6**
Basic Costing Methods: Operating Costing: Meaning and Preparation of Operating Cost Sheet; Costing methods for Transport, Power Supply, and Hospital sectors. **Budget and Budgetary Control:** Budgetary control as a management tool; Installation of Budgetary control systems, classification of budgets, Fixed and Flexible Budgeting.							
Unit – IV	**Advanced Costing Methods**						**6**
Advanced Costing Methods: Features of Job Costing and Batch Costing: Preparation of Cost Sheet under Job Costing and Batch Costing **Process Costing:** Process Loss, Normal, and Abnormal Loss; Analysis of process variances.							
Unit – V	**Cost Accounting Techniques**						**6**
Cost Accounting Techniques: Standard Costing and Variance Analysis: Suitability of standard costing as a management tool; Analysis of Direct material, Direct labor, and Overhead variances **Sales Variance Analysis:** Interpretation of sales variances for decision-making							
							Total:30

REFERENCES:

1.	JawaharLal, Seema Srivastava, Manisha Singh, "Cost Accounting, Text, Problems and Cases", 6th Edition, McGraw Hill Education, New Delhi, 2020.
2.	William Lanen, Shannon Anderson, and Michael Maher, "Fundamentals of Cost Accounting", 7th Edition, McGraw Hill Education, New Delhi, 2020.
3.	M.N.Arora and Priyanka Katyal, "Cost Accounting", 5th Edition, Vikas publishing House, New Delhi, 2023.
4.	Ravi M.Kishore, "Cost and Management Accounting", 6th Edition, Taxmann, New Delhi, 2021.
5.	M.N.Arora, "Cost and Management Accounting", 11th Edition, Vikas Publishing, New Delhi, 2021.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply different cost and its scope in organizaiton.	Applying (K3)
CO2	evaluate the process of overhead collection, classification, apportionment, and allocation.	Evaluating (K5)
CO3	implement fixed and flexible budgeting techniques for cost control.	Applying (K3)
CO4	prepare cost sheets using job costing and batch costing methods.	Applying (K3)
CO5	interpret sales variances for decision-making.	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE06 BUSINESS VALUATION AND CORPORATE RESTRUCTURING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

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

Unit – I	**Introduction**	**6**

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

Unit – II	**Valuation**	**6**

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

Unit – III	**Corporate Restructuring**	**6**

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

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

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

Unit – V	**Gain Analysis of Mergers and Acquisitions**	**6**

Gain Analysis of Mergers and Acquisitions: Funding of Mergers and Acquisitions - Various Sources of Financing Including Deferred Payment - Leveraged Buyouts - Case Study.

Total:30

REFERENCES:

1.	Patrick A.Ganghan, "Merger, Acquisition and Corporate Restructuring", 7th Edition, Wiley, New Delhi, 2020.
2.	Dr. Rabi Narayan Kar and Dr. Minakshi, " Mergers Acquisitions & Corporate Restructuring | Strategies & Practices " , 1st Edition, Taxmann, 2023.
3.	Prasanna Chandra, "Corporate Valuation- a guide for analyst- manager and investor ", 2nd Edition, Mc Graw Hill Education, New Delhi, 2020.
4.	K. McCarthy and W. Dolfsma, " Understanding Mergers and Acquisitions in the 21st Century: A Multidisciplinary Approach", 1st Edition, Palgrave Macmillan, 2013.
5.	Aswath Damodaran, "Damodaran on valuation", 2nd Edition, Wiley, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply different models for valuation of an organization.	Applying (K3)
CO2	value intangible assets and write valuation report.	Applying (K3)
CO3	evaluate the impact of restructuring on the value of the firm.	Evaluating (K5)
CO4	apply the SEBI guidelines and solvency codes to companies.	Applying (K3)
CO5	analyze the gains of restructuring for a given company.	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE07 FINTECH INNOVATION							
Programme& Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	Empower students to grasp the fintech landscape, exploring technologies and business models for financial inclusion. Equip them to drive impactful change through innovative fintech solutions for the unbanked and under banked.	
Unit – I	**Introduction to Fin Tech**	**6**
Overview of Fintech: Definition, scope, and evolution, Key Fintech Technologies, Fintech regulations and compliance, Fintech Ecosystem.		
Unit – II	**Disruptive Technologies in Fintech**	**6**
Impact of Block chain and Crypto currencies on financial services and transactions, Artificial Intelligence in Fintech, Big Data and Analytics: Data-driven insights for personalized financial services.		
Unit – III	**Fintech Business Models**	**6**
Peer-to-Peer (P2P) Lending, Digital Payments and Wallets, Insurtech: Innovations in the insurance industry, Wealthtech: Digital solutions for investment management and wealth advisory.		
Unit – IV	**Innovation in Financial Inclusion**	**6**
Fintech for the Unbanked and Under banked, Microfinance and Microloans: Impact on financial inclusion, Mobile Banking and Digital Financial Services: Empowering underserved populations.		
Unit – V	**Future Trends and Challenges in Fintech**	**6**
Open Banking and API Integration: Promoting collaboration and innovation, Cyber security in Fintech, Ethical and Regulatory Challenges, Future of Fintech and impact on traditional financial services.		
		Total:30

REFERENCES:

1.	Jaspal Singh "Financial Technology (FinTech) and Digital Banking in India",1st Edition, New Century Publications, 2022.
2.	Dr. VidhuShekhar, Kiran Kumar KV, SumitJha, Dr. PankajBaag "Fintech for Managers: A Handbook", 1st Edition, Sybgen Learning, 2024.
3	Paolo Sironi, "FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification, 1st Edition, The Wiley Finance Series, 2016.
4	CA Dr. Brajesh Kumar Jaiswal, "FinTech Revolution in India: Opportunities and Challenges", 1st Edition, 2024.
5	Krishna Potnis, "Connecting Fintech: Building Techno-Financial Bridge Using 5D Model". 1st Edition, Pendown Press, 2023.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate the basic concepts and principles of Fintech and Gain insights into the scope and evolution of fintech.	Applying (K3)
CO2	recognize the impact of Block chain, Crypto currencies, Artificial Intelligence, and Big Data on financial services and evaluate their role in reshaping the financial industry.	Applying (K3)
CO3	evaluate the effectiveness of different Fintech business models such as Peer-to-Peer Lending, Digital Payments, Insurrect, and Wealth tech in transforming traditional financial services	Evaluating (K5)
CO4	assess the impact of Fintech solutions such as microfinance, microloans, mobile banking, and digital financial services on promoting financial inclusion and empowering underserved populations at the Evaluation	Evaluating (K5)
CO5	analyze the role of Open Banking and API Integration in fostering collaboration and innovation, evaluate cyber security measures in the Fintech sector, assess ethical and regulatory challenges, and predict the future of Fintech and its influence on traditional financial services	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE08 SUSTAINABLE FINANCE AND INVESTMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course aids the student to learn how ESG (environmental, social, and governance) factors affect the various sectors in finance, how to interpret these metrics of companies to access financial returns, and how to measure risks associated with sustainable issues such as climate change.	
Unit – I	**Introduction**	**6**
Introduction: Promoting Private Sector - Mobilization of Fund For Sustainable Development- Greening of Financial Markets- Regulatory Framework- Stakeholder Engagement		
Unit – II	**Sustainability Reporting**	**6**
Sustainability Reporting: Importance and Evolution of Sustainability Reporting- Global Reporting Standards- Sustainability Accounting Standards Board (SASB)- Sustainable Strategies - Outcomes - Opportunities and Challenges .		
Unit – III	**ESG**	**6**
ESG: ESG – Incentives, Obstacles, Standards, , Disclosure Policies, Multi Asset Portfolios, ESG Metrics, Assess and Apply the Use of Data-Performance Metrics- Identifying Key Performance Indicators (KPIS) for Environmental, Social, and Governance (ESG) Aspects.		
Unit – IV	**Financial Instruments**	**6**
Financial Instruments: Financial Products- Types- Innovative Financial Instruments- Green Bonds, Social Impact Bonds - Stakeholder Engagement – Case Study.		
Unit – V	**Impact Investing**	**6**
Impact Investing: Characteristics - Setting Goals- Short Term Objectives - Long Term Objectives- Measuring Impact Investing- Types- Tools – Impact in Housing, Healthcare And Education – Case Study.		
		Total:30

REFERENCES:

1.	Alan S. Gutterman, "Sustainable Finance and Impact Investing", 1st Edition, Business Expert Press, New Delhi, 2021.
2.	Simon Thompson , "Green and Sustainable Finance: Principles and Practice in Banking, Investment and Insurance" , 2nd Edition, Kogan Page, 2023
3.	Dr Simon Smiles , James Purcell , "Sustainable Investing in Practice: ESG Challenges and Opportunities" 1st Edition, Kogan Page, 2023
4.	Cyril Shmatov , Cino Robin Castelli , " Quantitative Methods for ESG Finance" 1st Edition, Wiley, 2022
5.	Kylelane Purcell , Ben Vivari, "Sustainable Investing: An ESG Starter Kit for Everyday Investors" , 1st Edition, Business Expert Press, 2023

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the key sustainable finance concepts to real world sustainability-related issues in finance	Applying (K3)
CO2	apply and interpret financial reports and sustainability reports	Applying (K3)
CO3	evaluate the basics of ESG factors and their applications	Evaluating (K5)
CO4	examine how sustainability issues affect management decisions	Analyzing (K4)
CO5	evaluate corporate sustainable risks and the impacts of risk on stakeholders	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	10	30	30	30	--	100
CAT2	--	10	40	30	20	--	100
ETE	--	10	45	25	20	--	100

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

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24MBE09 TIME SERIES ECONOMETRICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The purpose of this course is to equip students with advanced knowledge and practical skills in time series analysis, focusing on its application in economics and finance. By probing into classical and modern techniques, students will gain a deep understanding of trend identification, volatility modelling and strategic forecasting, enabling them to make informed decisions in complex, dynamic environments.

Unit – I	**6**
Classical Time Series Analysis – Utility of Time Series Analysis – Components of Time Series Data – Measurement of Trend, Seasonality and Cycles – Moving Averages and Smoothing Techniques to Time Series Analysis - Classical Time Series Decomposition Models – Additive and Multiplicative Models – Forecasting Using Smoothing Techniques and Time Series Decomposition Methods – Applications in Finance .	
Unit – II	**6**
Tools of Modern Time Series Analysis – Stochastic and Stationary Process – Tests of Stationary – Trend Vs Difference Stationery Process – Dickey-Fuller and Augmented Dickey-Fuller Tests – Spurious Regression and Co-Integration of Time Series – Engle-Granger Test – CRDW Test – Error Correction Mechanism.	
Unit – III	**6**
Univariate Time Series Analysis and Forecasting – Linear Time Series Analysis – Autocorrelation Function and Partial Auto-Correlation Function – Auto-Regressive (AR) Models, Moving Average (MA) Models, Box-Jenkins (BJ) ARMA and ARIMA Models – Identification – Estimation and Forecasting With ARIMA Models – Economic Applications.	
Unit – IV	**6**
Multivariate Time Series Analysis and Forecasting – Vector Autoregressive (VAR) Models – Advantages and Problems – Estimation and Forecasting With VAR – Impulse Response Function – Johansen Co-Integration Test on VAR – Granger Causality Test – Applications in Finance.	
Unit – V	**6**
Modeling Volatility and Auto-Correlation in Time Series – Motivation and Test for Non-Linearity – Historical And Implied Volatility – Auto-Regressive Conditional Hetroscdasticity (ARCH) Model – Generalised ARCH Model – Applications in Finance.	
	Total:30

REFERENCES:

1.	Gujarati, D. N., "Essentials of Econometrics", 5th Edition, Sage Publications, New Delhi, 2021.
2.	Dr. Sengupta Jhumur , "Introduction to Econometrics", 1st Edition, Sultan Chand & Sons, New Delhi, 2023
3.	H Stock James , W. Watson Mark, "Introduction to Econometrics", 3rd Edition, Pearson, 2017
4.	Asteriou, D., & Hall, S. G, "Applied Econometrics", 5th Edition, Bloomsbury Publishing, New Delhi, 2021.
5.	Hansen, B, "Econometrics", 1st Edition, Princeton University Press, United States, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the components of time series data and apply moving averages and smoothing techniques for trend measurement and seasonality detection.	Applying (K3)
CO2	compare and contrast stationary and non-stationary processes, conduct Dickey-Fuller tests, and evaluate co-integration in time series data.	Applying (K3)
CO3	interpret autocorrelation and partial autocorrelation functions, estimate ARIMA models, and assess their forecasting accuracy in economic applications.	Evaluating (K5)
CO4	analyze VAR models, perform Johansen Co-integration tests, and evaluate Granger causality in multivariate time series data for financial applications.	Analyzing (K4)
CO5	analyse ARCH and GARCH models to model volatility in financial time series data.	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

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

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

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24MBE10 CONSUMER BEHAVIOUR							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

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

REFERENCES:

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

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	25	50	25	--	--	100
CAT2	--	5	40	30	25	--	100
ETE	--	--	35	35	30	--	100

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

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24MBE11 RETAIL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The objective of this course is to introduce the students to the domain of organized retailing. This course is planned to provide a strategic perspective of the retailing industry and explore how managers can use the framework of Retail mix and each of its elements to optimize decision making.	
Unit – I	**Introduction to Retailing**	**6**
Introduction to Retailing - Definition - Scope and Evolution of Retailing - Types of Retail Formats - Trends in Indian Retailing Industry - Benefits of Retailing - Global Retailing Environment		
Unit – II	**Retail Location & Retail Financing**	**6**
Retail Location: Techniques to Evaluate Potential Site for Store Location - Retail Store Layout, Design and Visual Merchandising. **Retail Financing**: Financial Analysis for Retailer - Evaluation of Retailer's Financial Strategic Profit Models.		
Unit – III	**Retail Merchandising & Retail Logistics**	**6**
Retail Merchandising - Introduction to Merchandising - merchandising plans - Category Management – Managing Private labels - Inventory Management **Retail Logistics** - Physical Flow of Merchandise – Reverse Logistics		
Unit – IV	**Retail CRM**	**6**
Retail CRM : Domestic and International Customer Attitudes towards Shopping – Buying Process - Retail Service Quality Techniques - E-Commerce Shopping Behavior **Retail Pricing:** Pricing Objectives - Pricing Strategies – Framework to Develop Retail Pricing Mechanism		
Unit – V	**Retail Promotion & Retail Management System**	**6**
Retail Promotion : Aspects of Retail Promotion - Major Types of Retail Promotions - Effectiveness of Retail Promotion - Retail Sales Force – Public Relations **Retail Management System :** Introduction – Purpose of Retail Information system – Tools and Technology in Gathering Data – Big Data in Retailing		
		Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	applying the basic framework of retailing.	Applying (K3)
CO2	recognizing the choice of retail shop locations, retail store image and retail financing strategy	Applying (K3)
CO3	analyzing the retail merchandizing, inventory and logistics management	Analyzing (K4)
CO4	ability to engage domestic & international customer, satisfying customer through quality service and managing customer through affordable pricing strategies	Analyzing (K4)
CO5	evaluating the real retail promotion and retail management system.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	25	40	18	17	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	--	32	39	29	--	100

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

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24MBE12 DIGITAL AND SOCIAL MEDIA MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course aims at straddles breadth as well as depth in different facts of digital marketing by blending of theory and applications. It ensures to acquire digital marketing skill.	
Unit – I	**Introduction to Digital Marketing**	**6**
Introduction to Digital Marketing : Evolution – Traditional Marketing Vs Digital Marketing – Demography of Internet users in India – Digital Advertising Landscape in India – Digital Marketing Strategy – Skills required for Digital Marketing - Digital Marketing Plan.		
Unit – II	**Display Advertisement**	**6**
Display Advertisement: Concept and types of Display Advertisement – Digital Metrics - Buying Models- CPC,CPM,CPL and CPA – Tagging - Display Plan - Remarketing - Programmatic Digital Advertisement – Optimisation of display ads		
Unit – III	**Search Engine Optimisation**	**6**
Search Engine Optimisation – SEO Phases – SEO elements – Role of Advertiser, Networker and Publisher – Pay per click – Split testing - AD Rank – Google Ad words – Google Ad sense		
Unit – IV	**Social Media Marketing**	**6**
Social Media Marketing : Social Media principles and policies – Types of social media – Advantages of Social media marketing - Facebook - Instagram – Linkedin – Blogs - Mobile – Youtube – Vimeo – Twitter – Social Media Process – Social Media Campaign – Recent social media campaign of MNCs'		
Unit – V	**Social Media Analytics(SMA)**	**6**
Social Media Analytics(SMA) :.Define Social Media Analytics - Data mining Vs Data Analytics - Types of SMA Data – Need of Social media Analytics – Types of SMA – Behaviour Analysis - Outcomes Analysis – Experience Analysis - Dashboard – Google Analytics - Competitive Intelligence		
		Total:30

REFERENCES:

1.	Seema Gupta,"Digital Marketing", 2nd Edition, McGraw Hill Education, New Delhi,2020.
2.	Puneet Sigh Bhatia., "Social Media in Mobile Marketing: Include Online Worksheet", Wiley Publication, 2019
3.	Puneet Singh Bhatia "Fundamentals of Digital Marketing", 2nd Edition, Pearson Education, Noida, 2019.
4.	Chuck Hemann, "Digital Marketing Analytics", 2nd Edition, Pearson Education, Noida, 2019.
5.	Shiv Singh Stephan Diamond, " Social Media Marketing For Dummies", 4th Edition, Wiley, Noida, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	applying the concept of digital marketing in the development of the business firms	Applying (K3)
CO2	analyzing different types display advertisement and its metrics to the improvement in sales of the business firm	Analyzing (K4)
CO3	evaluating the SEO concept in the digital and social media market.	Evaluating (K5)
CO4	analyzing the innovative idea to attract the customer through social media advertisements	Applying (K3)
CO5	evaluating and assess the social media analytics in business	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	10	40	33	17	--	100
ESE	--	--	26	45	29	--	100

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

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24MBE13 SERVICES MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The aim of this course is to learn the services marketing foundation, understanding customers, service design standards and managing service performance.	
Unit – I	**Services Marketing Foundations**	**6**
Services Marketing Foundations: Trends in the Service Sector - Characteristics – Classification of Services- Service Marketing Mix - Gaps Model of Services. Case Studies.		
Unit – II	**Focus on the Customer**	**6**
Focus on the Customer: Consumer Behaviour in Services – Customer Expectations and Perceptions of Service – Customer Satisfaction – Service Quality - Case Study.		
Unit – III	**Understanding Customers and Customer Relation**	**6**
Understanding Customers and Customer Relation: Listening to Customers through Research – Building Customer Relationship – Service Recovery and Guarantees. Case Study on Customer Relationship		
Unit – IV	**Service Design and Standards**	**6**
Service Design and Standards: Services Design and Standards – New Service Development – Developing Customer Defined Service Standards – Service Blueprint – Physical Evidence. Case Study on Service Design		
Unit – V	**Service Performance and Managing Service Promises**	**6**
Service Performance and Managing Service Promises: Service Intermediaries - Managing Demand and Capacity – Integrated Services Marketing Communications – Service Pricing– Financial and Economic Impact of Service - Case Study.		
		Total:30

REFERENCES:

1.	Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, "Service Marketing Integrating Customer Focus Across the Firm", 7th Edition, McGraw Hill Education, New Delhi, 2018.
2.	Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing: People, Technology, Strategy", 9th Edition, Pearson Education, Noida, 2022
3.	William Chitty, Steven D'Alessandro, Andrew Hughes,, "Services Marketing", 2nd Edition, Oxford University Press, New Delhi, 2019.
4.	Muhammad Sabbir Rahman, Mahmud Habib Zaman, MdAfnan Hossain, "Service Marketing Strategies for Small and Medium Enterprises: Emerging Research and Opportunities", 1st Edition, IGI Global, 2019.
5.	Jochen Wirtz, Christopher Lovelock, "Essentials of Services Marketing", 3rd Edition, Pearson Education, Noida, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	applying the concept of digital marketing in the development of the business firms	Applying (K3)
CO2	analyzing different types display advertisement and its metrics to the improvement in sales of the business firm	Analyzing (K4)
CO3	evaluating the SEO concept in the digital and social media market.	Evaluating (K5)
CO4	analyzing the innovative idea to attract the customer through social media advertisements	Applying (K3)
CO5	evaluating and assess the social media analytics in business	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	10	40	33	17	--	100
ESE	--	--	26	45	29	--	100

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

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24MBE14 PRODUCT AND BRAND MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	The course provides students with valuable perspectives and a common denominator to interpret the potential effects and trade-offs of various strategies and tactics for product and brand management.						
Unit – I	**Foundations in New Product Development**						**6**
Foundations in New Product Development: The Product and Product Life Cycle in Theory and Practice, Product Portfolios, New Product Strategy, Idea Management, Screening New Product Ideas, Concept Development and Testing, Business Analysis, Product Testing.							
Unit – II	**Product Management and Elimination**						**6**
Product Management and Elimination: Commercialization, Managing Growth and Mature Products, Controlling the Product Line, Reaching the Decision to Delete a Product and Implementing the Deletion Decision.							
Unit – III	**Design and Implementation of Brand strategy**						**6**
Design and Implementation of Brand strategy: Developing a Brand Strategy – Customer-based Brand Equity and Brand Positioning, Brand Resonance - Brand Marketing Programs – Choosing Brand Elements, Designing Marketing Programs, Leverage Secondary Brand Association.							
Unit – IV	**Measure and Interpret Brand Performance**						**6**
Measure and Interpret Brand Performance: Developing Brand Equity Measurement and Management System, Measuring Sources and outcomes of Brand Equity.							
Unit – V	**Growing and Sustaining Brand Equity**						**6**
Growing and Sustaining Brand Equity: Design and Implement Branding Architecture Strategies, Introducing and Naming New Products and Brand Extensions, Managing Brands over Time and over Geographic Boundaries and Market Segments.							
							Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	compare the service sector growth and distinguish goods vs. services	Applying (K3)
CO2	analyze the need of customer expectations and perceptions of service industry.	Analyzing (K4)
CO3	evaluate the importance of customer relation, Service promises and guarantees	Evaluating (K5)
CO4	examine the service standards, blueprint and physical evidence in service delivery	Analyzing (K4)
CO5	evaluate and recognize the importance of using technology, and communication in services	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	10	40	33	17	--	100
ETE	--	--	26	45	29	--	100

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

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24MBE15 INTEGRATED MARKETING COMMUNICATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course gives a hands-on experience in developing an integrated marketing communication plan, facilitates understanding of how advertising, sales promotion, public relation, personal selling and other promotional tools form a coordinated marketing communication strategy.	
Unit – I	**Integrated Marketing Communications**	**6**
Integrated Marketing Communications: An Introduction – Role of IMC in Marketing Process – Role of Ad Agencies – Establishing Objectives and Budgeting for Promotional Program		
Unit – II	**Advertising Management**	**6**
Advertising Management: An Overview- Effective and Creative Ad Messages - Endorsers and Message Appeals in Advertising - Traditional Ad Media – Introduction to Online Advertising, Social Media, Direct Advertising and Other Media, Case Study.		
Unit – III	**Media Tactics**	**6**
Media Tactics: Media Planning and Strategy – The Media Plan - Evaluation of Broadcast and Print Media – Methods of Buying of Time and Space - Measuring Ad Effectiveness, Case Study.		
Unit – IV	**Sales Promotion**	**6**
Sales Promotion: Overview and the Role of Trade Promotion - Consumer Sales Promotion: Sampling and Couponing - Premiums and other Promotions, Case Study.		
Unit – V	**Other IMC Tools**	**6**
Other IMC Tools: Public Relations, Buzz Marketing, and Sponsorships - Packaging, POP Communications, and Signage - Personal Selling.		
		Total:30

REFERENCES:

1.	George E Belch, Michel A Belch, Keyoor Punrani, " Advertising and Promotion: An Integrated Marketing Communication Perspective",7th Edition Mc Grew Hill, New Delhi,2021.
2.	PR Smith, Ze Zook, "Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies", 7th Edition, Kogan Page, London, United Kingdom, 2017.
3.	J Craig Andrews, Terence A. Shimp "Advertising, Promotion, and Other Aspects of Integrated Marketing Communications", 10th Edition, Cengage Learning, New Delhi, 2017.
4.	Kruti Shah, "Advertising And Integrated Marketing Communications", 1st Edition, McGraw Hill Education, New Delhi, 2015.
5.	Philippe Malaval, Marie Helene Abbo, Muneesh Kumar, Jean Marc Decaudin, "Integrated Marketing Communication: Pent", 4th Edition, Pearson India, Chennai, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the theoretical aspects and the importance of New Product development to enhance competitive position	Applying (K3)
CO2	analyze the managerial perspectives of what, why and how product management should be done to give a successful new product	Analyzing (K4)
CO3	evaluate knowledge relating to brand building by means of choosing, designing and leveraging brand elements	Evaluating (K5)
CO4	analyse the different approaches to measure brand equity and ways to implement equity measurement system	Analyzing (K4)
CO5	evaluate the alternative branding strategies in decision making	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	10	40	33	17	--	100
ETE	--	--	26	45	29	--	100

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

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24MBE16 SALES AND DISTRIBUTION MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	The course is aimed at developing an understanding of the sales and distribution processes in organizations. The students gain insights on the approaches, strategic aspects and trends in sales force and distribution channel management.						
	Sales Management						**6**
Sales Management: Introduction, Nature and Scope, Role and Skill of Sales Manager, Types of Sales Management Positions, Theories of Personnel Selling, Sales Forecasting and Budgeting Decisions.							
Unit – II	**Personal Selling Process**						**6**
Personal Selling Process: The Personnel Selling Process, Designing and Managing Sales Territories, Sales Quotas - Case Studies.							
Unit – III	**Sales Force Management**						**6**
Sales Force Management: Recruitment and Selection of Sales Force, Training, Motivating and Compensating the Sales Force - Case Studies							
Unit – IV	**Distribution Management**						**6**
Distribution Management: Introduction, Need and Scope of Distribution Management, Marketing Channels Strategy, Levels of Channels Channel Management, Case Studies.							
Unit – V	**Market Logistics and Supply Chain Management**						**6**
Market Logistics and Supply Chain Management: Definition and Scope of Logistics, Components of Logistics, Transportation, Channel Information Systems, Case Studies.							
							Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the fundamental concepts used in integrated marketing communications for real time application	Applying (K3)
CO2	examine how integrated marketing communications help to build brand identity and brand relationship	Analyzing (K4)
CO3	evaluate the implications of marketing communication mix.	Evaluating (K5)
CO4	assess the implications of sales promotion.	Analyzing (K4)
CO5	critically evaluate the communication's effects and results of an IMC campaign	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE17 BUSINESS TO BUSINESS MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**			**3**	**0**	**0**	**3**

Preamble	Business-to-business (B2B) marketing strategies are essential for encouraging innovation, increasing sales revenue, assisting in marketing penetration, and aiding in market entry for any organisation. Product and service market is on the growth phase. This course aims at building a strong theoretical base as well as enhances the learner's knowledge on designing successful marketing for B2B segment.	
Unit – I	Introduction to B2B Marketing	**6**
Business Marketing and Business Market Customers, Classifying Goods for The Business Market, Market Structure, Environment And Characteristics of Business Marketing, Strategic Role of Marketing, Commercial Enterprises, Commercial and Institutional Customers.		
Unit – II	Buying and Buyer Behaviour	**6**
Organizational Buyers' Decision Process - A Stepwise Model and A Process Flow Model, Organizational and Business Markets - Government as A Customer - Commercial Enterprises - Commercial and Institutional Customers		
Unit – III	B2B Marketing Strategy	**6**
Strategy Making and Strategy Management Process, Industrial Product Strategy– Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market Channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.		
Unit – IV	B2B Marketing STP	**6**
Market Segmentation, Basic Framework of Segmentation, Choosing Target Segments and Positioning-Pricing Strategies for Business Markets, B2B Advertising, Competitive Bidding, Relationship Marketing and CRM		
Unit – V	Business Marketing Communications	**6**
Business Marketing Communications and Channels- B2B Advertising, Digital Marketing,- Trade Shows, Exhibitions, Business Meets - Managing The Sales Force - Deployment Analysis - Business Marketing Channels and Participants - Channel Design and Management Decisions - B2B Logistics Management		
		Total:30

REFERENCES:

1.	Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, "B2B Marketing: A South Asian Perspective", 11th Edition, Cengage, 2014.
2.	Sharad Sarin, "Business Marketing: Concepts and Cases", 1st Edition, McGraw Hill 2013.
3.	James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, "Business Market Management (B2B): Understanding, Creating, and Delivering Value", 3rd Edition, Pearson , 2010.
4.	Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, "Business to Business, Marketing", 1st Edition, Pearson, 2011.
5.	Krishna K Havaldar, "Business Marketing: Text and Cases", 4th Edition, McGraw Hill 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	assess the implications of sales management in real time situation.	Applying (K3)
CO2	examine the role of personal selling process in decision making.	Analyzing (K4)
CO3	evaluate the merits and demerits of different sources of recruitment.	Evaluating (K5)
CO4	examine the implications of distribution of goods in marketing.	Analyzing (K4)
CO5	evaluate the merits and demerits of logistic and supply chain management in marketing.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE18 INDUSTRIAL RELATIONS AND LABOUR WELFARE							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Fundamental knowledge on HRM**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	The aim of this course is to make the students, understand the issues involved in industrial relations and its components in order to create peaceful organizational environment. The students can gain knowledge to solve industrial disputes and use trade unions and welfare positively for betterment of organizational environment.						
Unit – I	**Industrial Relations**						**6**
Industrial Relations: Objectives, Factors Determining Industrial Relations, Approaches to Industrial Relations, Prerequisites for Harmonious Industrial Relations, Overcoming the Shortcomings of the Industrial Relations – Case Study on Industrial Relations							
Unit – II	**Industrial Disputes**						**6**
Industrial Disputes: Forms, Causes, Prevention, Machinery for settlement of Industrial Disputes, Conciliation, Arbitration, Adjudication-Case Study - Maruti Suzuki Conflict.							
Unit – III	**Collective Bargaining**						**6**
Collective Bargaining: Concepts, Significance and Levels of Collective Bargaining- Process of Collective Bargaining - Factors Contributing to the Collective Bargaining - Drafting an Agreement - Case Studies.							
Unit – IV	**Trade Union**						**6**
Trade Union: Objectives, Reasons for Workers Join TU, Functions, Registration and Recognition of Trade Union, Rights and Privileges of Registered Trade Unions, Penalties and Fines– Case Study on Trade Union Practices.							
Unit – V	**Labour Welfare**						**6**
Labour Welfare: Statutory and Non - Statutory Welfare Schemes - Concepts of Differently abled Labour Welfare, BPO and KPO Labour - Labour Welfare Officers: Functions and Duties - Industrial Health and Safety - Components of Safety Programme - Need for Safety Programme.							
							Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the opportunities in B2B Markets and how it varies from regular marketing.	Applying (K3)
CO2	access the Organizational buying process and Buyer-seller relationship in B2B marketing.	Analyzing (K4)
CO3	evaluate the implications of B2 to B marketing in real business scenario.	Evaluating (K5)
CO4	analyze the segmenting of business market and to Study on the customer relationship management and acquiring right customers.	Analyzing (K4)
CO5	evaluate the implications of business marketing communications.	Evaluating (K5)

Mapping of COs with POs and PSOs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE19 COMPENSATION AND BENEFITS MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Fundamental Knowledge on HRM**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	The course helps the students in determining the wage, pay structures, design benefits and incentives for individuals and team in an organization.						
Unit – I	**Wages**						**6**
Wages: Concept-Determination Process-Influencing Factors. Wage Plans: Types- Time Wages- Piece Wages- Balance or Debt Method.							
Unit – II	**Pay Structures**						**6**
Pay Structures: Pay Surveys- Grades. Variable Pay: Types. Salary: Components – Scale of Pay- Allowances- Fringe Benefits- Perquisite - Wage and Salary Structure.							
Unit – III	**Pay Determining**						**6**
Pay Determining: Pay for Performance- Team Based Incentives- Organization Based Profit Sharing- Bonus Plans- Gain Sharing Plans- ESOPs – Case Study.							
Unit – IV	**Compensation**						**6**
Compensation: Designing a Compensation System: Approaches- Principles- Perception of Fairness. Compensation and Benefits to gain Competitive Advantage - Compensation Design Exercise.							
Unit – V	**Compensation Administration & Flexible Workforce**						**6**
Compensation Administration: Monitoring - Audit - Review of the System – Matching to Market Force. **Flexible Workforce:** Contingent Employees - Flexible Work Schedules. – Case Study.							
							Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	interpret the dynamics of industrial relation environment by contemporary developments	Applying (K3)
CO2	examine industrial disputes and provide solutions to solve disputes.	Analyzing (K4)
CO3	evaluate the factors contributing to collective bargaining.	Evaluating (K5)
CO4	analyze the functions of trade union system.	Analyzing (K4)
CO5	evaluate the implications of labour welfare in real time scenario.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE20 PERFORMANCE MANAGEMENT SYSTEMS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Fundamental Knowledge on HRM**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

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

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

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

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

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

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

Performance Appraisal Process: Purpose of Performance Appraisal -- Performance Appraisal Design - Methods of Performance Appraisal - MBO, 360 Degree Feedback Appraisal - Assessment Centre: Techniques - Case Study.

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

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

Unit – V	**Performance Audit**	**6**

Performance Audit: Steps - Methods and Techniques. Methods of Valuating Human Resources – Scope, HR audit Objectives, Purpose, Benefits - Legal and Ethical Aspects of Performance Management.

Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the compensation determination process in fixing pay to employees.	Applying (K3)
CO2	design and categorize pay structures for different categories of employees in the organizations.	Analyzing (K4)
CO3	evaluate individual and team pay based on various parameters.	Evaluating (K5)
CO4	design and develop a compensation system for employees in modern organizations	Analyzing (K4)
CO5	prepare and evaluate work schedule and audit system for flexible work force.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE21 STRATEGIC HUMAN RESOURCE MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course help the students to develop the perspective of strategic human resource management, distinguish the strategic approach to human resources from the traditional functional approach and to understand the relationship of HR strategy with overall corporate strategy.	
Unit – I	**Introduction**	**6**
Introduction : Business - Corporate Strategies- Integrating HR Strategies With Business Strategies - Analyzing HR Practices Followed by Different Firms - Human Resource System. Business Strategy and Organizational Capability.		
Unit – II	**HR Strategies**	**6**
HR Strategies: Performance Management Strategies - Reward and Compensation- Retrenchment - Human Aspects of Strategy Implementation. Corporate Ethics- Values and SHRM. Case Study.		
Unit – III	**Implementation of SHRM**	**6**
Implementation of SHRM: Measurement – Challenges -HR as a Strategic Partner. Process Based Approach. Aligning HR with Corporate Strategy, Strategic HR Planning - Acquisition and Development. Case study.		
Unit – IV	**Human Resource Environment**	**6**
Human Resource Environment: Technology- Structure- Workforce Diversity- Demographic Changes-Temporary and Contract labour. Competencies of HR Professional in a SHRM Scenario.		
Unit – V	**Strategies in Global Environment**	**6**
Strategies in Global Environment: Recruitment - Retention Strategies - Training and Development Strategies. Corporate Strategy and Career Systems. Evaluating the Effectiveness of SHRM.		
		Total:30

REFERENCES:

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

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	access the different dimensions of performance management in real time scenario.	Applying (K3)
CO2	analyze the technique to conduct performance appraisal to the employees in the organization.	Analyzing (K4)
CO3	appraise the performance appraisal and its methods.	Evaluating (K5)
CO4	classify the team and work wheel performance to measure and manage the team performance.	Analyzing (K4)
CO5	determine the steps, methods and techniques in HR audit.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE22 ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course helps the students to learn the concepts of organization development and change management. Inputs are given on various models, interventions and to manage OD and change management processes in business organization.	
Unit – I	**Organization Development**	**6**
Introduction to OD: Growth and Relevance of OD - Theories of Planned Change - General Models of Planned Change - Manage OD Practitioner: Skills & Role of OD Practitioner. Entering & Contracting: Entering in to OD Relationship - Develop a Contract - Interpersonal Issues in Entering and Contracting.		
Unit – II	**Process of OD**	**6**
Process of OD: OD Diagnosis - Need Open System Model - Level of Diagnosis - Group, Individual and Organizational. Diagnostic info: Collecting Data Sampling, Analyzing Data - Feedback - Case Study.		
Unit – III	**OD Interventions**	**6**
OD Interventions: HR Process Intervention: Interpersonal and Group Process Approaches - Organizational Process Approaches - Techno Structural Intervention: Restructuring - Employee Involvement - Work Design - Case Study.		
Unit – IV	**HR Intervention and Strategic Change Interventions**	**6**
HR Intervention: HR Performance Management - Talent Management - Work force Diversity and Wellness. - Strategic Change Intervention: Transformational Change - Continuous Change - Trane Organizational Change.		
Unit – V	**Change Management**	**6**
Change Management: Change Management Process - Models of Change: Process, Content - Resistance to Change - Role and Skill Sets Change Agent - Organizational Culture and Change - Case Study.		
		Total:30

REFERENCES:

1.	Thomas G Cummings, Christopher G Worley, "Organizational Development and Change", 11th Edition, Cengage Learning, New Delhi, 2020.
2.	Wendell L French, Cecil H Bell, "Organization Development: Behavioral Science Interventions for Organizational Improvement", 6th Edition, Pearson Education, Noida, 2017.
3.	Ian Palmer, Richard Dunford, Gib Akin, "Managing Organizational Change: A Multiple Perspective Approach", 3rd Edition, McGraw Hill Education, New Delhi, 2020.
4.	Susan Bridges, William Bridges, "Managing Transitions", 4th Edition, Da Capo Lifelong Books, Lebanon, 2020.
5.	Ratan Raina, "Change Management and Organizational Development", 1st Edition, Sage Publications, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the HR practices related to business strategies in organizations.	Applying (K3)
CO2	examine how HR strategies can be formed by a knowledge of labour markets and product markets by considering the value system.	Analyzing (K4)
CO3	determine the need for different HRM practices in alignment with different business strategies while execution.	Evaluating (K5)
CO4	analyze various environmental conditions in which HR activities can be performed effectively.	Analyzing (K4)
CO5	recommend ethical, environmental and sustainability considerations in SHRM for effective decision-making and practice.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE23 TEAM DYNAMICS AT WORK							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Fundamental Knowledge on HRM**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course explores the dynamics of teams, from their formation to problem-solving and conflict resolution. It delves into team effectiveness, decision-making processes, and managing conflicts for cooperation. With a focus on leadership theories and diverse team dynamics, it equips learners with essential skills for organizational success.	
Unit – I	**Team**	**6**
Team: Definition, Types, Teams Vs Groups in Organizations, Teams in Organizations Today, IPO Model of Group Functioning, Synergy, Power in Leadership, Theories of leadership.		
Unit – II	**Formation of Team**	**6**
Formation of Team: Team Formation and Development, Team Member Socialization, Person - Organization Fit, ASA Model, Understanding the Impact of Diversity on Groups and Teams.		
Unit – III	**Team Effectiveness**	**6**
Team Effectiveness: Team Task, Setting Team Goals, Member Identify and Roles and Teams, Three Interventions to Improve Initial Team Functioning: Conducting Role Analysis, Defining Team Goals.		
Unit – IV	**Problem Solving and Decision Making**	**6**
Problem Solving and Decision Making: Steps, Strong Members / Un Equal Power, Poor Information Sharing, Group Polarization, Group Think, Intervention: The Nominal Group Technique, Dialectical Inquiry.		
Unit – V	**Dysfunctional Conflict and Cooperation**	**6**
Dysfunctional Conflict and Cooperation: Nature, Causes: Social Dilemmas, Social Loafing, Communication Problems, Personality and Individual Differences. Understanding and Managing Different Personalities, Intervention: Conflict Management Procedure, Mediation / Arbitration.		
		Total:30

REFERENCES:

1.	Timothy M. Franz, "Group Dynamics and Team Interventions: Understanding and Improving Team Performance", 1st Edition, Wiley, New Delhi, 2018.
2.	Susan S. Raines, "Conflict Management for Managers: Resolving Workplace, Client, and Policy Dispute", 3rd Edition, Jossey-Bass, 2022.
3.	Peter G. Northouse, "Leadership: Theory and Practice", 9th Edition, SAGE Publications, Inc., 2021.
4.	John Adair, "Decision Making and Problem Solving Strategies", 2nd Edition, Kogan Page, 2021.
5.	Heidi Helfand, "Dynamic Reteaming: The Art and Wisdom of Changing Teams", 1st Edition, O'Reilly, USA, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	utilize OD by appreciating the importance and need for organization development.	Applying (K3)
CO2	examine OD in organizations by diagnosing groups.	Analyzing (K4)
CO3	appraise different OD interventions and its appropriateness of applying OD interventions.	Evaluating (K5)
CO4	analyze the HR and strategic change interventions.	Analyzing (K4)
CO5	assess change process and models of change in business organizations.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE24 LABOUR LEGISLATIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Fundamental Knowledge on HRM**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

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

Unit – I	**The Factories act 1948**	**6**

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

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

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

Unit – III	**The Employees Compensation Act 1923**	**6**

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

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

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

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

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

Total:30

REFERENCES:

1.	Kapoor N.D, "Elements of Industrial Law", 12th Edition, S.Chand Publishing, New Delhi, 2020.
2.	Mamoria C.B, SatishMamoria and Gankar S.V, "Dynamics of Industrial Relations", 16th Edition, Himalaya Publication, Mumbai, 2022.
3.	Sinha P R N, Sinha InduBala, "Industrial Relations, Trade Unions and Labour Legislation", 3rd Edition, Pearson Education, Noida, 2020.
4.	Sharma R C, "Industrial Relations and Labour Legislations", 1st Edition, PHI Learning, New Delhi, 2016.
5.	P. L. Malik, "Industrial Law", 25th Edition, Eastern Book Company, Lucknow, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify differentiate between various types of teams and groups within organizational contexts, explaining the significance of teams in modern organizational structures.	Applying (K3)
CO2	explain the models and analyze its implications for understanding the impact of diversity on group and team dynamics within organizations.	Analyzing (K4)
CO3	execute the knowledge on conceptual understanding of team effectiveness	Evaluating (K5)
CO4	use of problem solving and decision-making skills for effective team management	Analyzing (K4)
CO5	discover the importance of reducing dysfunctional conflict and improving cooperation in teams.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE25 SUPPLY CHAIN AND LOGISTICS MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The aim of the course is to expose the role of supply chain management in enterprise productivity in terms of efficiency, responsiveness and improved profits. The course also helps the students to look at the business from supply chain perspective, that too in a dynamic business environment.	
Unit – I	**Introduction**	**6**
Introduction: Evolution – Importance – Enablers - Drivers – Logistics fundamentals – Mode of Transportation – Green logistics – Reverse logistics – Supply Chain Decisions.		
Unit – II	**Managing Material Flow in Supply Chains**	**6**
Managing Material Flow in Supply Chains: Inventory Management - Types and Cost of Inventory – Managing cycle Inventory, Safety inventory & Seasonal Inventory - Network Design and Operation model.		
Unit – III	**Managing Information Flow in Supply Chains**	**6**
Managing Information Flow in Supply Chains: Demand forecasting Methods – Qualitative and Quantitative method - IT in Supply Chain Management - Enabling SCM and Strategic Management Framework for IT Adoption.		
Unit – IV	**Supply Chain Innovation & Supply Chain Restructuring**	**6**
Supply Chain Innovation: Supply Chain Integration - Building Partnership and Trust in a Supply Chain. **Supply Chain Restructuring:** Supply Chain Mapping - Postpone the Point of Differentiation, Changing the Shape of the Value-Addition Curve, Advance the Customer Ordering Point - Case Study.		
Unit – V	**Supply Chain Analytics**	**6**
Supply Chain Analytics: Integrated Models for Facility Location Selection and Warehouse Location Selection - Application of Tools for Aggregate Production Planning and Control – Inventory Model for Supply Chain - Case Study.		
		Total:30

REFERENCES:

1.	Janat Shah, "Supply Chain Management: Text and Cases", 2nd Edition, Pearson Education, Noida, 2016.
2.	V V Sople, "Supply Chain Management: Text and Cases", 1st Edition, Pearson Education, Noida, 2017.
3.	Sunil Chopra, "Supply Chain Management – Strategy, Planning and Operation", 7th Edition, Pearson Education, Noida, 2021.
4.	John J. Langlay, "Supply Chain Management: A Logistics Perspective", 11th Edition, Cengage Learning, New Delhi, 2019.
5.	Donald J.Bowersoge, "Supply Chain Logistics Management", 4th Edition, McGraw Hill Education, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	utilize the legal provisions available for labour in industries	Applying (K3)
CO2	examine the implementation process of wage legislations	Analyzing (K4)
CO3	measure compensations and bonus for workers in industries	Evaluating (K5)
CO4	analyze EPF and ESI benefits to employees working in organizations.	Analyzing (K4)
CO5	recommend the provisions of gratuity and child labour acts in industries	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE26 QUALITY TOOLKIT FOR MANAGERS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course deals with concepts of quality management and the theories associated with it. The course also deals with the tools and ISO standard used in quality management.	
Unit – I	**Introduction**	**6**
Introduction: Definition of quality - Dimensions of manufacturing and service quality – Basic concepts of TQM –TQM Framework – Deming Philosophy – Obstacles to TQM Implementation.		
Unit – II	**TQM Principles**	**6**
TQM Principles: Leadership – Strategic quality planning - Quality statement - Customer satisfaction - Employee involvement - Continuous process improvement – Juran Trilogy, PDSA cycle, Problem solving Method, 5s, Kaizen - Supplier Partnership.		
Unit – III	**TQM Tools**	**6**
TQM Tools: The seven tools of quality – Control Charts for variables and attributes - Process capability - Concept of six sigma - Benchmarking – Reasons to Benchmark, Benchmarking Process.		
Unit – IV	**TQM Tools and Techniques II**	**6**
TQM Tools and Techniques II: New seven Management tools - Quality Function Deployment (QFD) – House of Quality, QFD Process - Taguchi Quality Loss Function - Total Productive Maintenance (TPM) – FMEA, Stages of FMEA.		
Unit – V	**International Standards**	**6**
Quality Management Systems: ISO 9000 Series of Standards - ISO 9000:2015 – Elements, Implementation, Documentation, Quality Auditing, ISO 14000 - Concept, Requirements and Benefits – Introduction to ISO 1800, OHSAS18000, ISO 30414, ISO 50001, ISO 26000.		
		Total:30

REFERENCES:

1.	Besterfield Dale H., Besterfield Carol, Besterfield Glen H., Besterfield Mary , Urdhwareshe Hemant , Urdhwareshe Rashmi "Total Quality Management", 5th Edition, Pearson Education, Noida, 2019.
2.	Subburaj Ramasamy, "Total Quality Management", 2nd Edition, McGraw Hill Education, New Delhi, 2020.
3.	Poornima Charantimath, "Total Quality Management", 4th Edition, Pearson Education, Noida, 2022.
4.	James R. Evans, William M. Lindsay, "Managing for Quality and Performance Excellence", 11th Edition, Cengage Learning, New Delhi, 2020.
5.	B. Vijaya Ramnath, R. Kesavan, C. Elanchezhian, "Total Quality Management", 1st Edition, Dream Tech Press, New Delhi, 2019.

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	20	50	30	--	--	100
CAT2	--	20	--	50	30	--	100
ETE	--	12	35	35	18	--	100

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

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24MBE27 LEAN MANUFACTURING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

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

REFERENCES:

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

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	83	--	--	--	100
CAT2	--	17	10	73	--	--	100
ETE	--	17	60	23	--	--	100

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

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24MBE28 MANAGEMENT OF SERVICE OPERATIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	The aim of the course is to emphasis the importance of effective operations management in service industry. The course also helps the students to develop and specialize on the various approaches to efficient working of service industry						
Unit – I	**Understanding Services:**						**6**
Understanding Services: Role of Services in the Economy- Economic Evolution- Nature of services – Characteristics of Service Operations - New service Development - Service Blue Print.							
Unit – II	**Designing the Delivery System**						**6**
Designing the Delivery System: Service Quality- Dimensions and Measuring Service Quality- Supporting Facility – Facility Design and Layout - Service Facility Location – Cases.							
Unit – III	**Managing Service Operations**						**6**
Managing Service Operations: Managing Capacity and Demand – Strategies - Capacity Planning and Queuing Models – Analytical Models - Forecasting Demand for Services – Forecasting Models.							
Unit – IV	**Managing Supplier**						**6**
Managing Supplier: Service Supply Relationships – Managerial Implications of Bidirectional Relationships- Outsourcing Service – Benefits and Risks of Outsourcing- Vehicle Routing – Growth and Globalization of Services – Global Service Strategies.							
Unit – V	**Technology in Services**						**6**
Technology in Services: Managing Service Project - Role of Technology in Service Encounter- Internet Models - E-Commerce – E- Business Model – Case Analysis.							
							Total:30

REFERENCES:

1. Sanjeev Bordoloi, James A Fitzsimmons, "Service Management: Operations, Strategy and Information Technology", 9th Edition, McGraw Hill Education, New Delhi, 2023.
2. Robert Johnston, "Service Operations Management: Improving Service Delivery", 4th Edition, Pearson Education, Noida, 2017.
3. Metters, Richard D, "Successful Service Operations Management", 2nd Edition, Cengage Learning, New Delhi, 2012.
4. Vinnie Jauhari, "Services: Marketing, Operations and Management", 1st Edition, Oxford University Press, New Delhi, 2014.
5. David W. Parker, "Service Operations Management", 2nd Edition, Edward Elgar Publishing, UK, 2018.

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	14	33	53	--	--	100
CAT2	--	14	33	53	--	--	100
ETE	--	12	58	30	--	--	100

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

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24MBE29 PLANT LAYOUT AND LOCATION PLANNING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	This course aims at making the student capable of locating suitable site for a business enterprise and to suggest an efficient layout for the production or service unit.						
Unit – I	**Plant Location**						**6**
Plant Location: Plant location analysis – factors, costs, location decisions – single facility location models, multi facility location models- set covering problems – warehouse location problems.							
Unit – II	**Facilities Layout**						**6**
Facilities Layout: Facilities requirement, need for layout study – types of layout, Designing product layout-Legal aspects in layout design.							
Unit – III	**Layout Design**						**6**
Layout Design: Design cycle – SLP procedure, computerized layout planning procedure – ALDEP, CORELAP, CRAFT.							
Unit – IV	**Group Technology and Line Balancing**						**6**
Group Technology and Line Balancing: Group technology – Production Flow analysis (PFA), ROC (Rank Order Clustering) – Line balancing.							
Unit – V	**Materials Handling**						**6**
Materials Handling: Principles, unit load concept, material handling system design, handling equipment types, selection and specification, containers and packaging.							
							Total:30

REFERENCES:

1.	Brian Atkin & Adrian Brooks , "Total facility management", 5th Edition, Wiley-Blackwell, New Delhi,2021.
2.	Sunderesh S. Heragu, "Facilities Design ", 5th Edition, CRC Press, Taylor & Francis (India),New Delhi, 2022.
3.	Albert Garcia, Diay, James Smith, "Facilities Planning and Design", 2nd Edition, Springer, 2024.
4.	James A. Tompkins, John A. White, Yavuz A. Bozer, J. M. A. Tanchoco, "Facilities Planning", 4thEdition, Wiley, New Delhi, 2010.
5.	Jack Greene, "Plant Design, Facility, Layout, Floor Planning", Kindle Edition, Create Space Independent Publishing, 2011.

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	65	18	--	--	100
CAT2	--	17	18	65	--	--	100
ETE	--	12	58	30	--	--	100

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

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24MBE30 SIX SIGMA							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course deals with strategies that seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing the variability in manufacturing and business processes.	
Unit – I	**Introduction To Six Sigma**	**6**
Introduction To Six Sigma: History of Six Sigma – Six Sigma Fundamentals – Implementing Six Sigma – Linking Six Sigma Projects to Strategies. Six Sigma – Benefits – Team – Master Black Belts – Green Belts – Yellow Belts.		
Unit – II	**Six Sigma Metrics and Measurement**	**6**
Six Sigma Metrics and Measurement: DMAIC and DMADV methodology – Process measurement – Process metrics – Process capability – Tools for process analysis – Process improvement – Process control –Process development, optimization and verification.		
Unit – III	**Define Phase and Measure Phase**	**6**
Define Phase and Measure Phase: Voice of Customer (VOC) – Understanding Your Customer, Affinity Diagram, Kano Model – Determine CTQ, Develop The Project Charter, Six Sigma Team, Elements of Project Charter, Map The Processes.		
Unit – IV	**Analyze Phase**	**6**
Analyze Phase: Identify Possible Causes, Segmentation and Stratification, Cause and Effect Diagram, Pareto Diagram, Control Impact Matrix, Process Analysis With Lean – Overview of Lean.		
Unit – V	**Improve Phase and Control Phase**	**6**
Improve Phase and Control Phase: Generate Solutions, Brainstorming Techniques, Prioritizing Solutions, Select Solutions, Refine Solutions, Poka Yoke/ Mistake Proofing, Failure Mode and Effect Analysis (FMEA), Test Solutions, Justify Solutions. Control Phase: Introduction to SPC, Types of Control Charts, Response Plan and Documentation: Case Study Covering All Aspects Of The Training.		
		Total:30

REFERENCES:

1.	Thomas Pyzdek, "The Six Sigma Hand Book", 5th Edition, McGraw Hill Education, Noida, 2021.
2.	Kubiak, Benbow, "The Six Sigma Black Belt Handbook", 3rdEdition, Pearson, New Delhi, 2018.
3.	Michael L. George, David Rowlands, Mark Price, John Maxey, "The Lean Six Sigma Pocket Tool Book", 1st Edition, McGraw Hill Education, New Delhi, 2016.
4.	Roderick A. Munro, Govindarajan Ramu, "The Certified Six Sigma Green Belt Handbook", 2nd Edition, ASQ Quality Press, USA, 2015.
5.	Siddiqui, "Introduction to Six Sigma", 1st Edition, New Age International Publisher, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the key factors, costs, and decision models involved in plant location analysis to make informed location decisions.	Understanding (K2)
CO2	design effective layouts by creating a layout diagram and conducting performance index analysis to optimize layout design.	Applying (K3)
CO3	apply various layout design algorithms for different situations to effectively design facility layouts.	Applying (K3)
CO4	perform group technology and line balancing techniques effectively to optimize production flow and achieve efficient resource utilization.	Applying (K3)
CO5	identify suitable material handling equipment by applying the relevant principles.	Applying (K3)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	33	67	--	--	--	100
CAT2	--	17	83	--	--	--	100
ETE	--	17	83	--	--	--	100

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

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24MBE31 INDUSTRY 4.0							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	In the current scenario, the manufacturing, services and logistics are intelligently linked together, allowing for big data mining that will optimize everything. This course on Industry 4.0 will expose the students on how developments such as machine-to-machine communication and the internet of things (IoT) are integrated for increased automation, improved communication and self-monitoring, and production of smart machines that can analyze and diagnose issues without the need for human intervention.

Unit – I	**6**
Introduction to Industry 4.0: The Various Industrial Revolutions-Digitalization and the Networked Economy-Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0-The Journey so far: Developments in USA, Europe, India and other countries-Comparison of Industry 4.0 Factory and Today's Factory-Trends of Industrial Big Data and Predictive Analytics for Smart Business Transformation.	
Unit – II	**6**
Road to Industry 4.0: Internet of Things (IoT) - Industrial Internet of Things (IIoT) - Internet of Services-Smart Manufacturing-Smart Devices and Products-Smart Logistics-Smart Cities-Predictive Analytics	
Unit – III	**6**
Related Disciplines, System, Technologies for enabling Industry 4.0: Cyber physical Systems-Robotic Automation and Collaborative Robots-Support System for Industry 4.0-3D printing- Mobile Computing-Related Disciplines-Virtual/Augmented Reality-.Cyber Security	
Unit – IV	**6**
Role of data, information, knowledge and collaboration in future organizations: Resource-based view of a firm-Data as a new resource for organizations-Harnessing and sharing knowledge in organizations-Cloud Computing Basics-Cloud Computing and Industry 4.0- Bit coin and Block chain.	
Unit – V	**6**
Business issues in Industry 4.0 and Case Studies: Case studies on IIoT and Industry 4.0 - Opportunities and Challenges - Future of Works and Skills for Workers in the Industry 4.0 Era - Strategies for competing in an Industry 4.0 world.	
	Total:30

REFERENCES:

1.	Alasdair Gilchrist, "Industry 4.0: The Industrial Internet of Things", 1st Edition, Apress Media, New York, 2017.
2.	Klaus Schwab, "The Fourth Industrial Revolution", 1st Edition, Penguin Publishers, Gurgaon, 2017.
3.	Guilherme Francisco Frederico, "Operations and Supply Chain Strategy in the Industry 4:0 Era", 1st Edition, Zaccheus Entertainment, 2018.
4.	Giacomo Veneri, Antonio Capasso, "Hands-On Industrial Internet of Things", Kindle Edition, Packt Publishing, UK, 2018.
5.	Mario Fernández, "Industry 4.0: Technologies and Management in the Digital Transformation of the Industry", 1st Edition, Independent Publication, Chicago, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	explain the relevance of Six Sigma for business enterprise.	Understanding (K2)
CO2	Identify the relevant Six Sigma metric and suggest suitable processing to element measure.	Applying (K3)
CO3	examine the existing work situation in a manufacturing or service organization to identify Six Sigma projects that will significantly improve customer satisfaction, quality and productivity	Applying (K3)
CO4	select appropriate Six Sigma measurement and data analysis technique and apply to improve the value of products and services delivered	Analyzing (K4)
CO5	apply appropriate Six Sigma improvement and control techniques to support the implementation of a company-wide improvement programme	Applying (K3)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	83	--	--	--	100
CAT2	--	17	67	16	--	--	100
ETE	--	12	66	22	--	--	100

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

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24MBE32 MANAGEMENT OF INVENTORY SYSTEMS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	This course aims at enabling the students to understand the system and processes to manage the stock of organization with the involvement of Technology system. This course helps the students manage, control, track and plan inventory.						
Unit – I	**Introduction to Inventory Management**						**6**
Introduction to Inventory and Materials Management: Concepts and Issues, Types of inventory, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management. Classification of inventory problems, Importance-based classification of inventory, selective inventory management techniques and their use.							
Unit – II	**Dynamic Inventory Problems under Risk**						**6**
Dynamic Inventory Problems under Risk: General characteristics, Types of inventory control systems with known stock-out costs and service levels, Approximate and exact methods for safety stock determination, Numerical problems.							
Unit – III	**Inventory Control and Purchasing**						**6**
MRP, MRP-II and ERP: Concepts and Issues of MRP, Design of MRP system and its variants (MRP-II and ERP), Cases. Basics of Purchasing Management: Fundamentals and importance of industrial purchasing, Types of purchasing, Measurement and evaluation of performance of suppliers and purchasing systems.							
Unit – IV	**Theory of Constraints and Materials Management**						**6**
Theory of Constraints and Materials Management: Concept and Issues, Bottleneck and non-bottleneck resources, Process and transfer batches, Capacity constraint resources, D-B-R scheduling and VAT plants, Effect on materials management. JIT-based Approaches for Materials Management: Concepts and Issues, Relationship with Lean Engineering practices, Cases.							
Unit – V	**Value Engineering/Analysis and Stores Management**						**6**
Value Engineering/Analysis and Stores Management: Objectives and issues of Value Engineering/Analysis(VE/VA), Steps in VE/VA, , Basics of and approaches for stores management, Cases.							
							Total:30

REFERENCES:

1.	Starr, M K and Miller, D W, "Inventory Control: Theory and Practice", 3rd Edition, Prentice Hall, New Delhi, 2020
2.	Tersine, R J, "Principles of Inventory and Materials Management ', 5th Edition, Prentice Hall, New Delhi, 2020.
3.	Prem Vrat, "Materials Management: An Integrated Systems Approach (Springer Texts in Business and Economics)", 1st Edition, Springer, 2016
4.	Stevenson W.J, "Operations Management", 13th Edition, McGraw Hill Education, New Delhi, 2021.
5.	Chary S.N., "Production and Operations Management", 6th Edition, McGraw Hill Education, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	explain the drivers and enablers of Industry 4.0	Understanding (K2)
CO2	compare different industry 4.0 tools used to businesses.	Evaluating (K5)
CO3	outline the various systems used in a manufacturing plant and their role in an Industry 4.0 world	Applying (K3)
CO4	appreciate the power of Cloud Computing in a networked economy	Analyzing (K4)
CO5	foresee the opportunities, challenges brought about by Industry 4.0 and how organizations and individuals should prepare to reap the benefits	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	33	33	--	34	--	100
CAT2	--	17	27	56	--	--	100
ETE	--	12	22	44	22	--	100

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

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24MBE33 PROJECT MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The aim of this course is to impart necessary knowledge and skills for project formulation and project management relevant for business. This course also empowers the students to conduct project planning activities that accurately forecast project costs, timelines and quality.	
Unit – I	**Project Management concept& Project Initiation**	**6**
Project Management concept: Project life cycle - The Project Management process- Benefits of Project Management. **Project Initiation:** Strategic Management and Project Selection - Criteria of Choice – Nature and Type of Project Selection Models -Non Numeric and Numeric Models (Problems) - NPV, IRR, Payback Period and Profitability Index.		
Unit – II	**The Project Manager**	**6**
The Project Manager: Selecting the Project Manager - Negotiation and the Management of Conflict – Nature, Partnering, Chartering and Scope Change - Conflict and the PLC - Requirements and Principles of Negotiation.		
Unit – III	**Project Activity Planning & Scheduling**	**6**
Project Activity Planning: Initial Project Coordination and the Project Plan - Action Plan - Work Breakdown Structure and Linear Responsibility Chart **Scheduling:** Network Techniques - PERT and CPM		
Unit – IV	**Resource Allocation Budgeting and Cost Estimation**	**6**
Resource Allocation – CPM - Crashing a Project - Resource Loading &Leveling - Constrained Resource Scheduling. **Budgeting and Cost Estimation**: Estimating Project Budgets & Improving the Process of Cost Estimation.		
Unit – V	**Project Execution**	**6**
Project Execution: Project Management Information Systems - Project Control - Project Auditing - Project Termination.		
		Total:30

REFERENCES:

1.	Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., "Project Management: A Managerial Approach", 11th Edition, Wiley, New Delhi, 2021.
2.	Erik Larson, Clifford Gray, "Project management: The managerial Process", 8th Edition, McGraw Hill Education, New Delhi, 2021..
3.	John M. Nicholas, Herman Steyn, "Project Management for Business, Engineering and Technology", 6th Edition, Routledge, USA, 2020.
4.	Kerzner H, "Project management: A Systems Approach to Planning, Scheduling and Controlling", 12th Edition, Wiley, New Delhi, 2017.
5.	Joseph Heagney, "Fundamentals of Project Management", 6th Edition, HarperCollins Leadership, USA, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the different inventory models in practice.	Analyzing (K4)
CO2	appraise the appropriate dynamic inventory models for business suitations.	Evaluating (K5)
CO3	evaluate an MRP system and performance of suppliers.	Evaluating (K5)
CO4	examine and identify the different bottlenecks	Evaluating (K5)
CO5	investigate and analyse the issues involved in value engineering analysis.	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	35	--	48	--	100
CAT2	--	17	--	35	48	--	100
ETE	--	12	--	35	53	--	100

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

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24MBE34 DATA MINING FOR BUSINESS DECISIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course brings out the fundamentals of data mining, data stream processing, and machine learning algorithms for analyzing very large amounts of data.	
Unit – I	**Introduction**	**6**
Introduction: Introduction to Data mining and value from data analytics- Types of Systems –Data Mart – OLAP – OLTP – Data Movement (ETL-Extract, Transform and Load) –Data Querying and Reporting.		
Unit – II	**Conditional Processing**	**6**
Conditional Processing: Conditional processing – Dropping and keeping variables – Reading Excel spreadsheets in R that contains Date Fields – Data Cleaning.		
Unit – III	**Manipulation**	**6**
Manipulation: Manipulating Character Values – Manipulating Numeric Values – Manipulating Numeric Values Based on Dates Converting Variable Type – Concatenating R Data Sets – Merging R Data Sets –Producing Summary Reports in R.		
Unit – IV	**Array**	**6**
Array: DO Loop Processing – Array Processing – Using arrays in R – Match-Merging Two or More R Data Sets – Simple joins using SQL – Data Integrity.		
Unit – V	**Data Enrichment**	**6**
Data Enrichment: Data Quality – Data Quality Assurance – Data access – Data Privacy and Ethics –Data security – Overview of BI and Data Mining Technology.		
		Total:30

REFERENCES:

1.	Galit Shmueli, Peter C Bruce, Inbal Yahav, Nitin R Patel, Kanneth C Lichtendahl Jr., "Data Mining for Business Analytics: Concepts, Techniques, and Applications in R", 1st Edition, Wiley India, New Delhi, 2021.
2.	James R.Evans, "Business Analytics – methods, models and decisions", 3rd Edition, Pearson, Noida, 2022.
3.	Garrett Grolemund, "Hands-On Programming with R: Write Your Own Functions and Simulation", 1st Edition, Shroff/O'Reilly, 2014.
4.	Daniel T. Larose and Chantal D. Larose, "Data Mining and Predictive Analytics", 2nd Edition, Wiley, 2019.
5.	Bharti Motwani, "Data analytics with ® Studio, 1st Edition, Wiley India, New Delhi, 2019.

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

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	66	17	--	--	100
CAT2	--	17	--	50	33	--	100
ETE	--	12	35	35	18	--	100

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

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24MBE35 E-COMMERCE AND DIGITAL MARKETS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course aims to provide an understanding of the increasing significance of e-commerce and digital markets and its applications in real time business scenario. The course gives a clear understanding of the strategic impacts on use of electronic tools and their effects on the way business and business activities are conducted today.	
Unit – I	**E-Business Foundation and Framework**	**6**
E-Business Foundation and Framework: Introduction to E-Business, Traditional Commerce Vs E-Commerce, E –Commerce Environmental Factors, Business dimension and technological dimension of E-Commerce, E-Commerce frame work, Factors responsible for the growth of E-Commerce, Issues in Implementing E-Commerce, Trends in E-Commerce in Various Sectors.		
Unit – II	**Launching an E-Business**	**6**
Launching an E-Business: Different phases of Launching an E-Business. Important Concepts in E-Business. Bricks and Clicks business models in E-Business.		
Unit – III	**E-Business Applications**	**6**
E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.		
Unit – IV	**Website Design and Development**	**6**
Website Design and Development: Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website.		
Unit – V	**Technology for Online Business**	**6**
Technology for Online Business: Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card etc.		
		Total:30

REFERENCES:

1.	Efraim Turban, Jon Outland, David King, Jae Kyu Lee , Ting-Peng Liang, Deborrah C. Turban, "Electronic Commerce 2018: A Managerial and Social Networks Perspective", 9th Edition, Springer, 2017.
2.	Dave Chaffey, Tanya Hemphill, "Digital Business and E-Commerce Management", 7th Edition, Pearson education, New Delhi, 2019.
3.	Turban. E, Whiteside. J, King. D, Outland. J, "Introduction to Electronic Commerce and Social Commerce", 4th Edition, Springer International Publishing, 2017.
4.	Jeremy Kagan and Siddharth Shekhar Singh, "Digital Marketing – Strategy & Tactics", 2nd Edition, Wiley India, New Delhi,2020
5.	Sushil Bhardwaj and Puneet Kumar, "e-commerce and digital marketing", 1st Edition, Kalyani, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the ideas and technologies in the area of data mining	Applying (K3)
CO2	know the concepts and methods in application of data mining for deriving business intelligence to achieve organizational goals.	Analyzing (K4)
CO3	analyze R (statistical computing software) to build, assess, and compare models based on real datasets and cases	Evaluating (K5)
CO4	design and deploy appropriate classification techniques	Analyzing (K4)
CO5	evaluate various mining techniques on complex data objects	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE36 SOFTWARE PROJECT MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course provides practical approaches for managing, planning, organizing and implementing Information Systems projects using modern management techniques. Complete hands-on projects requiring management of project resources, scope, time-line, cost, scheduling, human and other resource.

Unit – I	**Introduction to SPM**	**6**

Introduction to SPM: Definition-components of SPM-challenges and opportunities-tools and techniques-managing human resource and technical resource-costing and pricing of projects-training and development-project management techniques

Unit – II	**Software Development**	**6**

Software Development: Monitoring and measuring of SW development –cost, size and time metrics-methods and tools for metrics –issues of metrics in multiple projects.

Unit – III	**Quality measurement**	**6**

Quality measurement :Quality in SW development –quality assurance-quality standards and certifications-the process and issues in obtaining certification-the benefits and implications for the organization and its customers-change management

Unit – IV	**Risks in SPM**	**6**

Risks in SPM: The risk issues in SW development and implementation-identification of risks-resolving and avoiding risks-tools and methods for identifying risk management.

Unit – V	**Project implementation**	**6**

Project implementation: Multiple projects-off-shore development issues-managing human resources-pricing and payments across countries –remote development and implementation.

Total:30

REFERENCES:

1.	Bob Hughes and Mike Cotterell, Ragib mall,"Software Project Management", 6th Edition, McGraw Hill Education, New Delhi, 2021.
2.	Henry, Joe, "software Project Management: Real world Hindi to success" 1st Edition, Pearson, New Delhi, 2018.
3.	Alan Gillies, "Software Quality – Theory and Management", 1st Edition, Thomson Learning, New Delhi, 2017.
4.	Jalote Pankaj,"SPM in Practice", 2nd Edition, Pearson India, Noida, 2019.
5.	S.A.Kelkar, "Software Project Management A Concise Study", 1st Edition, PHI, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	point out the awareness and understanding of the importance e-commerce as a tool for creating social and business processes	Analyzing (K4)
CO2	build basic business models on the web with examples and their implementation with basic marketing techniques and strategies on the internet	Applying (K3)
CO3	compare the different applications of E-commerce to make informed decisions in marketing and business management	Evaluating (K5)
CO4	evolve basic personalization mechanisms for websites by means of designing and developing web platform for business processes	Analyzing (K4)
CO5	assess the mechanism and issues in E-commerce technologies; and its related risks and security.	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE37 SOFTWARE QUALITY MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course provides an introduction to software quality assurance. It discusses the issues, processes and techniques in software quality assurance. The course will train students to apply quality assurance in different activities of software development and maintenance.	
Unit – I	**Software Quality**	**6**
Software Quality: Definition of Software Quality, Quality Planning, Quality system –Quality Control Vs Quality Assurance –Product life cycle –Project life cycle models.		
Unit – II	**Software Engineering Activities**	**6**
Software Engineering Activities: Estimation, Software requirements gathering, Analysis, Architecture, Design, development, Testing and Maintenance.		
Unit – III	**Supporting Activities**	**6**
Supporting Activities: Metrics, Reviews –SCM –Software quality assurance and risk management.		
Unit – IV	**Software Quality Management Tools**	**6**
Software Quality Management Tools: Seven basic Quality tools –Checklist –Pareto diagram –Cause and effect diagram –Run chart –Histogram –Control chart –Scatter diagram –Poka Yoke –Statistical process control –Failure Mode and Effect Analysis –Quality Function deployment –Continuous improvement tools –Case study.		
Unit – V	**Quality Assurance Models**	**6**
Quality Assurance Models: Software Quality Standards, ISO 9000 series –CMM, CMMI –P-CMM –Case study.		
		Total:30

REFERENCES:

1.	Godbole, Nina S, "Software Quality Assurance: Principles and practices for the new paradigm", 2nd Edition, Narosa Publication House, New Delhi, 2021.
2.	Claude Y. Laporte and Alain April , "Software Quality Assurance" , 2nd Edition, Wiley-IEEE Computer Society Press, 2020.
3.	Daniel Galin, "Software Quality Assurance", 2nd Edition, Pearson Publication, New Delhi, 2020.
4.	Nina S. Godbole, "Software Quality Assurance: Principles and Practices", 2nd Revised Edition, Alpha Science International Ltd, United Kingdom, 2019.
5.	Hollie Hargreaves, "Lean enterprise +Kaizen: validated ideas to Improve Working of Large programs though lean maximizing your kaizen results", 1st Edition, Hollie c Hargreaves, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	recognize, trace and resolve IT related crises using project management software	Applying (K3)
CO2	use project management software to control the design, implementation, closure, and evaluation of IT projects	Applying (K3)
CO3	manage the phases and infrastructure of IT projects	Applying (K3)
CO4	develop and analyze strategies and risk factors involved in IT projects	Analyzing (K4)
CO5	use project management software to control the design, implementation, closure, and evaluation of IT projects	Applying (K3)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE38 IT CONSULTING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	Consultancy is one of the most sought after and remunerative career under Information Technology. This course is designed to know about Principles, Assignment, Various Services, relationships and managing assignments. An IT consultant is responsible for providing relevant and up-to-date solutions on various aspects of business, IT development and market information for companies.

Unit – I	**Overview and Principles of IT Consultancy**	**6**
Overview and Principles of IT Consultancy: Structure of IT Industry, Role of the Consultant, Competencies of Consultant; Consultancy Models – Export, Diagnosis, Collaborative / Process, External and Internal Consultant.		
Unit – II	**Consultancy Assignment**	**6**
Consultancy Assignment: Life Cycle of Consultancy Assignment, Contracting: Identification of Problem – Diagnosis, Solution, Implementation, Closure and Review.		
Unit – III	**Consulting Services**	**6**
Consulting Services: Portfolio Services, Business Problem Solving, Investigation Techniques and Data Collection, Withdraw from the IT Assignment, Evaluation and Follow up of IT Business Developments.		
Unit – IV	**Managing Relationship**	**6**
Managing Relationship: Building Rapport, Handling Client Meeting, Client Behaviour, Assessment for Change, Proposals and Bids, IPR, Negotiation Working in Teams, Team Management and Delegation, Conflict Management, Selling of Consultancy Services		
Unit – V	**Managing Consultancy Assignments**	**6**
Managing Consultancy Assignments: Scoping of Assignments and Projects, Project Planning and Management Principles, Progress Monitoring, Communications and Reviews, IT Quality Management Systems, IT Risk Management, IT Legislation, Ethics and Professional Standards.		
		Total:30

REFERENCES:

1.	Peter Checkland and Sue Hblwell, "Information Systems and Information Systems – Making Sense of the Field, 3rd Edition, Wiley, 2020.
2.	Bennet Lientz and Kathryn Rea, "Break Trough Technology Project Management", Rutledge publishers, 2nd Edition 2018.
3.	Calvert Markham, "Practical Management Consultancy", Chartered Institute of Accountants, 7th edition 2020.
4.	Eetu Niemi, "Technology consultant fast track", 1st Edition, Eetu Niemi, USA, 2021
5.	Plava MC Lachlan, " pocket c10 – The guide to successful IT Asset management", 1st Edition, Packt, USA,2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	develop an ability to understand the quality management in software	Applying (K3)
CO2	analyze the different types of models for quality assurance	Applying (K3)
CO3	know how to prevent the defects	Applying (K3)
CO4	understand the software quality management tools, bug reporting tools and their usage	Understanding (K2)
CO5	Analyse the software quality standards	Analyzing (K4)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBF01 MARKETING ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**2**	**0**	**2**	**3**

Preamble	Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). This course exposes the students with the tools to measure customer value and apply analytic tools to various marketing decisions. The course also aims at providing knowledge on estimating marketing budget and systematically allocating resources.	
Unit – I	**Marketing Segmentation & Customer Value Analysis**	**4**
Marketing Segmentation: Segmentation - Targeting - Positioning. **Customer Value Analysis:** Life Time Customer Value Calculation - Simulation Technique - Model for Customer Retention and Acquisition Spending.		
Unit – II	**Product Analytics**	**4**
Product Analytics: Identifying New Product Features using Conjoint Analysis - Forecasting New Product Sales using S Curves - Copernican Principle to Predict Duration of Future Sales - SERP for Attribute Testing Google Analytics.		
Unit – III	**Pricing Analytics**	**4**
Pricing Analytics: Pricing Techniques - Estimating Demand Curve and Optimizing Price - Prince Bundling - Nonlinear Pricing.		
Unit – IV	**Distribution Strategy**	**4**
Distribution Strategy: Distribution Channel Characteristics - Retail Location Selection - Channel Evaluation and Selection - Multi Channel Distribution - Distribution Channel Metrics.		
Unit – V	**Promotion Analytics**	**4**
Promotion Analytics: Estimating Promotion Budgets - Promotion Budget Allocation - Metrics for Traditional Media - Metrics for Social Media.		

LIST OF EXPERIMENTS / EXERCISES:

Students will have practice sessions to use spreadsheet, Mega stat and any one statistical software for the following topics.

1.	Generate a Model For Customer Retention and Acquisition Spending Using Given Data.
2.	Estimate Linear & Power Demand Curves.
3.	Price Bundling.
4.	Market Basket Analysis for Patterns.
5.	RFM analysis.

Lecture:20, Practical:20, Total:40

REFERENCES/ MANUAL / SOFTWARE:

1.	Wayne L. Winston, "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", 1st Edition, Wiley, New Delhi, 2018.
2.	Stephen Sorger, "Marketing Analytics: Strategic Models and Metrics", 1st Edition, Admiral Press, UK, 2016.
3.	Tommy Blanchard, "Data Science for Marketing Analytics", 1st Edition, Packt Publishing, UK, 2019.
4.	Mike Grigsby, "Marketing Analytics", 2nd Edition, Kogan Page, UK, 2018.
5.	David A. Aaker, V. Kumar, Robert P. Leone, George S. Day., "Marketing Research", 1st Edition, Wiley, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify suitable analytic tools to target and retain profitable customers and avoid high-risk customers	Applying (K3) Manipulation (S2)
CO2	perform the product sales using analytic tools	Analysing (K4) Manipulation (S2)
CO3	evaluate analytic tools for various understanding demand and pricing decisions	Evaluating (K5) Manipulation (S2)
CO4	justify the use of analytic tools like market basket analysis in real life scenarios	Evaluating (K5) Manipulation (S2)
CO5	evaluate the implications of promotion analytic metrics for measuring effectiveness of traditional and social media promotion measures	Evaluating (K5) Manipulation (S2)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	33	17	--	100
ETE	--	11	40	20	29		100

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

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24MBF02 HUMAN RESOURCE ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**2**	**0**	**2**	**3**

Preamble	The aim of this course is to make the students to understand and measure different components of Human Resource function in a quantifiable manner and analyse them with analytical tools.	
Unit – I	**Understanding HR Analytics & Analysis Strategies**	**4**
Understanding HR Analytics: HR Analytics Defined - Predictors, Prediction and Predictive Modelling - Seven Pillars of People Analytics. **Analysis Strategies:** LAMP Framework - Descriptive Reports to Predictive Analytics - Statistical Significance.		
Unit – II	**Talent Acquisition& Workforce Planning Analytics**	**4**
Talent Acquisition: Pre-interview Assessment Criteria – On boarding and Cultural fit - Stages, OPEN Analytical Framework for Effective on boarding. **Workforce Planning Analytics:** Key components - Dos and Don'ts – Workforce metrics.		
Unit – III	**Performance Analytics &Employee Engagement**	**4**
Performance Analytics: Performance Measures – Benefits **Employee Engagement:** Meaning- Measuring Employee Engagement - Employee Engagement Surveys & Measures.		
Unit – IV	**Talent Retention Analytics & Employee Absenteeism**	**4**
Talent Retention Analytics: Retention Analytics - Protecting Most Valuable Asset - Implementing Proactive Talent Retention Models - Data for Talent Attrition Predictive Modeling. **Employee Absenteeism:** Analytics and Measures - Employee Health and Wellness Measures.		
Unit – V	**Leveraging People Analytics & Big Data and People Analytics**	**4**
Leveraging People Analytics: Future of People Analytics - Rise of Employee Behavioral Data - People Analytics as a Specialized Department - Employee Data Privacy Backlash. **Big Data and People Analytics:** Big Data and People Analytics.		

LIST OF EXPERIMENTS / EXERCISES:

1.	Recruitment Analysis
2.	Talent Acquisition Analysis
3.	Employee Performance Analysis
4.	Employee Engagement Analysis
5.	Employee Turnover Analysis

Lecture:20, Practical:20, Total:40

REFERENCES/ MANUAL / SOFTWARE:

1.	Jean Paul Isson, Jesse S. Harriott , "People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent", 1st Edition, Wiley, New Delhi, 2016.
2.	Martin R. Edwards, Kirsten Edwards, "Predictive HR Analytics: Mastering the HR Metric", 2nd Edition, Kogan Page, UK, 2018.
3.	John Boudreau, Wayne Cascio, "Investing in People: Financial Impact of Human Resource Initiatives", 3rd Edition, Pearson Education, Noida, 2019.
4.	Dipak Kumar Bhattacharyya, "HR Analytics-Understanding Theories and Applications" 2nd Edition, Sage Publications, New Delhi, 2017.
5.	Bernard Marr, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", 1st Edition, Kogan Page, UK, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the HR Analytics principles, including predictors, prediction, and the LAMP Framework	Applying (K3) Manipulation (S2)
CO2	assess talent acquisition and workforce planning data to make informed decisions	Analyzing (K4) Manipulation (S2)
CO3	examine performance analytics metrics and employee engagement measures to enhance organizational effectiveness	Analyzing (K4) Manipulation (S2)
CO4	analyze talent retention analytics to mitigate attrition risks and analyze strategies for addressing absenteeism	Applying (K3) Manipulation (S2)
CO5	analyze the future of people analytics and the implications of big data utilization on employee privacy.	Applying (K3) Manipulation (S2)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBF03 SUPPLY CHAIN ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**2**	**0**	**2**	**3**

Preamble	The course aims at introducing the tools, techniques and optimizing models for supply Chain decisions.	
Unit – I	**Fundamentals of Optimization models**	**4**
Fundamentals of Optimization models: Linear programming – Mixed Integer Programming – Modeling Vignettes – Distribution center location models – Network optimization models.		
Unit – II	**Descriptive Models**	**4**
Descriptive Models: Demand forecasting – Simulation models – Systems Dynamic models – Activity Based Costing - Data envelopment analysis – Balanced Scorecard.		
Unit – III	**Supply Chain Decision Databases**	**4**
Supply Chain Decision Databases: Data aggregations – Facility data – Transportation network data – Inventory data – Supplier data – cost data – customer and market data – Graphical display.		
Unit – IV	**Operational Supply Chain Planning**	**4**
Operational Supply Chain Planning: Taxonomies – Vehicle routing model – production planning model – Reverse logistic model.		
Unit – V	**Inventory Planning in Supply Chain**	**4**
Inventory Planning in Supply Chain: Classical models – Inventory model for strategic supply chain design – Inventory model for retailing distribution network - Aggregate inventory models		

LIST OF EXPERIMENTS / EXERCISES:

Students will have practice sessions to use spreadsheet, Mega stat and any one statistical software for the following topics

1.	Distribution center location model
2.	Simulation models in supply chain
3.	Vehicle routing model
4.	Inventory model for distribution network
5.	Aggregate inventory model

Lecture:20, Practical:20, Total:40

REFERENCES/ MANUAL / SOFTWARE:

1.	Rabindranath Bhattacharya & Anindita Maitra Bhattacharyya, "Supply Chain Analytics: Strategies, Models and Solutions",1st Edition, SAGE Publications Pvt. Ltd, 2022.
2.	Donald J Bowersox, David J Closs, M Bixby Cooper &John C. Bowersox "Supply Chain Logistics Management", 6th Edition, McGrawHill, New Delhi, 2023.
3.	T.A.S.Vijayaraghavan, "Supply chain Analytics", 1st Edition, Wiley India Pvt Ltd., Noida, 2021.
4.	Jeremy F.Shapiro, "Modeling the Supply Chain", 2nd Edition, Cengage Learning, New Delhi, 2007.
5.	Kurt Y. Liu, "Supply Chain Analytics: Concepts, Techniques and Applications", 1st Edition, Springer Nature Switzerland AG, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	perform optimization using linear programming.	Applying(K3) Manipulation (S2)
CO2	apply various spreadsheet models in descriptive analytics in supply chain areas	Applying(K3) Manipulation (S2)
CO3	prepare data bases for supply chain decision.	Applying(K3) Manipulation (S2)
CO4	Apply decision models for operational supply chain problems	Applying(K3) Manipulation (S2)
CO5	Adopt spread sheet or other plates for inventory planning decisions in supply chain	Applying(K3) Manipulation (S2)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	83	--	--	--	100
CAT2	--	17	83	--	--	--	100
ETE	--	12	88	--	--	--	100

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

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24MBF04 FINANCIAL ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**NFE**	**2**	**0**	**2**	**3**

Preamble	This course aims at equipping the students to work with historical information of companies and analyze the company performance on relevant financial parameters. This course also helps to analyze the given data to estimate of the valuation of companies/projects for decision making.	
Unit – I	**Introduction to Financial Modelling and Spreadsheet Essentials**	**4**
Introduction to Financial Modelling and Spreadsheet Essentials: Basic Excel for Financial Modeling -Formatting of Excel Sheets - Use of Excel Formula Function – Advanced Modeling Techniques – Lookups: Vlookup Match & offset, pivot tables.		
Unit – II	**Measuring Risk**	**4**
Measuring Risk: Estimating betas with regression analysis using daily, weekly, and monthly data - Testing market efficiency with regression analysis.		
Unit – III	**Portfolio Optimization:**	**4**
Portfolio Optimization: Mean-variance portfolio selection - Computing mean-variance portfolios - Back-testing portfolio performance - Research on portfolio selection - Bond portfolio selection - Term structure estimation - Using macros to generate the efficient frontier.		
Unit – IV	**Advanced risk analysis**	**4**
Advanced risk analysis: Monte-Carlo simulation - Risk analysis of discounted cash flow models - Spreadsheet features: Using @Risk for Monte-Carlo simulation and Combining macros with @Risk.		
Unit – V	**Black-Scholes Formula and Exotic Option Valuation**	**4**
Black-Scholes Formula and Exotic Option Valuation: Black-Scholes formula - Pricing options, Estimating implied stock return volatilities - Simulating stock price evolution with Monte-Carlo simulation.		

LIST OF EXPERIMENTS / EXERCISES:

Students will have practice sessions to use spreadsheet, Mega stat and any one statistical software for the following topics.

1.	Beta Estimation Using Daily, Weekly and Monthly Market Data.
2.	Market Efficiency with Regression.
3.	Computing Mean Variance portfolio .
4.	Generating Efficient Frontier.
5.	Stock price evolution with Monte-Carlo simulation

Lecture:20, Practical:20, Total:40

REFERENCES/ MANUAL / SOFTWARE:

1.	Michael Rees, "Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA", 2nd Edition, Wiley, New Delhi, 2018.
2.	Joachim Hacker, Dietmar Ernst, "Financial Modeling: An Introductory Guide to Excel and VBA Applications in Finance",1st Edition, Palgrave Macmillan, London, 2017.
3.	Danielle Stein Fairhurst, "Using Excel for Business and Financial Modelling: A Practical Guide", 3rd Edition, Wiley, New Delhi, 2019.
4.	Shmuel Oluwa, "Hands-On Financial Modeling with Microsoft Excel 2019", 1st Edition, Packt Publishing, UK, 2019.
5.	John Moschella, CFA CPA, "Financial Modeling For Equity Research: A Step-by-Step Guide to Earnings Modeling and Stock Valuation for Investment Analysis", 3rd Edition, Gutenberg Publishing, EU, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	applying financial modeling in business	Applying (K3) Manipulation (S2)
CO2	work on excel and use formatting best practices, efficient formula construction, and appropriate driver selections	Applying (K3) Manipulation (S2)
CO3	use advanced excel functions to present various sensitivities to projected financial metrics	Applying (K3) Manipulation (S2)
CO4	perform transaction multiples analysis – EV/EBITDA, EV/EBIT, EV/SALES	Applying (K3) Manipulation (S2)
CO5	performing advanced risk analysis and constructing best portfolio and evaluating option decisions	Evaluating (K5) Manipulation (S2)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE39 INDIAN MODELS IN ENTREPRENEURSHIP							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**
Preamble	The course helps the students to develop an understanding of the concept, process and development of entrepreneurship and promote them towards developing entrepreneurship in Indian context.						
Unit – I	**Introduction to Indian Business Models**						**6**
Significance of Indian Business Models – Scope of Micro and Small Enterprises – Role of Micro Enterprise in Economic Development - Forms of Business- Family Business - First Generation Entrepreneurs – Clusters Development.							
Unit – II	**India's start up revolution**						**6**
Trends –Imperatives – Benefits- Players Involved in The Ecosystem – Case Studies of Successful Start-Ups.							
Unit – III	**Business Incubators**						**6**
Meaning – Definition- Services Offered-Stages of Business Incubation- Types-Importance.							
Unit – IV	**Rural Entrepreneurship & Social Entrepreneurship**						**6**
Rural Entrepreneurship : Policy Factors And Barriers to The Development – Rural Entrepreneurship and Socio-Economic Environment of Indian Market- Concept of Congenial Environment And Its Role in Promoting Rural Entrepreneurship. **Social Entrepreneurship:** Factors Impacting Transformation Into Social Entrepreneur, Characteristics of Social Entrepreneurs, Case Study.							
Unit – V	**Women Entrepreneurs**						**6**
Women Entrepreneurs: Functions - Evolution in India- Entrepreneurial skills – Competency requirements-Opportunities – Challenges - Role of Women entrepreneurship in economic development. - Case Studies.							
							Total:30

REFERENCES:

1.	Poornima M Charantimath, "Entrepreneurship Development Small Business Enterprises", 3rd Edition, Pearson Education, Noida, 2019.
2.	Bruno S Sevgi , Cole C Scanlon., "Entrepreneurship and Development in the 21st Century", 1st Edition, Emerald Publishing, 2022.
3.	Sangeetha Sharma., "Entrepreneurship Development", 2nd Edition, PHI Learning, 2022.
4.	Barbara Kurshm, Kalty Harely., "Innovate Hers: Why Purpose Decision Entrepreneurial W Rise to the Tap", Inmatehers Press, 2022.
5.	Rajiv G Agarwal., "Family Business Management", 1st Edition, Sage Publications Ltd, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply their understanding in the salient features of Indian entrepreneurial models	Applying (K3)
CO2	analyze the factors leading to success of Indian start-ups	Analyzing (K4)
CO3	appraise the importance and impact of business incubation to the start-ups	Evaluating (K5)
CO4	appreciate the value of how living rurally influences business and social enterprise objectives	Analyzing (K4)
CO5	evaluate the role and contribution of women as an entrepreneur.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	17	33	33	--	100
ETE	--	11	40	20	29	--	100

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

P. Kanniyappan
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24MBE40 ENTREPRENEURIAL MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**
Preamble	The course provides an in-depth understanding of marketing theory, concepts and tools used to market a new product offering and/or applicable in an entrepreneurial setting and place an emphasis on the special requirements for creating and executing marketing plans and programs in a setting of rapid technological change.						
Unit – I	**Marketing and Entrepreneurship**						**6**
Marketing and Entrepreneurship: Introduction- Identifying and Understanding Buyers -Sustaining Competitive Advantages of New Ventures-Build a Mission Statement-Integrate selling and marketing in a new business - Case study.							
Unit – II	**Identifying Market Opportunities**						**6**
Identifying Market Opportunities: Market Research -Developing Business Plans - Pitching Opportunities -Demand Forecasting - Linking marketing to financial outcomes- Tools and techniques for new market creation.							
Unit – III	**Market Development**						**6**
Market Development: Digital and online marketing - Forward-looking product design- Product features - Added value- service-Dominant logic- Build a strong brand from scratch- Competing on loyalty-Segmentation - Targeting.							
Unit – IV	**Pricing & Channel Management**						**6**
Pricing: Tools- Market Expansion and Pricing- case study. **Channel Management:** Power of Trust in Manufacturer-Retailer Relationships-Developing effective Distribution Strategies							
Unit – V	**Building Customer Relationships & Entrepreneurial Communication Strategy**						**6**
Building Customer Relationships: Managing Customers – Relationship Marketing - Traditional-Digital Marketing for Entrepreneurs- Media Marketing-Customer value proposition. **Entrepreneurial Communication Strategy:** Inbound, Outbound, and Social Media Strategy.							
							Total:30

REFERENCES:

1. Robert D. Hisrich ,Veland Ramadani, "Entrepreneurial Marketing : A Practical Managerial Approach", 1st Edition, Edward Elgar Publishing, UK, 2020.
2. Sheth J, Sisodia R., "4A's of Marketing: Creating Value for Customers, Companies and Society", 1st Edition,Routledge, USA, 2016.
3. Bruce R. Barringer, Duane Ireland R "Entrepreneurship: Successfully Launching New Ventures", 6th Edition, Pearson Education, Noida, 2020.
4. Crane, G. Frederick., "Marketing for Entrepreneurs: Concepts and Applications for New Ventures" 3rd Edition, Sage Publications, New Delhi, 2021.
5. Mohr, J., Sengupta, S., Slater, S., "Marketing of High-Technology Products and Innovations", 3rd Edition, Pearson Education, Noida, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the integration of selling and marketing strategies to sustain competitive advantages in new ventures.	Analyzing (K4)
CO2	apply market research techniques to identify and assess new market opportunities.	Applying (K3)
CO3	appraise the effectiveness of digital and online marketing tools in developing and promoting new products.	Evaluating (K5)
CO4	analyze the role of trust in manufacturer-retailer relationships and its impact on effective distribution strategies.	Analyzing (K4)
CO5	evaluate the effectiveness of inbound, outbound, and social media strategies in entrepreneurial communication and building customer relationships.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	17	33	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE41 SOCIAL ENTREPRENEURSHIP							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**
Preamble	The course helps to enable entrepreneurs to create wealth in all its forms: economic value, Social innovation and sustainability, while making a difference in the communities.						
Unit – I	**Social Entrepreneurship: Introduction**						**6**
Introduction: Definition - Strategies. Drivers of Social Innovation- Human-Centered Design Thinking- Social Entrepreneurship vs. Entrepreneurship. Case study.							
Unit – II	**Social Entrepreneur**						**6**
Social Entrepreneur: Qualities - Issues in opting for Social Entrepreneurship- Social Entrepreneurial skills and practices-Leading Social Entrepreneurs in India. Interaction with practitioners							
Unit – III	**Social Ventures**						**6**
Social Ventures: Addressing persistent social problems. Financing Social ventures: angel funds-Venture capital- internal funding sources –Venture Valuation, In-house Corporate funding mechanism-Micro-finance							
Unit – IV	**Social Innovations**						**6**
Social Innovations: Types -Nature - challenges of "Markets of the Poor", Innovative designs and strategies to address the needs of these markets and communities. Business Models for Low Income Communities							
Unit – V	**Leading for Change & Successful Social Entrepreneurship Initiatives**						**6**
Leading for Change: Social problems as Business opportunities - Future of Social Enterprises in India/Global, Challenges of Growth and Scale. **Successful Social Entrepreneurship Initiatives** : Grameen Bank – Aravind Eye Care Systems – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj							
							Total: 30

REFERENCES:

1. Madhukar Shukla, " Social Entrepreneurship In India : Quarter Idealism And A Pound Of Pragmatism", 1st Edition, Atlantic Publishers and Distributors (P) Ltd, 2023.
2. TanjaCollavo, " Foundations Of Social Entrepreneurship: Theory, Practical Tools and Skills", 1st Edition, Routledge, 2022.
3. Dr.NehaMathur, BasantChoudhary, Vishal Verma , "Social Entrepreneurship - Creating Better Place To Live - Social Entrepreneurship - Creating Better Place To Live", 1st Edition, Nitya Publications, Bhopal, 2022.
4. Bornstein, David|Davis, Susan, "Social Entrepreneurship: What Everyone Needs to Know", 1st Edition, Oxford University Press, 2019.
5. Mohr, J., Sengupta, S., Slater, S., "Marketing of High-Technology Products and Innovations", 3rd Edition, Pearson Education, Noida, 2010.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	articulate the concept of social entrepreneurship and explain its importance in tackling societal issues.	Applying (K3)
CO2	critically assess the key qualities and motivations that drive individuals to engage in social entrepreneurship, drawing insights from real-world examples	Applying (K4)
CO3	ability to apply human-centered design thinking and innovative strategies to address social issues effectively.	Evaluating (K5)
CO4	analyze different financing options and business models used in social entrepreneurship, considering their effectiveness and sustainability.	Applying (K4)
CO5	evaluate the potential for growth and scalability of social enterprises, considering their long-term viability and ability to create sustainable change.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	17	33	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE42 ENTREPRENEURSHIP AND IP STRATEGY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**
Preamble	The course intends to enhance the knowledge of the students in understanding various intellectual property.						
Unit – I	**Innovation and Entrepreneurship**						**6**
Invention and Creativity - Types of Innovation - Innovation, Market and IP - Open Innovation and IP - IP Strategy.							
Unit – II	**IPR**						**6**
Trade Mark and Entrepreneurship: Trade Mark - Types - Trade Market Registration - Trade Mark Infringement - Case Study on Trade Mark.							
Unit – III	**Copy right, Industrial Design and Entrepreneurship**						**6**
Copyright - Copyright and Related Rights - Copyright Registration and Entrepreneurship - Copyright Infringement - Industrial Design - Industrial Design in Business - Case Study on Copyright and Industrial Design.							
Unit – IV	**Patent and Entrepreneurship**						**6**
Patent - Introduction - Patent Strategies - Patent Infringement - Case Study on Patent.							
Unit – V	**IP Strategy and Entrepreneurship**						**6**
IP Valuation - Bank Loan, Insurance - Incubators - Research Parks - Various Government Policies - Entrepreneurship and IP Strategy.							
							Total:30

REFERENCES:

1.	Stavroula Karapapa& Luke Mc Donagh, "Intellectual Property Law", 1st Edition, OUP Oxford, 2019.
2.	Claire Howell, Benjamin Farrand., "Law Experts: Intellectual Property", 6th Edition, Pearson Education, New Delhi, 2018.
3.	Avtar Sing., "Intellectual Property Law", 1st Edition, Easter Book Company, New Delhi, 2020.
4.	Adarsh Ramnusan, "Patent Law Cases and Material: A Synthesis for India", 1st Edition, Wolters Kiuwer India Pvt. Ltd, New Dehli, 2020.
5.	Sheetal Chopra, "A Book on Indian Patenting System and Patent Agent Examination", 1st Edition, Nation Press, Chennai, 2021.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the concepts of invention and creativity to identify and propose innovative business ideas	Applying (K3)
CO2	apply the process of trademark registration to secure brand protection for a new entrepreneurial venture.	Applying (K3)
CO3	evaluate the impact of copyright and industrial design protections on the competitive advantage and market success of entrepreneurial businesses.	Evaluating (K5)
CO4	analyze case studies on patent infringement to understand the legal and strategic implications for entrepreneurial companies.	Analyzing (K4)
CO5	evaluate the effectiveness of IP valuation methods and government policies in enhancing the financial and strategic positioning of entrepreneurial ventures.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE43 MANAGING INNOVATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**
Preamble	This course provides a broader view on all relevant aspect of innovation and start up policy.						
Unit – I	**Innovation and creativity**						**6**
Introduction-Innovation in Current Environment -Types of Innovation-schools of Innovation.							
Unit – II	**Challenges of Innovation**						**6**
Steps of Innovation Management Idea Management System- Divergent Vs Convergent Thinking and Entrepreneurship - Case Study.							
Unit – III	**Experimentation in Innovation management**						**6**
Idea championship-Participation for innovation-co-creation for Innovation- Prototyping to Incubation							
Unit – IV	**Marketing of Innovation**						**6**
Technology Innovation Process-Technological Innovation Management planning- Creation of IPR-Types of IPR and Patents and Copyrights - Case Study.							
Unit – V	**Handholding of Entrepreneurship**						**6**
Start-up landscape andinnovation India hubs-Start up policy - Case Study.							
							Total:30

REFERENCES:

1.	C.B. Rao, "India as Global Start up Hub: Mission with passion", 1s Edition, Notion press, 2018.
2.	Aravind Kumar Bhatt, "Innovation and Entrepreneurship", Kindle Edition, Laxmi Publication Pvt Ltd., 2022.
3.	Vibrant Publishers,AnnaMaria Bliven," Entrepreneurship Essentials You Always Wanted to Know", 1st Edition, Vibrant Publishers, Mumbai, 2023.
4.	Bill Aulet, "Disciplined entrepreneurship" 1st Edition, Wiley, Noida, 2013.
5.	Robert D.Hisrich , Michael Perters, Dean Shepherd, Sabya Sachi Sinha, "Entrepreneurship", 11th Edition, McGraw Hill Education, New Delhi, 2020,

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply creative techniques to generate innovative ideas and solutions in organizational settings.	Applying (K3)
CO2	analyze the steps involved in innovation management and differentiate between divergent and convergent thinking approaches.	Analyzing (K4)
CO3	evaluate experimental techniques to champion ideas and contribute to the development of innovative solutions within organizational contexts.	Evaluating(K5)
CO4	analyze the importance of technological innovation management planning and the creation of IPR, including patents and copyrights.	Analyzing (K4)
CO5	evaluate the effectiveness of handholding support in facilitating successful entrepreneurship ventures, utilizing case studies and performance metrics.	Evaluating(K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	17	33	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

P. Carilyn
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Board of Studies - MBA

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24MBE44 COMMERCIAL BANK MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	The course in Commercial Bank Management is designed to provide students with a comprehensive understanding of the principles and practices involved in managing commercial banks. Through theoretical learning and practical case studies, students will develop the knowledge and skills required to analyze, strategize, and make informed decisions in the banking sector	
Unit – I	**Introduction to Commercial Banking**	**6**
Overview of Commercial Banks: Definition and Functions of Commercial Banks - Role in the Financial System - Types of Commercial Banks (Retail, Corporate, Investment Banks) **Services Offered by Commercial Banks:** Depository Services - Lending and Credit Facilities - Investment and Wealth Management Services. **Regulatory Environment and Compliance:** Role of Central Banks and Regulatory Authorities - Basel Accords and Capital Adequacy Requirements - Compliance with Anti-Money Laundering (AML) and Know Your Customer (KYC) Regulations		
Unit – II	**Financial Analysis in Commercial Banks**	**6**
Financial Statements Analysis: Interpretation of Balance Sheets, Income Statements, and Cash Flow Statements - Ratio Analysis for Performance Evaluation **Credit Risk Assessment:** Credit Scoring Models - Credit Risk Metrics - Credit Risk Mitigation Techniques **Capital Adequacy and Liquidity Management**: Basel III Framework and Capital Requirements - Liquidity Risk Measurement and Management.		
Unit – III	**Strategic Management in Commercial Banks**	**6**
Strategic Planning and Goal Setting: Vision, Mission, and Objectives of Commercial Banks - SWOT Analysis and Strategic Positioning - Business Model Innovation **Market Positioning and Competitive Strategies:** Market Segmentation and Targeting - Product Differentiation and Value Proposition - Digital Banking Strategies **Technology Adoption and Digital Transformation:** Fintech Partnerships and Collaboration - Cybersecurity and Data Privacy - Customer Experience Enhancement through Technology		
Unit – IV	**Risk Management and Compliance**	**6**
Risk Identification and Measurement: Operational Risk, Market Risk, and Credit Risk Identification - VaR (Value at Risk) and Stress Testing **Credit Risk Management:** Credit Approval Process - Credit Portfolio Management - Non-Performing Asset (NPA) Management **Regulatory Compliance and Governance:** Compliance Frameworks (Basel, Dodd-Frank, etc.) - Internal Controls and Audit Processes - Board Oversight and Corporate Governance Best Practices.		
Unit – V	**Innovation and Sustainability in Commercial Banking**	**6**
Innovation in Banking Products and Services: Retail Banking Innovations (Digital Payments, Mobile Banking) - Corporate Banking Solutions (Trade Finance, Cash Management) - Wealth Management and Investment Products **Sustainability Practices**: Environmental, Social, and Governance (ESG) Factors in Banking - Sustainable Finance and Green Banking Initiatives Corporate Social Responsibility (CSR) Programs. **Ethical Considerations and Corporate Governance:** Ethical Dilemmas in Banking Operations - Whistle blowing and Ethics Policies - Board Accountability and Transparency.		
		Total:30

REFERENCES:

1.	Peter S. Rose and Sylvia C. Hudgins, " Bank Management and Financial Services", 1st Edition, McGraw-Hill Education, 2021
2.	Anthony Saunders and Marcia Millon Cornett, " Financial Institutions Management: A Risk Management Approach", 1st Edition, McGraw-Hill Education, 2020
3.	Timothy W. Koch and S. Scott MacDonald, " Bank Management", 1st Edition, Cengage Learning, 2021
4.	Gorden and Natarajan, " Banking Theory Law and Practice", 29th Edition, Himalaya Publishing House, 2021.
5.	James W. Kolari and Benton E. Gup, " Commercial Banking: The Management of Risk", 1st Edition, Wiley, 2021.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the fundamental principles of commercial banking and their relevance to banking operations.	Applying (K3)
CO2	analyse the credit risk factor analysis and mitigation starategies to manage credit risk in commercial banking.	Analyzing (K4)
CO3	evaluate the strategic management practices in commercial banks.	Evaluating (K5)
CO4	analyse the regulatory compliance framework and governance practice ethical and banking operation.	Analyzing (K4)
CO5	evaluate the various innovation in banking products.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

P. Kavitha
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ACADEMIC CELL * KONGU ENGINEERING COLLEGE *

24MBE45 MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	This course aims provide students with a comprehensive understanding of the Indian system, with a specific focus on banking operations. It helps students grasp both the case and supplementary functions of the bank in India and equips then to recognize and effectively manage risks inherent in the banking sector.	
Unit – I	**Indian Financial System**	**6**
Indian Financial System: Overview of Indian Financial System - Segments of Financial Market- Liberalization of Financial System - Financial Intermediation. Central Bank's Role and Functions - Types of Banks - Commercial Banks and their Function - Products Dealt by Banks - Assets, Liabilities.		
Unit – II	**Types of Banking**	**6**
Types of Banking: Retail Banking – Definition and Significance - Retail banking products - Debit/Credit cards - Fund transfer - Marketing and Selling of Retail products - Cross selling opportunities. Trends in Retail Banking - Corporate Banking – Meaning and Importance - Corporate banking products - Current scenarios in Corporate Banking. International Banking – Foreign exchange rates - Case Studies in Retail Banking.		
Unit – III	**Functions of Banks – I**	**6**
Functions of Banks – I: Banker- Customer Relationship. Types of Collaterals and their Characteristics. Garnishee Order - Rights of a Banker. Banker's Lien - Pledge - Mortgage – Hypothecation - Know Your Customer (KYC) Guidelines - Mandate and Power of Attorney. Principles of Lending - Credit Appraisal Techniques.		
Unit – IV	**Functions of Banks – II**	**6**
Functions of Banks – II: Opening of Accounts for Various Types of Customers - Fund based and Non - Fund based credit facility. Fee Products Distribution and its Regulation - NPA Management – Provisioning - Ancillary Services. Priority Sector Lending - Agriculture Financing - Treasury Management - Financial inclusion.		
Unit – V	**Risk Management in Banks**	**6**
Risk Management in Banks: Concept of Risk - Types of Risk in Banks - Risk Management Process - Asset -Liability Management. Securitization – CIBIL - RBI Guidelines on Capital Adequacy Norms. Implementation of Basel norms - Basel II - Basel III. Fund and Liquidity Management.		
		Total:30

REFERENCES:

1. Indian Institute of Banking and Finance, "Principles and Practices of Banking", 5th Edition, Macmillan Publishers, New Delhi, 2023.
2. Gordon E, Natarajan K., "Banking Theory, Law and Practice", 29th Revised Edition, Himalaya Publishing, Mumbai, 2019.
3. Padmalatha Suresh, Justin Paul, "Management of Banking and Financial Services", 4th Edition, Pearson Education, Noida, 2017.
4. Kanhaiya Singh, Vinay Dutta, "Commercial Bank Management", 1st Edition, McGraw Hill Education, New Delhi, 2017.
5. Sundharam K.P.M., Varshney P.N, "Banking Theory Law and Practice", 1st Edition, S.Chand Publishing, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	classify the Indian financial system and explain the functions of each category.	Applying (K3)
CO2	analyze the products offered by retail banking, corporate banking and international banking.	Analyzing (K4)
CO3	evaluate the functions of banks and select suitable collateral securities, applying their knowledge in real - world scenarios.	Evaluating (K5)
CO4	analyze the NPA provisions in the banking context.	Applying (K3)
CO5	evaluate the risk management practices of bank.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE46 BANKING TECHNOLOGY MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	This course familiarize the students about banking in a digitalized environment with prime focus on the need for digitalization of banking industry and banking management in a technological environment. This course aims to provide the students with a comprehensive knowledge and application of new technologies that are used to innovate and streamline financial systems.

Unit – I	**Branch Operations and Core Banking**	**6**
Branch Operations and Core Banking: Introduction and Evolution of Banking Management – Technological Impact in Banking Operations –Rangarajan Committee Reports and Reforms in Banking Industry - Total Branch Computerization and Branch Technology – Electronic Banking and its Products - Core Banking - Challenges and Implementation.		
Unit – II	**Delivery Channels**	**6**
Delivery Channels: Overview – Automated Teller Machines – Anywhere Anytime Banking – Internet Banking – Mobile Banking – Phone Banking – Call centers - Payment Gateways – Card Technologies – MICR Electronic Clearing - Digital Money.		
Unit – III	**Inter Bank Payment and Settlement System**	**6**
Inter Bank Payment and Settlement System: Structured Financial Messaging System – National Electronic Fund Transfer System (NEFT) – Electronic Clearing System (ECS) – SWIFT – Real Time Gross Settlement (RTGS) – Negotiated Dealing Systems (NDS) and Securities Settlement System – Information System Security and Disaster Management –RuPay: India's Card Payment Network - Plastic Wallet Technology - Forex Operations, Knowledge Management (MIS/DSS/EIS).		
Unit – IV	**Back Office Operations**	**6**
Back Office Operations: Bank Back Office Management – Inter Branch Reconciliation – Treasury Management – Risk Management – Data Centre Management – Network Management – Customer Relationship Management (CRM) - Case Study.		
Unit – V	**Contemporary Issues in Banking Techniques**	**6**
Contemporary Issues in Banking Techniques: Analysis of Digital Lending (including lending through online platforms and mobile apps) Reports – Banking Softwares – Licensing Small banks and Payment Banks – case studies on banking technology.		
		Total:30

REFERENCES:

1.	Indian Institute of Banking and Finance, "Information Technology, Data Communications and Electronic Banking", 3rd Edition, Macmillan Publishers, New Delhi, 2017.
2.	Indian Institute of Banking and Finance,"Banking Law and Practice, Web Modules", 1st Edition, The Institute of Companies Secretaries of India, New Delhi, 2020.
3.	O. P. Srivastava., "Banking on Technology: The changing face of Indian banking", 1st Edition, Reelismfilms, 2020.
4.	Brett King, "Bank 4.0: Banking Everywhere, Never at a Bank", 1st Edition, Wiley, New Delhi, 2018.
5.	Suresh Samudrala, "Retail Banking Technology", 1st Edition, Jaico Publishing House, Mumbai, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the functioning of Core banking and Centralized banking systems.	Applying (K3)
CO2	examine the various delivery channel for banks.	Analyzing (K4)
CO3	evaluate the different payment and settlement system.	Evaluating (K5)
CO4	assess the risk management techniques and data protection systems.	Analyzing (K4)
CO5	evaluate the Contemporary Issues in Banking Techniques	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE47 LEGAL AND REGULATORY ASPECTS OF BANKING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	This course provides a detailed exploration of the regulatory frame works and legal complexities within the Indian banking, encompassing critical areas like the banking regulation Act, monetary policies and customer relationships. Through analysis and practical case studies, students develop a holistic understanding of the vital legal and regulatory landscape crucial for successful banking operations.
Unit – I	**Regulatory frameworks of Indian Banks** **6**
Regulatory frameworks of Indian Banks: Overview of the Banking Regulations Act 1949 and RBI Act - Government and RBI's Powers in Banking Regulation - New Bank Licensing Policy 2013 - Constitution of Board of Directors and their Rights - Amalgamation and Merges of Banks with Case Studies.	
Unit – II	**Legal Aspects of Banking Operations** **6**
Legal Aspects of Banking Operations: Powers to Control Advances and Selective Credit Control - Monetary and Credit Policy, Audit, Inspection and Supervision - Board for Financial Supervision, Scope and Role - Disclosure of Accounts - Balance Sheets and Corporate Governance.	
Unit – III	**Legal Aspects of Banking Operations** **6**
Legal Aspects of Banking Operations: Cheque: Definition, Types, Crossing and Endorsement - Paying Banker's Obligations, Liability and Protection - Collecting Bankers Statutory Protection - Duties and Responsibilities - Law Relating to Bill Finance, LC, Deferred Payments and Security Valuation - Modes of Charging Securities with Case Studies.	
Unit – IV	**Banking Related Laws** **6**
Banking Related Laws: Law of limitation and Bankers Book Evidence Act - Recovery of Debt Due to Banks and Financial Institutions Act, 1993, TDS, Banking Cash Transaction Tax and Service Tax - Asset Reconstruction Companies and Case Studies.	
Unit – V	**Banker - Customer Relations** **6**
Banker - Customer Relations: The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 - The Consumer Protection Act,1986 - Banking Ombudsman - Lok Adalats and Lender's Liability Act - Case Studies on Banker - Customer Relation.	
	Total:30

REFERENCES:

1.	IIBF, "Legal and Regulatory Aspects of Banking", 4th Edition, Macmillan Publishers, New Delhi, 2021.
2.	N K Gupta, "Legal And Regulatory Aspects of Banking", 1st Edition, IBC Academy Publications, Bengaluru, 2020.
3.	Banking Law and Practice, Study Material, The Institute of Companies Secretaries of India, New Delhi, 2019
4.	Tannan, "Tannans Banking Law and Practice in India", 6th Edition, Lexis Nexis, Jaipur, 2017.
5.	K P Kandasami Natarajan S, Parameswaran R, "Banking Law and Practice", S.Chand Publishing, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the regulatory frameworks governing Indian bank.	Applying (K3)
CO2	analyze legal aspects of banking operations, including powers to control advances monetary policies and corporate governance.	Analyzing (K4)
CO3	evaluate banking related laws such as recovery acts, tax laws and asset reconstruction.	Evaluating (K5)
CO4	assess the application of banking related laws.	Analyzing (K4)
CO5	evaluate the bank - customer relations in banking.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE48 INTERNATIONAL FINANCIAL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	This course explores global financial environments, exchange rate dynamics, foreign exchange market, risk management strategies and international finance.	
Unit – I	**Overview of International Financial Management**	**6**
Overview of International Financial Management: Meaning and Importance of International Financial Management - Nature and Scope of International Management - Comparison Between International Financial Management and Domestic Financial Management - Balance of Payments; Equilibrium, Disequilibrium and Adjustment - Developments in the International Monetary System.		
Unit – II	**Intricacies of Foreign Exchange Markets**	**6**
Intricacies of Foreign Exchange Markets: Foreign Exchange Market Quotations - Exchange Rate Determinations in Sport Market and Forward Market - Factors Influencing Exchange Rates - Theories of Exchange Rate Behaviour - Euro Currency and Domestic Interest Rates - Market Rules and Regulation.		
Unit – III	**Theoretical aspects of Currency Futures and Options**	**6**
Theoretical aspects of Currency Futures and Options: Concepts of Currency Future and Options - Profit and Loss Calculation in Currency Future Trading - Costs Involved in Future Contracts - Hedging and Speculation in Currency Future Market - Hedging and Speculation in Option Market.		
Unit – IV	**Foreign Exchange Risk Management**	**6**
Foreign Exchange Risk Management: Concept of Foreign Exchange Risk - Relevance of Exposure - Transaction, Real Operating and Translation - Need for Hedging Foreign Exchange Exposure - Hedging Technique for Transaction Exposure: Contractual Hedges and Natural Hedges - Case Studies on Foreign Exchange Risk Management.		
Unit – V	**International Source of Finance,**	**6**
International Sources of Finance: International Source of Finance - International Capital Budgeting - Evaluation Criteria and Cost of Capital - Non Financial Factors in Capital Budgeting - International Financial Market Instruments: Equity, Bonds, Short term and Medium term Instruments - Case Studies in International Financial and Working Capital Management.		
		Total:30

REFERENCES:

1.	P.G.Apte, Sanjeevan Kapshe, "International Financial Management", 8th Edition, McGraw Hill Education, New Delhi, 2020.
2.	O.P. Agarwal., "International Financial Management", 4th Edition, Himalaya Publishing, Mumbai, 2018.
3.	Ramutham., "International Financial Management", 1st Edition, Himalaya Publishing, Mumbai, 2019.
4.	Geert Bekaert, Robert Hodrick., "International Financial Management", 3rd Edition, Cambridge University Press, New York, 2017.
5.	Cheol Eun, Bruce G. Resnick., "International Financial Management", 7th Edition, McGraw Hill Education, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the components of Balance of payments and explain equilibrium and disequilibrium scenarios.	Applying (K3)
CO2	interpret foreign exchange quotations and analyze exchange rate determination in sport and forward markets.	Analyzing (K4)
CO3	evaluate between hedging and speculation strategies in currency future and option.	Evaluating (K5)
CO4	assess the need for hedging foreign exchange exposure and apply hedging techniques to manage transaction exposure.	Analyzing (K4)
CO5	evaluate the uses of international sources of finance.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE49 INTERNATIONAL MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	This course aims to impart comprehensive knowledge of international marketing, including market dynamics, strategic entry methods, product management, pricing strategies, promotional tactics, distribution channels and integration of technology.	
Unit – I	**Introduction to International Marketing**	**6**
International Marketing: Scope of International Marketing – Importance of International Marketing – Globalization and Market Expansion - International Vs Domestic Marketing - Key Differences and Challenges in International Marketing - Benefits and Consideration - Advantages of Going Global - Cultural, Legal and Economic Consideration in International Marketing.		
Unit – II	**International Marketing Environment**	**6**
International Marketing Environment: Political Risk Analysis in International Marketing - Political Influences on Global Business Strategies - Legal Environment - Legal Frameworks and Regulations in International Trade - Socio Cultural Environment - Cultural Factors Impacting Marketing Decisions - Cross Cultural Communication in Global Marketing - Economic Trends and Market Opportunities - Implications of WTO on International Marketing.		
Unit – III	**Marketing Strategies & Product Decisions**	**6**
Product Planning for International Markets - Product Adaptation Vs Stanclaralisation - International Product Life Cycle and Product Development Strategies - Packaging and New Product Launch - Packaging Strategies for Global Markets. Launching Products in Diverse Cultural Settings.		
Unit – IV	**International Pricing, Promotion and Distribution**	**6**
International Pricing, Promotion and Distribution: International pricing strategies for Different Markets - Currency and Exchange Rate Consideration in Pricing - Promotion Strategies - Cultural Sensitivity in Advisement and Promotion - Global Branding - Positioning and Integrated Marketing Communication - International Distribution Planning.		
Unit – V	**Technology Development in International Marketing**	**6**
Technology Development in International Marketing: Technology and Competitiveness – Digital Transformation in Marketing Strategies - Big Data Analytics - e- Marketing and Global Supply Chain –Online Marketing Strategies and Digital Marketing Channels.		
		Total:30

REFERENCES:

1.	Franchis Cherunilam, "International Marketing (Text and cases)", 16th Revised Edition, Himalaya Publishing House, Mumbai, 2022.
2.	Franchis Cherunilam, "International Trade and Export Management", 21th Revised Edition, Himalaya Publishing House, Mumbai, 2019.
3.	Varshney B, Bhattacharyya, "International Marketing Management", 25th Revised Edition, S.Chand Publishing, New Delhi, 2015.
4.	Philip R Cateora, Bruce Money, Mary C.Gilly, John Graham, "International Marketing", 18th Edition, McGraw Hill Education, New Delhi, 2019.
5.	Philip R, Cateora, R. Bruce Money, Mary C.Gilly, John L. Graham, "International Marketing", 18th Edition, McGraw Hill, 2020

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the key difference between international Marketing and domestic marketing.	Applying (K3)
CO2	evaluate the implications of WTO agreements on international trade and marketing practices.	Analyzing (K4)
CO3	assess the importance of product planning, standardization and new product launch strategies for international marketing.	Evaluating (K5)
CO4	evaluate the marketing strategies and product decision.	Analyzing (K4)
CO5	appraise the impact of technology development on international marketing	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE50 INTERNATIONAL HUMAN RESOURCE MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	The international human resource management course provides an in depth examination of HR practices within a global frame work. This course aids participants in exploring critical areas like talent acquisition compensation strategies and cross cultural communication. It equips them with the necessary skills to effectively manage human resource across international boundaries.	
Unit – I	**Introduction to International Human Resource Management**	**6**
International Human Resource Management: Overview of HRM: Domestic HRM Vs International HRM, Adapting HR Activities to Inter - Country Differences - Staffing the Global Organization - Global Staffing Approaches - People Management in MNCs: Cultural Diversity, Cross - Cultural Communication, International HRM Models: Comparative Analysis of HRM Models.		
Unit – II	**Recruitment and Selection for Overseas Assignment**	**6**
Recruitment and Selection for Overseas Assignment: Challenges and Issues in International Recruitment and Selection - International HR Orientation: Cross Cultural Training, Cultural Adaptation, Training and Development in International Context: Global Training Programs, Skill Development - International Assignments and Repatriation Strategies: Pre-Departure Training, Expatriate Support.		
Unit – III	**Performance Appraisal**	**6**
Performance Appraisal: Performance Appraisal for International Managers: Evaluation Criteria, Cross - Cultural Evaluation Challenges - Methods of Performance Appraisal in International Context: 360 Degree Feedback, Objective Setting - International Compensation: Compensation Strategy, Expatriate Compensation - Key Issues in International Compensation: Pay Equity, Benefits Package.		
Unit – IV	**Knowledge Transfer**	**6**
Knowledge Transfer: Organizational Knowledge and its Significance: Knowledge Management, Intellectual Capital - sources of Organizational Knowledge: Knowledge Creation, Acquisition and Sharing Transfer of Knowledge within MNCs: Knowledge Transfer Strategies, HRM Across National Borders: Cultural Influences on Knowledge Transfer, Knowledge Retention.		
Unit – V	**Foreign Assignment**	**6**
Foreign Assignment: Rationale and need for Foreign Assignment: Global Talent Management, Succession Planning - Ethnocentric Vs Polycentric Views of Expatriation: Approaches to Staffing International Assignments - Foreign Assignments from Parent Company Perspective: Goals, Challenges and Benefits - Perception for Foreign Assignments: Cross Cultural Training, Language Skills Development.		
		Total:30

REFERENCES:

1.	Garry Dessler, Biju Varkkey, "Human Resource Management", 5th Edition, Pearson Education, New Delhi, 2018.
2.	Sahni, Meenakshi Negi, "International Human Resource Management – Text and Cases", 1st Edition, Kalyani Publishers, New Delhi, 2015.
3.	Subba Rao.P, "International Human Resource Management", 2nd Revised Edition, Himalaya Publishing, Mumbai, 2015.
4.	Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright "Human Resource Management", 12th Edition, McGraw Hill Education, New Delhi, 2020
5.	V S P Rao, "Human Resource Management" 2nd Edition, Taxmann, New Delhi, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the differences between domestic and international HRM strategies, considering their cultural, legal and economic influences.	Applying (K3)
CO2	construct recruitment and selection strategies tailored for international assignments, integrating cross - cultural competencies and aligning with organizational requirement.	Analyzing (K4)
CO3	develop equitable and complaint compensation packages for expatriates, ensuring adherence to international regulations.	Evaluating (K5)
CO4	develop training programs that nature cross - cultural understanding and elevate global leadership capabilities within multinational team.	Analyzing (K4)
CO5	evaluate cross - cultural communication challenges, fostering inclusivity and resolving conflicts in diverse work environment.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	15	35	35	15	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBE51 INTERNATIONAL BUSINESS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**SE**	**3**	**0**	**0**	**3**

Preamble	This course introduces students to global business dynamics, covering market entry strategies, environmental frame works, cooperation agreements, globalizations impact and collaborative strategies, empowering them to navigate international business complexities.	
Unit – I	**Introduction to International Business**	**6**
Introduction to International Business: Overview of International Business Vs Domestic Business - International Orientations and Drivers of Globalization - Stages and Orientations in Internationalization - International Market Entry Strategies.		
Unit – II	**Comparative Environmental Frameworks**	**6**
Comparative Environmental Frameworks: Economic Environment in International Business – Social Cultural Environment Impact on Global Trade – Political Environment and its Influence on Business – Natural and Technological Environment Considerations.		
Unit – III	**Cross National Cooperation and Agreements**	**6**
Cross National Cooperation and Agreements: Forms of Economic Integration – World Trade Organization (WTO) and its Functions – Regional Economic Integration and Major Trading Groups – Commodity Agreements and Instruments of Trade Control.		
Unit – IV	**Globalization**	**6**
Globalization: Forces Driving Globalization - Criticism and challenges of Globalization - Impact of Globalization on Business Operation - Conditions and Advantage of Globalization - Implications of Globalization on Indian Business.		
Unit – V	**Direct Investment and Collaborative Strategies**	**6**
Direct Investment and Collaborative Strategies: Types and Factors Affecting Foreign Private Investment - Limitations and Risk of Foreign Capital - Motives and Forms of Collaborative Arrangements - Choosing Collaborative Arrangements for International Business - Case Studies on Direct Investments.		
		Total:30

REFERENCES:

1.	John Daniels, Lee Radebaugh, Daniel Sullivan, Prashant Salwan, "International Business", 16th Edition, Pearson, New Delhi, 2018.
2.	Johan J Wild, "International Business", 8th Edition, Pearson, New Delhi, 2017.
3.	Michael Geringer, Jeanne McNett, Donald Ball, "International Business", 1st Edition, McGraw Hill Education, New Delhi, 2020.
4.	Charles W C Hill, G. Tomas, M. Hult, "International Business", 11th Edition, McGraw Hill Education, New Delhi, 2018.
5.	Subba Rao, "International Business (Text and Cases)", 5th Edition, Himalaya Publishing House, Mumbai, 2023.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify key drivers and restrainers of globalization in the business context.	Applying (K3)
CO2	analyze how changes in the global environment can affect business strategies and operation.	Analyzing (K4)
CO3	evaluate the different forms or economic integration and their implications for global track.	Evaluating (K5)
CO4	analyze the advantages and disadvantages of globalization, including its implications for Indian Business.	Analyzing (K4)
CO5	evaluate types of foreign private investment and factors influencing international investment decisions.	Evaluating (K5)

Mapping of COs with POs

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

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

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	--	17	33	33	17	--	100
CAT2	--	17	33	17	33	--	100
ETE	--	11	40	20	29	--	100

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

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24MBG01 TEXT ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide an insight into the foundations of Text mining for qualitative data analysis.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Text Data Preprocessing** a. Cleaning and normalizing text data. b. Tokenization and stemming.
2.	**Sentiment Analysis** a. Using pre-trained sentiment analysis models. b. Analyzing sentiment from customer reviews or social media data.
3.	**Text Classification** a. Building a text classifier using machine learning algorithms (e.g., Naive Bayes, SVM). b. Classifying documents into predefined categories (e.g., spam detection, topic classification).
4.	**Topic Modeling** a. Implementing Latent Dirichlet Allocation (LDA) or Non-Negative Matrix Factorization (NMF) algorithms. b. Extracting topics from a corpus of documents and interpreting results.
5.	**Text Mining for Business Insights** a. Analyzing text data from financial reports, customer feedback, or news articles. b. Extracting actionable insights for decision-making in business contexts.
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Dipanjan Sarkar, "Text Analytics with python: A Practitioner's Guide to Natural Language Processing", 2nd Edition, Apress, 2019.
2.	Julia Silge, David Robinson, "Text Mining with R: A Tidy Approach", 1st Edition, O'Reilly, USA, 2017.
3.	Ted Kwartler, "Text Mining in Practice with R", 1st Edition, Wiley, New Delhi, 2017.
4.	Gabe Ignatow, Rada F. Mihalcea, "An Introduction to Text Mining: Research Design, Data Collection, and Analysis". 1st Edition, Sage Publications, New Delhi, 2017.
5.	Gabe Ignatow, Rada F. Mihalcea, "Text Mining: A Guidebook for the Social Sciences", 1st Edition, Sage Publications, New Delhi, 2016.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	understand Natural language processing (NLP)	Applying (K3), Manipulation (S2)
CO2	perform Informational retrieval	Applying (K3), Manipulation (S2)
CO3	apply Document clustering and classification	Applying (K3), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG02 DATA VISUALIZATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide an insight into the foundations of Data Visualisation for making better business decisions.

LIST OF EXPERIMENTS / EXERCISES:

1.	Basic Visualization Tools: a. Bar Charts, b. Histograms, c. Pie Charts, d. Scatter Plots, e. Line Plots and Regression
2.	Encoding Data using Size, a. Stacked & Grouped Bar Chart, b. Stacked Area Chart & Streamgraph, c. Line Chart with Multiple Lines, d. Encoding Data using Color,
3.	Specialized Visualization Tools a. Word Clouds, b. Radar Charts, c. Waffle Charts, e. Box Plots
4.	How to create Maps: a. Creating Maps b. Visualising Trees and Network
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Kieran Healy, "Data Visualization: A Practical Introduction", 1st Edition, Princeton University Press, USA, 2018.
2.	Cole Nussbaumer Knaflic, "Storytelling with Data: Let's Practice!", 1st Edition, Wiley, New Delhi, 2019.
3.	Alexander Loth "Visual Analytics with Tableau", 1st Edition, Wiley, New Delhi, 2019.
4.	Ana Sosulski, K. "Data Visualization Made Simple: Insights into Becoming Visual". 1st Edition: Routledge, USA, 2018.
5.	Claus O. Wilke "Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures", 1st Edition, O'Reilly, USA, 2019.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	prepare data for visualization	Applying (K3), Manipulation (S2)
CO2	use visual techniques to present data and make meaningful interpretations	Applying (K3), Manipulation (S2)
CO3	apply appropriate design principles in the creation of presentations and visualizations	Applying (K3), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG03 MULTIVARIATE DATA ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide an insight into the foundations of Multivariate Statistical Analysis in Business for better decision making.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Multiple Regression:** Estimating R^2 changes, Block analysis, model estimation, Logistic Regression.
2.	**Factor Analysis** – Data reduction: Data validation, Communalities, Factor Rotation.
3.	**Cluster Analysis: Segmentation** - Hierarchical cluster, K-means cluster.
4.	**Discriminant Analysis**: Eigen value, Wilks lambda, Discriminant function equation.
5.	**Conjoint Analysis:** Design conjoint analysis experiment, Segmentation, profitability analysis.
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Joseph F Hair, Barry J. Babin, Rolph E. Anderson, William C. Black "Multivariate Data Analysis", 8th Edition, Cengage Learning, New Delhi,2021.
2.	Dinesh Kumar U, "Business Analytics: The science of Data-Driven Decision making", 1st Edition, Wiley, New Delhi, 2017.
3.	Barbara G. Tabachnick, Linda S. Fidell, "Using Multivariate Statistics", 6th Edition, Pearson Education, Noida, 2017.
4.	Johnson,Wichern "Applied Multivariate Statistical Analysis", 6th Edition, Pearson Education, Noida, 2018.
5.	Daniel J.Denis, "Univariate, Bivariate, and Multivariate Statistics Using R: Quantitative Tools for Data Analysis and Data Science", 1st Edition, Wiley, New Delhi, 2020.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	apply regression technique to predict outcome variable for decision making	Applying (K3), Manipulation (S2)
CO2	use data reduction techniques to reduce data and segment respondent	Applying (K3), Precision (S3)
CO3	formulate new product development using conjoint analysis and discriminate the difference.	Applying (K3), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG04 STRUCTURAL EQUATION MODELLING							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	SEE	0	0	2	1

Preamble	The objective of this course is to provide hands on experience in model building using Structural Equation modelling for different business situation.

LIST OF EXPERIMENTS / EXERCISES:	
1.	**Model Building:** Proposition, Construct, Variable.
2.	**Measurement model:** Confirmatory Factor Analysis– Validity Assessment: Unidimensionality, Convergent validity, Discriminant Validity
3.	**Multi-group CFA**: Second order factor, Third order factor, Common Method Bias (CMB)
4.	**Structural Models** – Path Analysis, Simple regression model, Recursive and Non-recursive model
5.	**Mediation & Moderation:** Mediation, Moderation, Mediated moderation, Moderated mediation–Baron-Kenny approach, Sobel's Test, Model comparison
	Total:20

REFERENCES/ MANUAL /SOFTWARE:	
1.	Richard Boateng, "Structural Equation Modelling Made Easy for Business and Social Science Research Using SPSS and Amos", 2nd Edition, Zaccheus Entertainment, 2020.
2.	Rex B. Kline , "Principles and Practice of Structural Equation Modeling (Methodology in the Social Sciences Series)", 5th Edition, The Guilford Press, New York, 2023.
3.	Rick H. Hoyle, "Handbook of Structural Equation Modeling", 2nd Edition, The Guilford Press, 2022.
4.	Robert F. DeVellis, "Scale Development: Theory and Applications", 1st Edition, Sage Publication, New Delhi, 2016..
5.	Jitesh J. Thakkar "Structural Equation Modelling: Application for Research and Practice (with AMOS and R)" 1st Edition, Springer, 2020.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	develop a model and excuse an anlaysis of measurement model.	Applying (K3), Manipulation (S2)
CO2	conduct path analysis to evaluate proposed theories effectively.	Applying (K3), Precision (S3)
CO3	introduce and assets intervening variable and compare various theoretical models for comprehensive analysis.	Analyzing(K4, Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG05 TRANSACTIONAL ANALYSIS							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	SEE	0	0	2	1

Preamble	To provide a realistic and useful method for analyzing and understanding the behavior of others and their role in describing fundamental patterns of thinking, feeling and behavior.

LIST OF EXPERIMENTS / EXERCISES:

1.	Play the game of dispute with the partner to understand TA and Self-Awareness
2.	An exploration of the past is useful to the degree that it continues to influence our emotional and behavioural difficulties. Experience sharing and lessons learned.
3.	Conduct activities to make the students to realize the mental state of Winners and Losers
4.	Exercise to build a therapeutic relationship through Structural Analysis
5.	Life Positions and Transactions support in understanding our working relationship
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Eric Berne, "Games People Play: The Psychology of Human Relationships", 1st Edition, Penguin, UK, 2016.
2.	Jose Gregoire, "Conceptualizing Ego States in Transactional Analysis: Three Systems in Interaction", 1st Edition , Taylor & Francis, 2024
3.	Richard G Erskine, "Transactional Analysis in Contemporary Psychotherapy" 1st Edition, Routledge, USA, 2019.
4.	Richard L. Daft, Nishant Uppal, "Understanding the Theory and Design of Organizations", 10th Edition, Cengage Learning, New Delhi, 2020.
5.	Robbins, Coulter, "Management", 17th Edition, PHI Learning, New Delhi, 2018.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	demonstrate the theoretical framework for understanding human behaviour.	Applying (K3), Manipulation (S2)
CO2	explore one's own feelings and behaviour using the TA model	Applying (K3), Precision (S3
CO3	appraise the application of TA in several areas of people management organisations.	Evaluating (K5), Precision (S3

Mapping of COs with POs

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

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24MBG06 FRUGAL INNOVATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The course aims at providing students with insights into most critical emerging business models of value creations that use less resource and do more. This course makes the students to prepared blueprint about how to approach businesses in hyper competitive and resource constrained environment.

LIST OF EXPERIMENTS / EXERCISES:

After an Introductory session on frugal innovation (Doing Better with less resource), students need to approach cases on the principles and provide valuable solutions.

1.	Engage and iterate: Costly and rigid R&D verses Market focused Agile R&D - case studies of frugal pioneers such as Arla Foods, Fujitsu, GE, GSK, Intuit and SNCF.
2.	Flex the Assets – Creating frugal supply chain -Case studies of (BMW and Volkswagen), pharmaceuticals (GSK and Novartis), cement (Cemex), soft drinks (Coca-Cola) and energy (GDF-Suez and GE).
3.	Create Sustainable solutions –From circular economy to Spiral economy -case studies of Kingfisher, Levi Strauss, method, Tarkett and Unilever.
4.	Shaping customer behavior- how companies can influence consumers into behaving differently
5.	Co-create value with prosumers. Empowering and engaging prosumers , Case studies of Auchan -do-it-yourself (DIY) and crowd sourcing pioneers, such as Tech Shop and Quirky.
6.	Making innovative Friends: Hyper collaboration –Case study GE and Ford.

Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Navi Radjou , Jaideep Prabhu, Paul Polman, "Frugal Innovation: How to do More With Less", The Economist, US, 2015.
	Dadlani, Malavika & Wali, Anil & Muker, "The Art and Science of Frugal Innovation", 1st Edition, Penguin Random House, 2022.
3.	Yasser Bhatti , Radha Ramaswami Basu, David Barron, "Frugal Innovation: Models, Means, Methods", Cambridge University Press, New York, 2018.
4.	Vanessa Ratten, " Frugal Innovation", 1st Edition, Routledge, USA, 2019
5.	Adela J. McMurray, Gerrit A. de Waal, "Frugal Innovation-A Global Research Companion", 1st Edition, Routledge, USA, 2019.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	demonstrate the underlying theories and associated features of frugal innovation	Applying (K3), Manipulation (S2)
CO2	identify novel ways to resolve difficult real-world problems	Applying (K3), Manipulation (S2)
CO3	apply innovative, frugal solutions to problems	Applying (K3), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG07 LEADERSHIP AND TEAM BUILDING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The course is focused on individual, group and organization factors associated with leadership and Team building. Students will be acquainted with the development of the conception of leadership up to the present.

LIST OF EXPERIMENTS / EXERCISES:

1.	Self Assessment Test on Leadership Ability.
2.	Competitive Game to Improve Team Work - Viswakarma.
3.	Individual and Collaborative Group Decision Making - Dessert Survival.
4.	Task Accomplishment Activity to Improve Synergy - Hollow Square.
5.	Team Performance Enhancement - Paper Planes.
6.	Handling Criticism: A Part of Being a Leader - Hot Manager.

Total:20

REFERENCES/ MANUAL /SOFTWARE:

1	P L Rao., "HRD Trainer's Handbook of Management Games", 1st Edition, Excel Books, 2010.
2.	Kouzes, J. M., Posner, B. Z. "Learning Leadership. The Five Fundamentals of Becoming an Exemplary Leader", 1st Edition, Wiley. 2016
3.	Northouse, P. G. "Leadership, Theory & Practice", 7th Edition. Sage Publications. 2016
4	Timothy M. Franz, "Group Dynamics and Team Interventions: Understanding and Improving Team Performance", 1st Edition, John Wiley, New Delhi, 2018.
5.	Robert Konopaske, John Ivancevich, Michael Matteson, "Organizational Behavior and Management", 11th Edition, McGraw Hill Publication, New Delhi, 2017.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	demonstrate the theoretical framework for understanding the skill and components of leadership	Applying (K3), Manipulation (S2)
CO2	appraise the knowledge on the understanding to develop leadership qualities to better management	Applying (K3), Manipulation (S2)
CO3	appraise the use of communication skills and taking positive criticism for effective team management	Evaluating (K5), Precision (S3)

Mapping of COs with POs

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

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

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24MBG08 INTRODUCTION TO GOODS AND SERVICE TAX (GST)							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites		**3/4/5/6**	**SEE**	**0**	**0**	**2**	**1**

Preamble	The purpose of this series of experiments is to meticulously examine the multifaceted impact of Goods and Services Tax (GST) on diverse sectors of the Indian economy. Through rigorous analysis and empirical research, our aim is to unveil GST's nuanced effects on consumer prices, small businesses, e-commerce platforms, export-oriented industries, and interstate trade dynamics
LIST OF EXPERIMENTS / EXERCISES:	
1.	**Impact of GST on Consumer Prices:** Investigate the impact of GST on consumer prices of essential commodities such as food items, clothing, and electronics. Analyze price changes before and after GST implementation and assess the affordability for consumers, considering factors like inflation and income levels
2.	**GST Compliance and Small Businesses:** Study the challenges faced by small businesses in complying with GST regulations, such as timely filing of returns, understanding input tax credit, and managing invoicing systems. Identify common compliance issues and propose solutions to simplify GST procedures for small enterprises.
3.	**GST's Effect on E-commerce Platforms:** Explore how GST has affected e-commerce platforms in terms of tax collection, compliance burden, and market competitiveness. Analyze the impact on both domestic and international e-commerce transactions and evaluate the effectiveness of GST in regulating online sales.
4.	**GST's Impact on Export-oriented Industries:** Investigate the impact of GST on export-oriented industries such as IT services, pharmaceuticals, and textiles. Analyze changes in export volumes, tax refunds (IGST, CGST, SGST), and competitiveness in global markets post-GST implementation.
5.	**GST and Interstate Trade Dynamics:** Evaluate the impact of GST on interstate trade dynamics, particularly in regions with varying tax rates and compliance norms. Analyze logistical challenges, transportation costs, and supply chain efficiencies to assess the overall impact of GST on interstate trade flows
	Total:20

REFERENCES:

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

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	gain a basic understanding of how GST affects consumer prices, small businesses, and online platforms.	Understanding (K2) Manipulation (S2)
CO2	recognize common challenges faced by small businesses in complying with GST regulations and suggest simplified solutions.	Understanding (K2) Manipulation (S2)
CO3	assess the impact of GST on interstate trade and export-oriented industries, focusing on logistical challenges and market competitiveness.	Applying (K3) Precision (S3)

Mapping of COs with POs

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

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

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24MBG09 REVIEW PAPER WRITING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		SEE	0	0	2	1

Preamble	This course equips students with essential skills in academic research and writing, focusing on identifying research problems, conducting literature reviews using specialized software, and developing hypotheses. These skills are pivotal for producing high-quality academic papers and contributing valuable insights to their fields of study.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Identify a Research Problem:** Students will choose a specific business-related topic and articulate a clear research problem statement.
2.	**Conduct Literature Review using Software:** Utilize specialized software tools to conduct a comprehensive review of existing literature related to the chosen research problem.
3.	**Identify Research Gaps and Formulate Research Questions:** Analyze the literature review findings to identify gaps in current research and develop relevant research questions.
4.	**Outline Research Methods:** Create an outline detailing the research methods to be employed, such as surveys, interviews, experiments, or case studies.
5.	**Develop Hypotheses:** Based on the research questions, formulate hypotheses that will guide data collection and analysis.

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Carol Ellison , "McGraw-Hill's Concise Guide to Writing Research Papers", 1st Edition, McGraw Hill Publishing, New Delhi, 2020.
2.	James D. Lester, "Writing Research Papers: A Complete Guide,"16th Edition, Pearson Education, Noida, 2017.
3.	Adrian Wallwork," English for Writing Research Papers", 2nd Edition Springer, New York, 2017
4	Kate L,Turabian, "Manual for Writers of Research Papers, Theses, and Dissertations: Chicago Style for Students and Researcher", 9th Edition, University of Chicago Press, Chicago s, 2018.
5.	Naresh K Malhotra, Sathya Bhusan Dash, "Marketing Research: An Applied Orientation", 7th Edition, Pearson Education, Noida, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	identify basic components of a research problem statement, such as the topic, context, and significance.	Understand (K2), Imitation (S1)
CO2	analyze literature review findings to identify gaps in current research and formulate relevant research questions.	Analyse (K4), Manipulation (S2)
CO3	formulate hypotheses based on research questions, guiding data collection and analysis effectively.	Applying (K3), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG10 ACADEMIC RESEARCH PAPER WRITING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		SEE	0	0	2	1

Preamble	This course is designed to foster advanced competencies in data analysis, interpretation of research findings, discussion of implications, conclusion drawing, addressing managerial implications, and result publication within academic writing contexts. Students will acquire skills in designing data analysis plans, presenting results objectively, proposing future research directions, and effectively publishing research outcomes.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Plan Data Analysis:** Design a data analysis plan specifying the statistical techniques or qualitative methods to be used for analyzing research data.
2.	**Write About Results:** Interpret and present research findings clearly and objectively, including tables, charts, and graphs where applicable.
3.	**Discussion of Findings:** Analyze and discuss the implications of research results, comparing them with existing literature and addressing any unexpected outcomes.
4.	**Conclusions:** Draw conclusions based on the research findings, highlighting key insights and contributions to the field.
5.	**Managerial Implications, Limitations, and Future Study Scope:** Discuss the practical implications of the research for managerial decision-making, acknowledge study limitations, and propose avenues for future research.

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Carol Ellison , "McGraw-Hill's Concise Guide to Writing Research Papers", 1st Edition, McGraw Hill Publishing, New Delhi, 2020.
2.	James D. Lester, "Writing Research Papers: A Complete Guide,"16th edition,Pearson Education, Noida, 2017.
3.	Adrian Wallwork," English for Writing Research Papers", 2nd Edition Springer, New york, 2017
4	Kate L,Turabian, "Manual for Writers of Research Papers, Theses, and Dissertations: Chicago Style for Students and Researcher", 9th Edition, University of Chicago Press,Chicago s, 2018.
5.	Naresh K Malhotra, Sathya Bhusan Dash, "Marketing Research: An Applied Orientation", 7th Edition, Pearson Education, Noida, 2019.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	interpret research findings clearly and objectively, using appropriate visual aids like tables, charts, and graphs	Apply (K3), Imitation (S1)
CO2	acknowledge study limitations and propose potential areas for future research to address gaps identified during analysis.	Analyzing (K4), Manipulation (S2)
CO3	synthesize research outcomes effectively, offering valuable insights and making substantial contributions to both academic discourse and professional practice within the field.	Evaluating(K5), Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG11 OUTBOUND EXPERIENTIAL LEARNING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	The objective of this course is to enhance students performance through experiential learning, specifically through outbound training. This training aims to improve skills such as leadership, communication, planning delegation, team work and motivation among students.

LIST OF EXPERIMENTS / EXERCISES:

The outbound training follows a structured experiential learning cycle with the following stages:

1.	Experiencing/doing
2.	Reviewing and reflecting on the experience
3.	Drawing learning from the reflection
4.	Applying and testing the learning through active experimentation
5.	Reviewing and reflecting on the active experimentation

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Outbound Experiential Learning Guidelines

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	identify gaps between perceptions and experiences.	Applying (K3), Imitation (S1)
CO2	generate new ideas to implement learning and experiences in forecasted scenarios and apply them in real world situation through active experimentations	Analyzing (K4), Articulation (S4)
CO3	facilitate behavioural change and relate it to real-life scenarios.	Evaluating (K5), Precision (S3)

Mapping of COs with POs

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

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

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24MBG12 NATIONAL / GLOBAL VIRTUAL TEAM PROJECT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	This course aims to build persuasion and communication skills that influence virtual team members to do the project designated. The course will also help the students to increase the level of trust, accountability and knowledge sharing among team members.

LIST OF EXPERIMENTS / EXERCISES:

1.	Identifying Virtual Teams
2.	Building Trust among team members
3.	Communication among team members
4.	Formulating research problem
5.	Data collection
6.	Analysis and Finding
7.	Report writing and Presentation

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Virtual Team Project Guidelines

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	Analyse the variance in awareness among virtual team members.	Analyzing (K4), Manipulate (S2)
CO2	Evaluate and implement strategies for successful virtual team work.	Evaluating (K5), Precision (S3)
CO3	Facilitate effective communication foster trust across cultures and locations.	Evaluating (K5), Precision (S3)

Mapping of COs with POs

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

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

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24MBG13 RURAL INNOVATION PROJECT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	This course focus on fostering innovation to address challenges in rural areas. It introduces students to various approaches for rural innovation initiatives, emphasizing the exportation of rural communities.

LIST OF EXPERIMENTS / EXERCISES:

1.	Identifying the needs of rural communities.
2.	Forming teams with shared interests.
3.	Developing awareness of innovation in agriculture, forestry and rural development.
4.	Creating new patterns of cooperation and collaborative learning.
5.	Report preparation and presentation.
	Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Rural Innovation Project Guidelines

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	understand the application of business management principles in rural innovation activities.	Understanding (K2), Imitation (S1)
CO2	apply analytical skills to identify and categorize cases of rural innovation within our community.	Applying (K3), Precision (S3)
CO3	analyze the concept of rural innovation and its influence on social, economic and environmental outcomes in rural areas.	Applying (K3), Precision (S3)

Mapping of COs with POs

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

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

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24MBG14 INTERNATIONAL VISIT AND ENVIRONMENT STUDY							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	ACC	0	0	4	2

Preamble	This course offers students authentic travel experiences aimed at enhancing their intellectual development. If provided hands on exposure to the corporate environment in foreign nations, understand macroeconomic indicators and evaluating career opportunities abroad. Additionally, it helps students overcome cultural barriers in preparation for future international work and living.

LIST OF EXPERIMENTS / EXERCISES:

1.	Experiencing/doing by visiting any foreign nation
2.	Macro Environment study of the visited country.
3.	Reviewing and reflecting on the cultural experiences.
4.	Drawing learning from the reflections.

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	International Visit Guidelines

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	apply new experiences to challenge personal beliefs and expand capabilities.	Applying (K3) / Manipulation (S2)
CO2	apply exposure to new countries to view challenges from a creative perspective.	Applying (K3) / Manipulation (S2)
CO3	develop new study and carees pathways informed by international experiences.	Creating (K6) / Manipulation (S2)

Mapping of COs with POs

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

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

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24MBG15 BUSINESS PLAN PREPARATION FOR A VENTURE							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	This course aims to familiarize students with the essential steps involved in planning, launching and managing a business, focusing on practical application within a startup context. Students will actively engage in tasks that mimic real-world startup activities, culminating in the preparation and presentation of a comprehensive business plan.

LIST OF EXPERIMENTS / EXERCISES:

1.	Market research and analysis experiment.
2.	Financial projection exercise.
3.	Marketing plan development task.
4.	Business model canvas.
5.	SWOT analysis and risk assessment activities.
6.	Pitch presentation.

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Business Plan Manual

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	analyse market trends and consumer behaviour to formulate strategic business decisions.	Applying (K3), Imitation (S1)
CO2	analyse financial data to assets the financial viability and sustainability of business ventures.	Analyzing (K4), Manipulate (S2)
CO3	Evaluate the effectiveness of marketing strategies and tactics through data analysis and performance metrics.	Evaluating (K5), Manipulate (S2)

Mapping of COs with POs

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

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

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24MBG16 SOCIAL SENSITIZATION PROJECT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	This Course makes aims to equip students with the skills and knowledge necessary to understand and contribute to social justice, fostering safe, healthy, equitable and thriving communities through self awareness, leadership and advocacy.

LIST OF EXPERIMENTS / EXERCISES:

1.	Identify the needs of the society
2.	Forming teams with shared interest.
3.	Developing awareness of social issues.
4.	Designing activities to achieve team goals.
5.	Engaging community activities.
6.	Demonstrating effective resource utilization.
7.	Preparing and presenting reports on activities.
	Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Social Project Guidelines

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	understand the principles of social justice and their application in creating safe, healthy and equitable communities.	Understanding (K2), Imitation (S1)
CO2	apply critical thinking skills to comprehend the concept of social sensitization and its implications on society.	Applying (K3), Precision (S3)
CO3	identify and categorize instances of social sensitization innovation with communities.	Applying (K3), Precision (S3)

Mapping of COs with POs

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

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

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24MBG17 BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY (CSR)							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	The course on Business Ethics and Corporate Social Responsibility (CSR) is designed to equip students with the knowledge and skills necessary to navigate ethical challenges in business environments and understand the importance of social responsibility in organizational practices. Through theoretical discussions, case studies, and interactive exercises, students will develop a deep understanding of ethical decision-making, CSR strategies, and their impact on stakeholders and society.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Ethical Dilemma Analysis:** Students will analyze case studies presenting ethical dilemmas in business contexts. They will identify ethical issues, evaluate decision-making processes, and propose ethical solutions based on ethical frameworks and principles.
2.	**CSR Strategy Development:** In groups, students will develop comprehensive Corporate Social Responsibility (CSR) strategies for fictional companies. They will consider environmental, social, and economic factors, set CSR objectives, and outline implementation plans to address societal needs and expectations.
3.	**Ethical Leadership Simulation:** Through role-play simulations, students will step into the role of ethical leaders facing complex ethical challenges. They will practice ethical decision-making, communication skills, and conflict resolution techniques in leadership positions.
4.	**Stakeholder Engagement Workshop:** Students will participate in a workshop focusing on stakeholder engagement strategies in ethical decision-making. They will analyze stakeholder perspectives, identify stakeholder needs and expectations, and develop communication strategies to foster trust and transparency.
5.	**Ethical Marketing Campaign Analysis:** Students will evaluate real-world ethical marketing campaigns. They will assess the ethical implications of marketing strategies, analyze their impact on consumer behavior and perception, and discuss the role of ethics in marketing practices.

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Business Ethics and CSR Manual.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	understand ethical principles and frameworks, employing ethical reasoning to analyze and resolve ethical dilemmas in business contexts.	Understanding (K2), Imitation (S1)
CO2	develop the ability to design and implement comprehensive Corporate Social Responsibility (CSR) strategies for organizations, emphasizing social responsibility and sustainability in business practices.	Applying (K3), Precision (S3)
CO3	demonstrate ethical leadership skills, encompassing decision-making, communication, and conflict resolution, while upholding ethical principles and fostering a culture of integrity within organizations.	Applying (K3), Precision (S3)

Mapping of COs with POs

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

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

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24MBG18 INDIAN MANAGEMENT PRINCIPLES: INSIGHTS FROM TRADITION							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	ACC	0	0	4	2

Preamble	This course delves into the rich heritage of Indian management principles, drawing insights from ancient scriptures and traditional wisdom. Students will explore the foundational principles of Indian management and their relevance in contemporary organizational contexts, equipping them with valuable skills and perspectives for effective leadership and management practices.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Leadership Manifesto Creation:** Research and analyze leadership styles from Indian historical figures, culminating in the development of a comprehensive leadership manifesto aligned with Indian management principles.
2.	**Conflict Resolution Simulation:** Engage in role-playing exercises based on "Sama, Dana, Bheda, Danda" principles to resolve conflicts within simulated organizational scenarios, evaluating the effectiveness of each approach.
3.	**Mindfulness and Stress Management Workshop:** Participate in experiment focused on mindfulness and stress management techniques derived from Indian philosophy, assessing their impact on personal well-being and professional performance.
4.	**Ethical Decision-Making Case Studies:** Analyze case studies depicting ethical dilemmas from Indian scriptures, apply principles of "Dharma" in decision-making, and reflect on the ethical implications of various choices.
5.	**Employee Engagement and Well-being Initiative:** Design and implement an employee engagement program rooted in Indian values, promoting holistic well-being, mental clarity, and emotional balance among employees, and evaluate its impact on organizational culture and productivity.

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Indian Management Principles Insight from Tradition manual.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Develop a comprehensive understanding of Indian management principles, including concepts like "Dharma," "Karma," and "Seva," and their relevance in modern management contexts.	Understanding (K2), Imitation (S1)
CO2	Utilize traditional Indian management techniques, such as "Guru-Shishya Parampara" and "Sama, Dana, Bheda, Danda," to solve complex management problems and enhance leadership effectiveness.	Applying (K3), Precision (S3)
CO3	Evaluate case studies and scenarios derived from Indian scriptures, assessing ethical dilemmas and decision-making processes based on principles like "Dharma" and "Karma," and demonstrate critical thinking skills in resolving these issues.	Analyzing (K4), Precision (S3)

Mapping of COs with POs

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

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

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