

With effect from AY 2023-24

**SCHEME OF INSTRUCTION AND SYLLABI (R-23) OF
I, II, III & IV SEMESTERS
IN
Master of Business Administration
(With effect from Academic Year 2023-24)**



CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY
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With effect from AY 2023-24



CBIT- SCHOOL OF MANAGEMENT STUDIES (A)
Nurturing Leadership Capabilities

MBA PROGRAMME
Syllabus for I to IV Semester
(With effect from Academic Year 2023-24)

Chaitanya Bharathi (P.O), Gandipet, Hyderabad-500 075
Telangana, India
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VISION

To Establish an Institutional Culture for Management Education and Research to Achieve Sustainable Impact on Society

MISSION

- To Impart Quality Management Education through Innovative Teaching and Learning Practices.
- To Promote Research and Innovation through Collaborations.
- To Cultivate in Students a sense of Professionalism, Ethics, and Social Responsibility.
- To Nurture Innovative Business Leaders and Entrepreneurs through Integrated Education.

With effect from AY 2023-24

Program Educational Objectives

PEO	PEO Statements
PEO 1	Graduates will develop a comprehensive understanding of management theories and practices and apply them effectively to solve complex business problems.
PEO 2	Graduates will inculcate research attitude in interdisciplinary fields through experiential learning and the development of entrepreneurial skills.
PEO 3	Graduates will adapt to dynamic and competitive business environment with leadership, collaborative and supportive team environment.
PEO 4	Graduates will acquire a diverse set of professional skills that enhance employability, entrepreneurship, and enable further academic pursuits at an advanced level.

Program Outcomes & Program Specific Outcome (PSO)

PO/PSO	PO Statements
PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and Critical thinking abilities for data-based decision making.
PO 3	Ability to develop Value based Leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO 1	Equipped with professional skills for Employment, Entrepreneurship and Higher Education.

About the Department

CBIT- School of Management Studies was established in the year 1996 with an aim to prepare the youth to the outstanding Management Professionals and Entrepreneurs characterized by Integrity and Social responsibility to compete with the Students Globally. Students are trained by providing Professional, Competitive and Industry relevant Education up to date with Sustainable Value Addition.

Since inception in 1996, the School of Management Studies has been imparting quality management education to students through experienced and expert faculty members. The department offers four specializations: Marketing, Finance, HR, and Business Analytics. In addition to their specializations, Students undergo Internships and Projects to have practical exposure and apply the theory in the Practice. Skill Development courses are also offered to enhance their managerial skills, capabilities, knowledge and team work. The department has been striving for excellence in Academics, Research, Co-curricular, Extra-Curricular and Extension Activities besides equipping the students with moral and human values. The education and exposure that the students have at School of Management Studies during the two years makes them confident to join the World of Business and face the challenges of the Corporate. SMS has a large pool of Globally Competitive Talent aspiring to step into the Corporate World.

SMS is committed to ensure that new generation of Managers, Technocrats and Entrepreneurs enter the World of Challenges prepared and dedicated to serve their Employees, Stakeholders, Professions, Communities and Society at large. SMS is playing a key role in developing close interaction between the SMS and Industry to train the student to meet the expectations.

Dear Students and Parents,

CBIT-School of Management Studies, with an Objective to Professionally orient the students to address the Industry 4.0 Challenges that are disrupting the Business Ecosystem, has redesigned the Curriculum to perfect the “Doing and Being Skills” with Competencies required to convert the Opportunities during the Course of their Professional Career, Entrepreneurship, Pursuing Higher Studies, Research and Advisory.

In an increasingly interconnected Global Economy and Society, Our Objective starts from a belief in a future filled with Opportunities - a future where the right Education and Skills provide the new routes to growth, built on Human Capital. Utilizing the existing Resources more effectively, we have strengthened the performance of the Education System by designing with a focus on results at every level, learning from the best results driven Systems in Education and across Sectors. We have moved Innovation in Teaching and Learning to the Centre of the Education Structure by providing opportunities to debate on Case Studies and Internship with Industry to experience the Hands- on-Industry Operations, thus moving beyond the ‘Chalk and Talk’ method to make Students experience the Academic Lessons.

The industry-oriented Curriculum designed will focus just not on facilitating a Job but to help the Management Graduates face Challenging situations through Industry Collaboration in the current World. The extensive Library with Books from across the World and E-Journals that can be downloaded by the students would go a long way in the Self-learning by the Students for the Academic Sessions and also while undertaking their Project Works.

CBIT School of Management Studies with its committed endeavor to Education would like to have a Page in the History of Management Education and the Students as one of the Stakeholders will have a great role in upholding the Banner of the Institute. We Wish the Students - A Memorable Time during their Studentship with the Institute and hope to see them rise in the Corporate Ladder.

---CBIT-SMS

ORIENTATION PROGRAM

Orientation Program is designed for Freshers at the Commencement of the MBA Programme to navigate them through the Campus Culture, Ethical and Human Value Practices, Environment, Infrastructure, Academic Scope, Learning Resources, Activities that they can engage themselves; Social, Co and Extra Curricular and other Personality Development Schedules, that would during the period of the Program enable them to efficiently utilize the Opportunities and equip themselves with needed Skills in every Area of Management to address the future Challenges in their Careers.

The Orientation encompasses but not limited to the following activities:

S.No.	Activities during the Orientation Program
1.	Autonomous system - Academic Rules, Curriculum, Code of conduct
2.	Learning Resources
3.	Extension Activities
4.	Managerial Skills for Effectiveness
5.	Co-Curricular and Extra-Curricular
6.	Business Games
7.	Mentoring and Ethics



CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY
In line with AICTE Model Curriculum with effect from AY 2023-24

SCHEME OF INSTRUCTION AND EXAMINATION
MBA PROGRAMME

SEMESTER - I

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks			
			L	T	P					
1	23MBC101	Management and Organization Behaviour	3	1	-	3	40	60	4	
2	23MBC102	Financial Accounting for Management	3	1	-	3	40	60	4	
3	23MBC103	Marketing Management	3	1	-	3	40	60	4	
4	23MBC104	Research Methodology and Statistical Analysis	3	1	-	3	40	60	4	
5	23MBC105	Statistics Lab	-	-	4	3	50	50	2	
6	23MBS101	Business Communication Lab	-	-	4	3	50	50	2	
7	23MBD101	Comprehensive Development - I	-	-		-	50	-	1	
		Open Elective:								
8	23MBO101	Corporate Governance & Business Ethics	3	1	-	3	40	60	4	
	23MBO102	Managerial Economics and Business Environment								
	23MBO103	E-Business								
		Total	15	5	8	-	350	400	25	
		Clock Hours Per Week: 28								

L: Lecture

T: Tutorial

CIE: Continuous Internal Evaluation

P: Practical

SEE: Semester End Examination

SEMESTER – II

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks			
			L	T	P		CIE	SEE		
1	23MBC201	Human Resources Management	3	1	-	3	40	60	4	
2	23MBC202	Financial Management	3	1	-	3	40	60	4	
3	23MBC203	Operations Research	3	1	-	3	40	60	4	
4	23MBC204	Operations Management	3	1	-	3	40	60	4	
5	23MBC205	Business Analytics	3	1	-	3	40	60	4	
6	23MBS201	Personality Development and Career Guidance	-	-	4	3	50	50	2	
7	23MBD201	Comprehensive Development -II	-	-	-	-	50	-	1	
		Open Elective:								
8	23MBO201	Logistics & Supply Chain Management	3	1	-	3	40	60	4	
	23MBO202	Project Management								
	23MBO203	Banking Management								
		Total	18	6	4	-	340	410	27	
		Clock Hours Per Week: 28								

L: Lecture

T: Tutorial

CIE: Continuous Internal Evaluation

P: Practical

SEE: Semester End Examination

SEMESTER - III

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks			
			L	T	P		CIE	SEE		
1	23MBC301	Strategic Management	3	1	-	3	40	60	4	
2	*23MBE301 to 23MBE 308	FE-1	2	1	-	3	40	60	3	
3		FE-2	2	1	-	3	40	60	3	
4		SE-1	2	1	-	3	40	60	3	
5		SE-2	2	1	-	3	40	60	3	
6	23MBC302	Internship	-	-	-	-	100	-	2	
7	23MBC303	Project work (Part-1)	-	-	4	-	100	-	2	
8	23MBD301	Comprehensive Development -III	-	-	-	-	50	-	1	
		Total	11	5	4		450	300	21	
		Clock Hours Per Week: 20								

*Note: III semester Electives are given in the separate table

[FE- First Elective, SE- Second Elective]

L: Lecture

T: Tutorial

CIE: Continuous Internal Evaluation

P: Practical

SEE: Semester End Examination

Elective Courses

Student has a choice to choose two Electives from the given list of electives consisting of Marketing, Human Resource, Finance, and Business Analytics.

Elective wise Course Titles in III Semester		
Elective	Course Code	Course Title
Finance (F)	23MBE301	Investment Management
	23MBE302	Financial Markets and Services
Human Resource (HR)	23MBE303	Performance and Compensation Management
	23MBE304	Training and Development
Marketing (M)	23MBE305	Product and Brand Management
	23MBE306	Integrated Marketing Communications and Digital Marketing
Business Analytics (BA)	23MBE307	Business Data Mining
	23MBE308	Python Programming

SEMESTER - IV

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination		Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks		
			L	T	P				
1	23MBC401	Innovation and Entrepreneurship	3	1	-	3	40	60	4
2	*23MBE401 to 23MBE 408	FE-1	2	1	-	3	40	60	3
3		FE-2	2	1	-	3	40	60	3
4		SE-1	2	1	-	3	40	60	3
5		SE-2	2	1	-	3	40	60	3
6	23MBC402	Project Work (Part-2)	-	-	6	-	100	100	4
7	23MBD401	Comprehensive Development -IV	-	-		-	50	-	1
		Total	11	5	6	-	350	400	21
		Clock Hours Per Week: 22							

***Note:** IV semester Electives are given in the separate table**L:** Lecture**T:** Tutorial**CIE:** Continuous Internal Evaluation**P:** Practical**SEE:** Semester End Examination

Elective wise Course Titles in IV Semester		
Elective	Course Code	Course Title
Finance (F)	23MBE401	Financial Risk Management
	23MBE402	International Finance
Human Resource (HR)	23MBE403	Industrial Relations and Labour Laws
	23MBE404	Leadership and Change Management
Marketing (M)	23MBE405	Consumer Behaviour
	23MBE406	Services and Retail Marketing
Business Analytics (BA)	23MBE407	Artificial Intelligence and Machine Learning
	23MBE408	Cloud Computing

With effect from AY 2023-24

MBA SYLLABUS

SEMESTER: I - IV

SEMESTER - I

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks			
			L	T	P					
1	23MBC101	Management and Organization Behaviour	3	1	-	3	40	60	4	
2	23MBC102	Financial Accounting for Management	3	1	-	3	40	60	4	
3	23MBC103	Marketing Management	3	1	-	3	40	60	4	
4	23MBC104	Research Methodology and Statistical Analysis	3	1	-	3	40	60	4	
5	23MBC105	Statistics Lab	-	-	4	3	50	50	2	
6	23MBS101	Business Communication Lab	-	-	4	3	50	50	2	
7	23MBD101	Comprehensive Development - I	-	-	-	-	50	-	1	
		Open Elective:								
8	23MBO101	Corporate Governance & Business Ethics	3	1	-	3	40	60	4	
	23MBO102	Managerial Economics and Business Environment								
	23MBO103	E-Business								
		Total	15	5	8	-	350	400	25	
		Clock Hours Per Week: 28								

L: Lecture**T: Tutorial****CIE: Continuous Internal Evaluation****P: Practical****SEE: Semester End Examination**

23MBC101**MANAGEMENT AND ORGANIZATION BEHAVIOUR**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To familiarize the students with the fundamentals of managing Business and to focus on the Critical and Challenging areas of Organizational Planning and Organizing.
2. To describe Motivation, Leadership, Communication and Controlling and to provide knowledge on how individual and group behaviour will have an implication on the process of management.
3. To understand the nature of Power, Politics, Conflict, and the Negotiation process.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Demonstrate the Concepts and Theories of Management to make effective Business Decisions.
2. Analyse the need and effectiveness of Planning and Decision Making and also assess the elements of Organizational Structure and evaluate their impact on Employees.
3. Apply various types of Motivational theories and Leadership styles, Communication and Controlling processes to enhance the participative Managerial Skills.
4. Gain the knowledge of processes used in developing Organizational Designs and apply Organization Behaviour concepts to real-world problems faced by Managers.
5. Demonstrate the authority and use power to influence people to get the work done and execute the Negotiation process to manage Conflicts and resolve disputes.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	2	2
CO2	2	2	3	1	2	2
CO3	3	3	3	2	2	2
CO4	3	1	2	2	3	2
CO5	2	2	3	2	2	2

UNIT - I

Introduction to Management: Management- Definition, Nature, Purpose, Evolution of Management Thought- Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Behavioural Approach, Systems Theory. Managerial Roles (Mintzberg Model), Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.

UNIT - II

Planning and Organizing: Planning – Nature, Purpose, Process, Types of Plans, Management by Objectives (MBO). Corporate Strategy and Vision/Mission, Policies and Strategies. Decision Making – Types of Decisions, Decision Making Process, Decision Making under Certainty, Uncertainty and Risk. Organizing – Formal and Informal Organization, Weber's Bureaucratic model, Process, Types of Organization Structures, Line and Staff concepts, Span of Management – Factors, Delegation of Authority, Decentralization, and Empowerment. Organisation structure for global environment, Organisational fit, McKinsey 7 S framework, Restructuring and Downsizing.

UNIT - III

Leading and Controlling: Motivation- Early and Contemporary Theories of Motivation. Leadership - Leadership Behaviour and Styles. Communication - Purpose, Process, Barriers in Communication, Overcoming barriers to communication.

Controlling- Basic Control Process, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Requirements for effective controls. Balance Scorecard method.

UNIT - IV

Organization Behaviour: Organization Behaviour – Nature, Levels, Challenges. Individuals in Organizations - Personality and Ability. Personality - Determinants, Personality and Situation, Big Five Model of Personality, Myers–Briggs Type Indicator (MBTI), Other Organizationally Relevant Personality Traits. Ability - Cognitive Ability, Physical Ability, Emotional Intelligence. Nature. Perception - Nature, Characteristics of Perceiver, Target and Situation, Biases and Problems in Person Perception. Transactional Analysis, Johari Window. Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.

UNIT - V

Conflict and Negotiations: Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics - The use of Power. Organizational Conflict - Sources, Pandy's Model of Organizational Conflict, Negotiation: Resolving Conflict - Individual level conflict, Group level conflict and promoting Compromise.

Text Books:

1. Harold Koontz, Heinz Weihrich, Mark V. Cannice, "Essentials of management: An International & Leadership Perspective", 11th edition, Tata McGraw-Hill Education, 2020.
2. Charles W.L Hill and Steven L McShane, "Principles of Management", Special Indian Edition, McGraw Hill Education, 2007.
3. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", 6th Ed., Pearson Education Inc., 2012.
4. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, "Organizational behaviour", 11th edition, Wiley India Edition, 2010.

Suggested Readings:

1. Andrew J. Dubrin, "Essentials of Management", 10th Ed., Thomson Southwestern, 2016.
2. Stephen A Robbins, David A. Decenzo and Mary Coulter, "Fundamentals of Management", 10th Edition, Pearson Education, 2016.
3. Jon L Pierce and Donald G. Gardner, "Management and Organizational behavior", Cengage Learning India (P) Limited, 2001.
4. Richard Pettinger, "Organizational Behaviour", Routledge, 2013.
5. K. Aswathappa, "Organizational behavior", Himalaya Publishing House, 2018.

23MBC102**FINANCIAL ACCOUNTING FOR MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. Develop a solid understanding of fundamental accounting concepts and apply them in real-world scenarios to prepare final accounts in business.
2. Familiarize students with the concept of depreciation and enable them to critically evaluate financial statements using ratio analysis techniques.
3. Equip students with the skills necessary for analysing and interpreting financial statements accurately and effectively.

Course Outcomes:

Upon Completion of this Course, Student will be able to:

1. Develop a comprehensive understanding of the basic concepts and principles of accounting, enabling them to proficiently maintain accurate books of accounts.
2. Analyse and prepare financial statements in accordance with accounting standards, ensuring accuracy, reliability, and compliance.
3. Calculate and record depreciation expenses, while understanding their significance in impacting the financial statements.
4. Apply ratio analysis techniques to analyse and interpret financial statements, facilitating informed decision-making.
5. Prepare, analyse, and interpret the cash flow statements of companies, providing valuable insights into their financial performance and liquidity position.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	-	-	1	2
CO2	3	3	2	2	1	2
CO3	3	2	-	-	1	2
CO4	3	3	-	2	2	2
CO5	3	2	-	1	2	2

UNIT - I

Financial Accounting: Objectives, Accounting as a Business Information System; Parties interested in Accounting Information; Accounting Cycle, Accounting Principles, Concepts and Conventions, Introduction to Book Keeping and Recording, Double Entry System, Classification of Accounts, Books of Prime Entry, Subsidiary Books, Ledger Posting, Preparation of Trial Balance, Suspense Account.

UNIT - II

Preparation of Final Accounts: Distinction between Capital and Revenue Expenditure. Preparation of Financial Statements - Trading, Profit and Loss account, Balance Sheet with Adjustments. Accounting Standards- Objectives, Scope, Applicability and Implementation of Accounting Standards. IAS, USGAAP, International Financial Reporting Standards (IFRS).

UNIT - III

Depreciation Accounting: Depreciation- Causes, Importance, Factors, Methods of depreciation- Straight-line method, Written down value method, Annuity method, Depreciation fund method, Insurance policy method, Revaluation Method, Depletion Method, Machine Hour Rate Method, Accounting Standards Depreciation Accounting (AS 6).

UNIT - IV

Financial Statement analysis: Ratio analysis- Rationale and Utility of Ratio analysis. Classification of Ratios, Calculation and Interpretation of Ratios: Liquidity ratios, Activity/Turn over ratios, Profitability ratios, Leverage and Structural ratios (Including Numerical Problems) - Advantages and disadvantages; Common Size Statement Analysis.

UNIT - V

Cash Flow Statement: Advantages and Utility of Cash flow statement – Preparation of Cash Flow Statement- Cash from Operations, Investment and Financing activities, Preparation of Cash Flow statement. Accounting Standards Cash Flow Statement (AS3). (Numerical problems)

Text Books:

1. Jawaharlal and Seema Srivastava, "Financial Accounting Principles and Practices", 2nd Edition, S.Chand Publishing, 2014.
2. Earl K Stice and James. D. Stice, "Financial Accounting – Reporting and Analysis", Cengage Learning, 2015.
3. Dhanesh K. Khatri, "Financial Accounting and Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2015.

Suggested Readings:

1. SP Jain, KL Narang, "Financial Accounting and Analysis", Kalyani Publishers, 2018
2. S. N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, "Accounting for Management", 4th ed, Vikas Publishing House, 2018.
3. Ambrish Gupta, "Financial Accounting for Management – An Analytical Perspective", Pearson, 6th Edition, 2018.
4. N. Ramachandran, Ram Kumar Kakani, "Financial Accounting for Management", McGraw Hill, 4th Edition, 2016.
5. Pandey I.M "Financial Management", Vikas Publishing, 11Edition New Delhi, 2016.

23MC103**MARKETING MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To provide knowledge on Marketing Concepts and Principles in Theory and Practice.
2. To focus on how a Marketer can effectively utilize Segmentation, Targeting and Positioning; and the Marketing Mix elements to attract and retain the Customer.
3. To create awareness on principal factors that influence Consumers as individuals and Decision makers with an application to the Buying Decision process and focus on Contemporary issues of Marketing.

Course Outcomes:

Upon Completion of this Course, Students should be able to:

1. Know the various Philosophies of Marketing, and apply them in different Business Scenarios.
2. Understand various Segmentation, Targeting and Positioning strategies to make their Products as Market leaders.
3. Effectively design the Marketing Mix effectively in order to achieve the Organizational goals and objectives.
4. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a Consumer Behaviour perspective.
5. To understand the Contemporary issues and develop Marketing Strategies to sustain in this Competitive World.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	2
CO2	2	3	2	2	2	2
CO3	2	2	1	2	3	2
CO4	2	2	2	2	2	1
CO5	3	2	2	3	2	2

UNIT - I

Introduction: Marketing, Market, Core Marketing Concepts, Marketing Management, Marketing Management Philosophies, Marketing vs. Selling, Marketing Mix, Expanded Marketing Mix, Marketing Program and Marketing Strategy, Marketing Audit, Managing Marketing effort, Marketing Environment - Micro and Macro environment, Marketing Analytics: An Introduction., Models of B2B, B2C, B2G, G2C.

UNIT - II

Customer-Driven Strategy: Market Segmentation – Segmenting Consumer Markets, Business Markets, International Markets, requirements for effective Segmentation. Market Targeting- Evaluating Market Segments, Selecting Target Market Segments. Differentiation and Positioning - Positioning Maps, Choosing Differentiation and Positioning Strategy, Communicating and delivering chosen Position.

UNIT - III

Designing Marketing Programme: Products, Services, Brands, Decisions involved in Product, Branding, Packaging, Product Line and Product Mix, New Product Development, Product Life cycle, Pricing – Factors and Strategies, Costing vs Pricing, Discounts, CAPEX vs OPEX Models. Marketing Channels, Promotion – Advertising, Public Relations, Personal Selling, Sales Promotion, Direct Marketing and Digital marketing.

UNIT - IV

Consumer and Industrial Markets: Model of Consumer Behaviour, Seven Os Structure, Factors Affecting Consumer Behaviour, Stages in the Adoption Process, Industrial Markets- Characteristic, Industrial Buyer Behaviour, Services Markets – Characteristics and Strategies.

UNIT -V

Extending Marketing & Consumerism: Creating Competitive Advantage – Competitor Analysis, Competitive Strategies, Balancing Customer and Competitor Orientations. Global Marketplace. Customer Relationship Marketing, Sustainable Marketing – Social Criticisms of Marketing, Online Marketing, Internet Marketing & Digital Marketing, Consumerism, Consumer Rights & Consumer Forums, Contemporary Issues in Marketing.

Text Books:

1. Philip Kotler, Gary Armstrong, Sridhar Balasubramanyam, "Principles of Marketing", 19th Edition, Pearson Education, 2023.
2. Lamb,C., Hair, J.,Sharma, D., and McDaniel, C., "Marketing- A South- Asian Perspective", 1st Edition, Cengage Learning, 2016.
3. Ramaswamy V. S. Namakumari S, "Marketing Management: Indian Context Global Perspective", 6th Edition, Sage Publications India Pvt Ltd., 2018.
4. Kurtz and Boone, "Principles of Marketing", 15th Edition, Cengage Publications, 2013.

Suggested Readings:

1. Roger J Best, "Market-Based Management-Strategies for Growing Customer Value and Profitability", Pearson Published 2021.
2. Saxena, R, "Marketing Management", 6th Edition, McGraw-Hill Education, 2019.
3. Kotler, P., Armstrong, G., Agnihotri, P.K., "Principles of Marketing", 17th Edition, Pearson Education, 2018.
4. Iacobucci, D., and Vohra, A., "MM: A South Asian Perspective", 1st Edition, Cengage Learning, 2019.
5. Kotler, P., and Keller, K., "Marketing Management", 15th Edition, Pearson Education, 2017.
6. Pradhan, D., "Marketing Management: A Casebook", 1st Edition, Cengage, 2012.

23MBC104**RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To introduce the basic concepts of Research Methodology, Ethics in Business Research and relevance of Research Designs used in Business Research.
2. To impart knowledge on Descriptive, Inferential Statistics and parametric tests.
3. To provide students with an understanding of different Forecasting techniques for Business applications.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand relevant concepts of Research, Research design and Research Ethics
2. Identify and adopt appropriate Data Collection Tools, Sampling Procedures and Measurement scales
3. Analyze statistical data using measures of central tendency and dispersion.
4. Formulate hypotheses and test the same using appropriate parametric tests.
5. Apply the statistical concepts to forecast the trends in business outcomes and appreciate the need for preparing, presenting a structured Research Report.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	-	2	1	2
CO2	2	3	-	-	1	2
CO3	3	3	-	1	1	1
CO4	2	3	-	-	2	1
CO5	2	3	1	1	2	3

UNIT - I

Introduction: Meaning and importance of Business Research, Types of Research, Research Process, Review of Literature, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Research Design - Introduction and Types, Ethics in Business Research.

UNIT - II

Data Collection and Sampling: Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Questionnaire design, Sampling procedure- Characteristics of a Good sample -Sampling Techniques, Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

UNIT - III

Descriptive Statistics: Statistics - An Overview, Its Applications. Descriptive Statistics: Measures of Central Tendency- Mean, Median, Mode. Measurement of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation. Skewness and Kurtosis.

UNIT - IV

Inferential Statistics: Testing of Hypothesis: Type I and Type II Errors, Statistical Significance. Large Sample Tests- Test for one and two Means. Small sample tests: t- distribution, Properties and Applications, Testing for one and two Means, Paired t- test. Analysis of Variance: One way and Two-way ANOVA (with and without interaction). Chi-square distribution: Test for goodness of fit, Test for independence of attributes.

UNIT - V

Data Analysis and Report Writing: Introduction to the analysis of data - Nature and Types of Data. Correlation Analysis: Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation (With and without ties), coefficient of determination (R^2). Regression Analysis: Concept, Two lines of Regression- Properties of Regression Coefficients. Data Representation: Tabulation and Graphical presentation. Report Writing- Importance, Report Structure, Guidelines for Effective Documentation, Referencing Styles, and Plagiarism.

Text Books:

1. Depak Chawla and Neena Sondhi, "Research Methodology - Concepts and Cases", Vikas Publications, 3rd edition, 2018.
2. William G. Zikmund/Barry J. Babin/Jon C Carr/Mitch Griffin, "Business Research Methods", Cengage, 9th edition 2013.
3. S.C.Gupta, "Fundamentals of Statistics", Himalaya Publishing House, 7th Edition, 2018.
4. Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, "Statistics for Management", Pearson, 7th Edition, 2017.

Suggested Readings:

1. Emma Bell, Bill Harley, and Alan Bryman, "Business Research Methods", Oxford University Press, 3rd edition, 2022.
2. Donald R Cooper, Pamela S Schindler and J. K Sharma, "Business Research Methods", McGraw Hill Education, 12th edition, 2018.
3. Saunders Mark, Philip Lewis and Adrian Thornhill, "Research Methods for Business Students", Pearson, 8th edition, 2019.
4. S.C. Gupta and V.K. Kapoor, "Fundamentals of Mathematical Statistics", Sultan Chand & Sons, 2020.
5. J.K.Sharma, "Business Statistics", Pearson, 2nd edition, 2016.
6. Anderson R. David, Sweeney J. Dennis & Williams A. Thomas, "Statistics for Business & Economics", Cengage Learning, 13th edition, 2019.

23MBC105**STATISTICS LAB**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation:	50 Marks
Credits	2

Course Objectives:

This course aims to:

1. To demonstrate the management and analysis of data using graphs, tables, worksheets.
2. To familiarize the students with advanced Excel Tools for conduction of Data Analysis.
3. To demonstrate descriptive statistics, inferential statistics and its usage in Decision Making in different disciplines.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. To enable the practice of MS-Excel.
2. To apply advanced Excel Tools for conduction, evaluation of Data Analysis using Pivot Tables and Pivot Charts.
3. Analyze the Data using Descriptive Statistical tools.
4. To conduct various parametric and Non-parametric Tests using MS Excel.
5. Apply the statistical concepts to forecast the trends in business outcomes.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	1	3	-	1	2	1
CO2	3	3	-	3	3	2
CO3	1	3	-	1	1	2
CO4	1	3	-	1	1	2
CO5	2	3	-	2	1	2

UNIT - I

Worksheets: Create, save, edit, protect and print worksheets. Data Entry - Manual and Automatic, importing and exporting data, Adding Data, Tabs and ribbons, file menu, quick access toolbar, Conditional Formatting, Cell Operations, Sorting and Filtering, Tables. Create Charts- Create a new chart, Add additional data series, Analyze data by using Quick Analysis.

UNIT - II

Advanced Excel: Create and Manage PivotTables- Create PivotTables, Modify field selections and options, Macros - Relative & Absolute Macros, Look up data by using the VLOOKUP function, Look up data by using the HLOOKUP function.

UNIT - III

Descriptive Statistics: Measures of Central Tendency - Mean, Median, and Mode; Measures of Dispersion - Range, Quartile deviation, Standard Deviation and Variance, Coefficient of Variation, Population Confidence Intervals.

UNIT - IV

Parametric Tests and Non-parametric Tests: One Sample Z and T test for the Population Mean, Chi-Square Tests - Independence of Attributes. The sign test, Wilcoxon signed rank-sum test and Mann-Whitney U test for two independent samples. Single-factor ANOVA (or one-way ANOVA) and Kruskal-Wallis test.

UNIT - V

Correlation, Simple Regression and Time Series Analysis: Correlation Analysis - Scatter plot, Covariance, Pearson's correlation coefficient, testing the significance of Pearson's correlation coefficient. Simple Regression Analysis using data analysis toolpak, Time Series analysis: Fitting a Straight Line using simple data, Moving average.

Text Books:

1. David Levine, David Stephan, Kathryn Szabat, "Statistics for Managers Using Microsoft Excel, Global Edition, 9th edition, Pearson; 2020
2. Michael Alexander, Richard Kusleika, John Walkenbach, "Excel 2019", 1st edition, Wiley, 2018.
3. Bill Jelen, Michael Alexander, "Microsoft Excel 2019- Pivot Table Data Crunching", 1st edition, Microsoft Press, 2019.
4. Munmun Ghosh, "Business Statistics Using Excel, SPSS, and R", Cengage Learning, 2023.

Suggested Readings:

1. David M Levine, David. F. Stephan & Kathryn A. Szabat, "Statistics for Managers Using MS Excel", 7th edition, PHI, 2015.
2. Levine, Berenson, Krehbiel, Stephan, "Statistics for Managers using MS Excel", 6th edition, Pearson Education India, 2010.
3. S. Christian Albright, Christopher Zappe, "Decision Making Using Microsoft Excel", Cengage Learning, 2009.
4. Ajai.S.Gaur, Sanjay.Gaur, "Statistical Methods for Practice and Research Response", 2009.
5. Wayne L. Winston, "Microsoft Excel 2016- Data Analysis and Business Modeling", 1st edition, Microsoft Press US, 2014.
6. Linda Herkenhoff, John Fogli, "Applied Statistics for Business and Management using Microsoft Excel", Springer, 2014.

23MBS101**BUSINESS COMMUNICATION LAB**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation:	50 Marks
Credits	2

Course objectives:

This course aims to:

1. To understand the significance of Business communication.
2. To develop effective listening & reading skills and learn how to draft various Business Correspondence.
3. To enhance the professional way of presentation and realize the essence of Social and Professional Etiquettes.

Course Outcomes:

Upon Completion of this Course, student will be able to:

1. Showcase their Enrichment in Business communication knowledge.
2. Display competence in listening skills and reading skills
3. Prepare well organized and objective written messages.
4. Combat stage fright while delivering speeches and formal presentations before a variety of audiences
5. Demonstrate appropriate social and professional behaviour and promote positive atmosphere at workplace.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	1	2	2	1	3
CO2	2	3	2	2	2	3
CO3	1	1	1	2	-	3
CO4	2	2	2	2	1	3
CO5	3	1	1	2	2	3

UNIT - I

Introduction: Business communication, Overview-Communication networks in the organization, Different flows of communication – Barriers of Communication- Features of successful professional communication. Technology enabled communication.

UNIT- II

Listening and Feedback: Listening process – Types. Barriers to good listening. Techniques for Effective Listening. Listening and note taking. Importance of feedback, principles of asking, giving and taking feedback – Principles of feedback. Significance of Reading skills.

UNIT - III

Writing Skills: Managerial writing. What's App & SMS to communicate internally and externally. Business letters, Enquiry letters and reply, Order letter and reply, Complaints and claims. Notices, Circulars, Memos, Agenda and Minutes. Report Writing.

UNIT - IV

Speaking and Presentation Skills: Managerial speeches-Speech of Introduction, Speech of Thanks, Occasional speech, Theme speech. Techniques for combating stage fright. Presentation for Business sales and Training with aid of Verbal and Multimedia. Effective ways of presenting. Non-Verbal dimensions of Communication-Understanding the significance of body language.

UNIT - V

Social and Professional Etiquette: Telephone Etiquette-Email Etiquette-Meeting Etiquettes, Office etiquettes - Table Manners-Dress Code-Greetings.

Text Books:

1. Lesikar, R.V. and M.E. Flatley, "Business Communication" SIE, McGraw Hill, 2017.
2. Sanjay Kumar and Pushp Lata, "Communication Skills", Oxford University Press, 2018.
3. Mary Munter, "Guide to Managerial Communication" Pearson Education, 2016.
4. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning, 2007.

Suggested Readings:

1. Kelly and Quintanilla, "Business and Professional Communication", Sage Publications, 2023.
2. Bovee, Thill John and Roshan, "Business Communication Today. Pearson Education. 2018.
3. U S Rai & S M Rai, "Business Communication", Himalaya publications, 2015.
4. D. Chaturvedi and Mukesh Chaturvedi, 'Art and Science of Business communication', Pearson education, 2017.
5. CSG Krishnamacharyalu and L. Ramakrishna, "Business Communications", Himalaya publishing house, 2015.
6. James Di Sanza and Nancy Legge, "Business and Professional Communication: Plans, Processes, and Performance", Pearson Education, 2017.

23MBD101**COMPREHENSIVE DEVELOPMENT - I**

Instruction	-
Duration of Semester End Examination	-
Semester End Examination	-
Continuous Internal Evaluation:	-
Credits	50 Marks 1

Course Objectives:

This course aims to:

1. To develop the students with practical experiences that reinforce the concepts taught in the classroom and enhance their managerial skills and soft skills.
2. To allow the students to pursue interests, develop skills, and socialize beyond the classroom setting through extra-curricular activities.
3. To encourage the students to engage with the community extension programs and activities; and to promote the overall health and wellness.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Develop leadership skills, network with professionals and gain practical experience outside of the classroom.
2. Grab the opportunities for personal growth, leadership development, and explore new passions.
3. Transform themselves as leaders to social change to provide solutions to social problems.
4. Develop themselves, enhance skills, and make a positive impact on the department, institute, and the community at large.
5. Lead a holistic sense of wellness, promoting a social, emotional, physical, mental and intellectual growth of a student.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	1	2	2
CO2	2	2	1	1	2	1
CO3	2	2	2	1	1	1
CO4	2	2	1	1	2	1
CO5	1	1	2	1	1	1

Description:

For the holistic development, student shall get engaged in the categories of activities: 1. Co-Curricular Activities, 2. Extra-curricular activities, 3. Community Engagement/Extension Activities, 4. Coordinator for Class, Alumni, Internship, Placements, Leadership and Volunteer Roles for Department Activities/Events, participation in department events etc.

The assessment will be done for maximum 50 marks at the end I semester considering the achievements of I semester.

Every student shall participate in the activities and submit a report of the participation with the proofs along with learning outcomes. Assessment will be done by a panel formed by the Head of the Department.

Refer MBA Academic Rules (R-23) p.no.7

23MBO101**CORPORATE GOVERNANCE AND BUSINESS ETHICS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To provide the basics of corporate governance and ethics in business.
2. To educate on the various codes and committees related to corporate governance.
3. To focus on the need for business ethics in business.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand concept and various theories corporate governance.
2. Analyse various codes and committees associated to corporate governance.
3. Explain the role and responsibilities of board.
4. Describe theories and principles of business ethics.
5. Summarize the approaches and issues in business ethics.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	-	2	2	2	1
CO2	1	1	3	3	1	1
CO3	3	1	3	3	2	2
CO4	2	-	3	3	2	1
CO5	2	1	3	3	2	1

UNIT- I

Introduction: Introduction to Corporate Governance, Major Corporate Governance challenges, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency theory, Stewardship theory and Stakeholder Theory, Regulator, Government in Corporate governance.

UNIT- II

Codes and Committees: Global reporting Initiative, OECD principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees.

UNIT- III

Role of Board: Structure of Board, Role of Board, Role of Board in Subcommittees, Audit Committee, Compensation Committee, Types of Directors, Functions of Directors, Role, Responsibilities and Duties of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

UNIT- IV

Business Ethics: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics, Ethical dilemma, Whistleblowing.

UNIT- V

Business Ethics in Practice: Business Ethics – Lessons from past, Ethics of Multinational business, Ethics of Public Sector Enterprises (PSEs), Employee Right to Privacy and Management Information Practices, Approaches to Ethical Decision Making, Ethical Issues in General Management.

Text Books:

1. Jyotsna G B, R C Joshi, "Business Ethics and Corporate Governance", 1st edition, Mc-Graw Hill, 2019.
2. A. C. Fernando, "Business Ethics and Corporate Governance", 2nd edition, Pearson Education, 2018.
3. O. C. Ferrell et.al., "Business Ethics: Ethical Decision Making and Cases", Cengage Learning, 2014
4. P.S.Bajaj and Raj Agarwal, "Business Ethics- An Indian Perspective", 1st edition, biztantra publications, 2004.

Text Books:

1. CSV Murthy, Business Ethics (Text and Cases), 1st edition, Himalaya Publishing House, 2019.
2. Richard T De George, Business ethics, 7th ed., Pearson, 2014.
3. Neeru Vasisht and Namita Rajput, "Corporate Governance Values and Ethics with Case Studies", Taxman Publications, 1st edition, reprint, 2022
4. Taxman, "Corporate Governance, Indian Institute of Corporate Affairs, 1st edition, Taxmen publications, 2015.
5. Yugandra Kumar Srivastava, Dipak Das, Yamala Papa rao, Ankit Awasthi, "Corporate governance in India: Changing Landscape", 1st edition, Taxmann, 2022.
6. S.S.Khanka, "Business Ethics and Corporate Governance-Principles and Practices", 1st edition- Reprint, S.Chand, 2018.

23MBO102**MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To provide in depth knowledge on Managerial Economics Concepts, Demand and Supply Functions in Business Decision Making.
2. To understand the concept Production, Cost and Market Analysis.
3. To familiarize with various aspects of business environment factors along with detailed discussion on Planning and Industrial policies, mechanism of fiscal policy and monetary policy.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Understand the basic concepts and principle of Managerial Economics.
2. Analyse the concept of Demand, Supply and Demand forecasting Techniques.
3. Examine the various concepts of Production, Cost techniques and different types of Markets to decide Price.
4. Understand the various Business Environmental factors and Industrial Polices that influences the domestic and international business activities.
5. Analyse the Fiscal policy and Monetary Policy and its impact on business operations.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	1	-	3	1	2
CO2	3	3	-	3	2	2
CO3	3	3	-	2	1	2
CO4	3	1	-	3	1	2
CO5	2	2	-	3	2	2

UNIT - I

Introduction to Managerial Economics: Introduction to Managerial Economics, Nature and Scope, Definitions, Relation with other disciplines, Fundamental concepts of Managerial Economics- Opportunity cost, Discounting principle, Time Perspective, Incremental cost/ Reasoning, Equi-marginal concept.

UNIT - II

Demand and Supply Analysis: Theory of Demand, Demand Function, Law of demand, Elasticity of Demand, Demand Estimation- Market Research Approaches, Need for Forecasting, Forecasting Techniques. Supply Function, Law of Supply, Elasticity of Supply.

UNIT - III

Production, Cost and Market Analysis: Production function, Law of Variable Proportions, ISO-quants, Returns to Scale, Cobb Douglas and CES Production function, MRTS, ISO-Costs, Optimal Combination of Input Factors, Economies and Diseconomies of Scale, Break Even Analysis.

Types of Market Structure, Price Output Determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly in Short and Long Run.

UNIT - IV

Business Environment: Business Environment – Meaning, Importance, Environmental Factors, International Business-Overview; Planning in India – Planning Commission –Five-year Plans- Niti Aayog- New Industrial Policy, Make in India.

UNIT - V

Economic Policies and Development: Small Scale Industries (SSI)-MSMEs, Industrial Finance, Foreign Direct Investment (FDI)- modes – India's inflow and outflow. Fiscal Policy- Latest Union Budget. Monetary Policy- Basic Concepts, Monetary Policy in the 21st Century, Digital Economy, Foreign Trade and Balance of Payment, India's new EXIM policy.

Text Books:

1. Dominik Salvatore, "Managerial Economics", 9th edition, Oxford University Press, 2020.
2. P L Mehta, "Managerial Economics Analysis Problems and Cases", 21st revised edition, Sultan Chand and Sons, 2016.
3. Justin Paul "Business Environment: Text & Cases", 4th edition, McGraw Hill, 2018.
4. V.K Puri and S.K Misra "Indian Economy", 40th edition, Himalaya Publishing house, 2022.

Suggested Readings:

1. Michel Baye and Jeff Priince, "Managerial Economics and Business Strategy", 10th edition, McGraw-Hill, 2021.
2. R. L Varshney and K.L.Maheswari, "Managerial Economics" 22nd edition, S.Chand & sons, 2014.
3. V.L.Mote, S.Pual and G.S.Gupta, "Managerial Economics: Concepts and Case", 11th edition, Tata McGrawHill, 2010.
4. K.Ashwathappa "Essentials of Business Environment: Text, Cases& Exercises" 16th revised edition, Himalaya Publications, 2022.
5. Francis Cherunilam "Business Environment: Text & Cases", 25th edition, Himalaya Publication, 2017.
6. Ramesh Singh, "Indian Economy" 15th edition, McGraw Hill, 2023.

23MBO103**E-BUSINESS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To provide the basics of electronic commerce and understand mobile commerce Market.
2. To educate on the current and emerging business models.
3. To focus on the need for security in e-commerce and to know various types of e-services.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand various concepts and developments of Physical, E-Commerce and M-Commerce.
2. Analyse various models of E-commerce to gain Competitive Advantage.
3. Explain and make use of appropriate Electronic Payment Systems.
4. Classify appropriate Network Security and Firewalls in E-Business activities.
5. Understand various types of e-services and Legal, Ethical and privacy issues associated with E-Business.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	1	-	2	1	1
CO2	2	3	-	2	2	2
CO3	2	2	-	1	-	3
CO4	2	3	-	2	2	3
CO5	1	3	1	3	-	2

UNIT - I

Introduction: Electronic Commerce and Physical Commerce, The Digital phenomenon, Different types of e-commerce, Electronic Commerce Framework, Advantage and Disadvantages of e-commerce, Growth of the Internet, Transition to e-commerce in India. Mobile Commerce - Overview of the Market and Leveraging Applications.

UNIT - II

Consumer and Business-Oriented e-commerce: Consumer-Oriented e-commerce: Key success factors, Models of e retailing. Developing a Consumer-oriented e-commerce system: Process-oriented e-commerce Development approach. Steps in the Development methodology. The PASS Model. Business-oriented e-commerce - Features of B2B e-commerce, Business Models.

UNIT - III

Electronic Payment Systems: Electronic Cash: Blind signature, Payment by e-cash over the Internet. Smart Cards and Electronic Payment Systems, e-check: Deposit-and-Clear, Cash-and-Transfer, Lockbox, Direct fund transfer. Risks associate in electronic Payment Systems. Designing electronic Payment systems, Latest models, and trends in electronic payment systems-overview.

UNIT - IV

Network Security and Firewalls: Client-Server Network Security, Emerging Client-server Security threats, Firewalls and Network Security, Data and Message security, Encrypted documents and Electronic mail. Digital Signatures, Security Protocols for Web Commerce.

UNIT - V

E-Services and Legal and Privacy Issues: Categories of E-services, Web-enabled services, E-banking, E-stock trading, E-education. Match making services: Travel services, E-entertainment. Auctions and other specialized services: C2C auction sites and B2B auctions. Legal, Ethics and Privacy issues - Protection needs and methodology - Consumer protection, Cyber laws, Encryption policies.

Text Books:

1. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, "E Commerce: Fundamentals and Applications", 1st edition, Wiley, 2007.
2. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson, 13th edition, 2013.
3. P.T. Joseph, S.J. "E-Commerce: An Indian Perspective", PHI Learning, 6th edition, 2019.
4. Bharat Bhasker, Electronic Commerce - Framework, Technologies and Applications, 4th edition McGraw Hill Education, 2017.

Suggested Readings:

1. David Whiteley, "E-Commerce: Strategy, Technologies and Applications, 1st edition, McGraw Hill Education, 2017.
2. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, "E-Business and Ecommerce for Managers", Pearson, 2011.
3. Laudon and Traver, "E-Commerce: Business, technology and Society", 13th edition, Pearson education, 2018.
4. Sanjay Mohapatra, "E-Commerce Strategy- Text and Cases", 1st edition, Springer US, 2013.
5. Dayle M. Smith, "The E-Business Book: A Step-by-Step Guide to E-Commerce and Beyond" 1st edition, Bloomberg Press, 2001.
6. Janice Reynolds, "The complete E-commerce Book", 2nd edition, CRC Press, 2004.

SEMESTER – II

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks			
			L	T	P		CIE	SEE		
1	23MBC201	Human Resources Management	3	1	-	3	40	60	4	
2	23MBC202	Financial Management	3	1	-	3	40	60	4	
3	23MBC203	Operations Research	3	1	-	3	40	60	4	
4	23MBC204	Operations Management	3	1	-	3	40	60	4	
5	23MBC205	Business Analytics	3	1	-	3	40	60	4	
6	23MBS201	Personality Development and Career Guidance	-	-	4	3	50	50	2	
7	23MBD201	Comprehensive Development -II	-	-	-	-	50	-	1	
		Open Elective:								
8	23MBO201	Logistics & Supply Chain Management	3	1	-	3	40	60	4	
	23MBO202	Project Management								
	23MBO203	Banking Management								
		Total	18	6	4	-	340	410	27	
		Clock Hours Per Week: 28								

L: Lecture**T: Tutorial****CIE: Continuous Internal Evaluation****P: Practical****SEE: Semester End Examination**

23MBC201**HUMAN RESOURCE MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course objectives:

This course aims to:

1. Provide the basic Concepts of Human Resource Management.
2. Enable the Students to understand the process of Recruitment and Selection and the Concept of Performance Management system in an Organization.
3. Understand the basics of Industrial Relations and knowledge of Labour laws and acquaint the Students with the Contemporary issues in Human Resource Management.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand and apply the knowledge of basic Concepts of Human Resource Management in Practical settings of an Organization.
2. Follow innovative practices in Recruitment and Selection.
3. Implement systematic Performance Management System in an Organisation Quality of Work Life.
4. Implement harmonious Industrial Relations and apply latest amended Labour Acts in an organization.
5. Execute new trends in Human Resource Management practices.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	3	2
CO2	3	2	1	2	2	2
CO3	2	2	1	2	1	1
CO4	2	2	2	3	3	2
CO5	2	3	2	3	2	2

UNIT - I

Introduction: HRM - Definition, Evolution, Organization of HR department, Objectives, Scope and Functions of HRM - HR Policies and Procedures - Competency Framework and career opportunities for HR Professionals - Strategic HR Metrics and Innovative HR Dashboards.

UNIT - II

Human Resource Planning and Development: Job Analysis- Meaning and Importance, Process, Methods of collecting Job Data, Writing Job Description and Job Specification - Job Design - Meaning, Factors, Approaches - Job Evaluation - Meaning and Methods- HR Planning - HR Planning: Strategic Designing and Planning of Hybrid, Virtual & Gig workforces. Recruitment- Strategies, Yield-Ratio Analysis - Process of Selection - Types of Interviews - Placement and Orientation - HRD Training Methods - Kirkpatrick and Pecuniary Utility Models of Training.

UNIT - III

Performance Management: Introduction to Performance Management, Real time performance management tools and process, Performance Appraisal – Meaning, Importance and Methods - Potential Appraisal- Basic components of Compensation

Management, Compensation benefits location specific, - Towers Perrin Model of Total Reward - Career planning - Greenhouse Career Development Model - Psychological Contract- Functions and Types., ECS.

UNIT - IV

Industrial Relations: Introduction to Employee relations, Employee engagement, Quality of Work Life and Integration, Diversity, Equity and Inclusion, Health and safety regulations. Introduction to Industrial Relations - Definition, Importance, Basics of Industrial Acts - Dunlop's IR Model - Grievance Management - Collective Bargaining – Negotiations – Worker's Participation in Management – Absence Management – Brad factor.

UNIT - V

Contemporary Issues in Human Resources Management: Introduction to Change Management - HR Outsourcing, Introduction to International HRM, Strategic HRM in a Changing Environment, E-HRM, HR Analytics - Overview, HRIS, Succession Planning - Expanding Professional and Personal Networks - HR Research.

Text Books:

1. Gary Dessler, "Human Resources Management", 16th ed., Pearson, 2020.
2. Decenzo, "Human Resources Management", 12th Edition, Wiley, 2016.
3. Michael Armstrong, "Human Resource Management", Kogan Page, 2020.
4. David Lepak, Mary Gower, "Human Resource Management", 3rd ed., Pearson, 2017.

Suggested Readings:

1. John P. Kotter, "Leading Change", Harvard Business School Press, 2015.
2. Raymond Noe, John R. Hollenbeck, Barry Gerhart, Patrick Wright, Human Resource Management: Gaining a Competitive Advantage, 13th Edition, Mc Graw-Hill, 2023.
3. Arun Monappa, Ranjeet Nambudiri, Paturaja Selvaraj, "Industrial Relations and Labour Laws", McGraw-Hill, 2015.
4. V.S.P. Rao, "Human Resource Management", Cengage Learning, 2019.
5. K.Aswathappa, "Human Resource Management", 8th Edition, Mc Graw-Hill, 2017.
6. Raman Preet, "Future of Human Resource Management: Case Studies with Strategic Approach", Wiley Publishers, 2019.

23MBC202**FINANCIAL MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To develop a broad understanding of the Concept of Finance functions and Time value of money, significance of Capital Budgeting techniques for financial decision making.
2. To gain knowledge about Theories of Capital Structure, Concept of Cost of Capital, and Dividend decisions.
3. To give insights about the importance of Working Capital Management.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the Concept of Finance function and judge the Time Value of money in terms Annuity and Present Values.
2. Assess the feasibility of Projects using Capital Budgeting Techniques.
3. Apply the Capital Structure Theories to construct the best Capital mix for better Market Value of the Firm.
4. Implement the Dividend decisions in the interest of the Stakeholders.
5. Assess Working Capital requirements and apply the Tools to manage it.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	2	3
CO2	3	2	1	1	2	3
CO3	3	2	1	1	2	3
CO4	3	2	1	1	2	3
CO5	3	2	1	1	2	3

UNIT - I

Finance Function: Nature and Scope of Financial Management: Finance function, Goals of Finance - Profit Maximizing vs Wealth Maximization. Risk - Return trade off. Time Value of Money - Future value, Present Value: Single Cash flows, Annuity, Multi period Compounding. Recent Development in the domain of financial management. (Simple problems).

UNIT - II

Investment Decision: Capital Budgeting: Nature, Significance, Investment Decision process. Evaluation Techniques: Traditional - Payback method, Improvement in Traditional Payback, ARR and DCF Techniques - NPV, IRR, Profitability Index. Capital budgeting under Risk and Uncertainty: Risk adjusted Discount Rate, Certainty Equivalents, Probability Tree Approach. (Problems and cases), Projection Selection under Capital Rationing (theory).

UNIT - III

Financing Decision: Sources of Finance: Concept of Leverage - Operating Leverage, Financial Leverage, Combined Leverage. EBIT - EPS Analysis. Indifference Points. Capital Structure Theories: Net Income approach, Net Operating Income approach, Traditional view and MM hypothesis.

Cost of Capital: Concept and Importance, Measurement of important Costs: Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of External Equity, Cost of Retained Earnings, Weighted Average Cost of Capital. Cost of Capital Practices in India. Overview of Mergers & leasing (Problems and Cases).

UNIT - IV

Dividend Decisions: Forms of Dividend, Dividend Theories: Relevance theory of Dividend: Walter's Model-Gordon's Model, Irrelevance Theory of Dividend: MM Hypothesis. Dividend policies of Indian Companies (Problems and Cases).

UNIT - V

Working Capital Management: Concept of Working Capital, Determinants of Working Capital, Estimation of Working Capital requirements, Working Capital Policy. Management of Current Assets: Cash Management, Receivables Management and Inventory Management (Problems and Cases).

Text Books:

1. I. M. Pandey, "Financial Management", 11th Ed. Vikas Publishing House, New Delhi 2016.
2. Khan, M. Y. and Jain P. K "Financial Management: Text, Problems and Cases", 8th Edition, Tata McGraw Hill Pub. Co. Ltd New Delhi, 2011.
3. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", 15th Ed., Cengage Learning, USA, 2015.
4. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 3rd Ed., Pearson Education Limited, UK, 2010.

Suggested Readings:

1. Vishwanath S.R., "Corporate Finance: Theory and Practice", 2nd Ed. Response books, Sage Publications Ltd, New Delhi, 2007.
2. Prasanna Chandra, "Financial Management Theory and Practice" 9th Edition, McGraw Hill, New Delhi, 2015.
3. S R Vishwanath, "Corporate Finance: Theory and Practice", Sage publishing India, 2nd Edition, 2007.
4. Clive Wilson, Bruce Keers, Ronwyn Johnston, Andrew Medlen, Brian Walters, "Financial Management", 6th Edition, Cengage, 2018.
5. Bhalla V.K., "International Financial Management (Text and Cases)", S.Chand Publications, 1st Edition, 2014.
6. Ruzbeh Bodhanwala, "Financial Management Using Excel Spreadsheet", Taxmann Publications Private Limited, 3rd Edition, 2009.

23MBC203**OPERATIONS RESEARCH**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To familiarize the students with the basic Concepts and tools of Operations Research.
2. To make the students understand the mathematical models used in Operations Research.
3. To provide the students to learn the techniques constructively to make effective Business decisions.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Develop mathematical model and solve the real-life system with limited constraints by applying LPP.
2. Formulate and solve transportation and assignment concepts to implement Supply chain management.
3. Evaluate alternatives using decision making under risk and uncertainty and game theory.
4. Apply PERT and CPM techniques to plan, schedule and control project.
5. Apply simulation process in queuing theory to evaluate the system.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	-	2	1	2
CO2	3	3	-	1	1	2
CO3	3	3	-	2	2	2
CO4	3	3	-	1	2	3
CO5	3	3	-	1	1	1

UNIT - I

Introduction: Operation Research, Definitions, Evolution, Scope and Applications in Business. Linear Programming: Models, Assumptions of Linear Programming Problems (LPP), Formulation, Graphical Method, Simplex Method, Big-M Method, Formulation of Dual to Primal.

UNIT - II

Transportation and Assignment: Transportation Problem, Initial Solution Methods, North -West Corner Method, Least Cost Method (LSM) and Vogel's Approximation Method, Degeneracy, Unbalanced TP, Optimality Test - Stepping Stone Method and MODI Method. Assignment Problem, Hungarian Method, Unbalanced problems, Restricted AP. The Travelling - Salesman problem.

UNIT - III

Statistical Decision Theory and Game Theory: Decision Theory, Criteria for Decision Making under Risk and Uncertain Environments, Concept of Utility, Expected Monetary Value, EVPI Utility as a Concept of Decision Making. Game theory, Zero Sum Game, Saddle point, Pure strategies, Mixed strategies, Dominance, Graphical Method for $(m \times 2)$ and $(2 \times n)$ games.

UNIT - IV

Project Management by Network Analysis: Network fundamentals - Scheduling the Activities - PERT Vs CPM - Three Time estimates - beta Distribution - Identifying Critical Path - Probability of completing the Project within Scheduled time, Critical Path Method – Optimization of Project parameters - Crashing.

UNIT - V

Queuing Theory and Simulation: Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system - Operating characteristics of Queues, Probabilistic Queuing model - Single Channel Queuing model - Poisson arrival and Exponential service times with infinite Population. Simulation: Process of Simulation, Applications of Simulation to different Management Problems.

Text Books:

1. Richard.I. Levin, David. S. Rubin "Quantitative Approaches to Management", Mc Graw Hill International Book Co., 1992.
2. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna "Quantitative Analysis for Management", Pearson Education, 2017.
3. J. K. Sharma, "Business Statistics - Problems and Solutions" Pearson, 2011.
4. Panneerselvam, "Operations Research", 3rd ed., PHI Learning Pvt. Ltd, 2023.

Suggested Readings:

1. Kanthi Swarup, Gupta Pk, Man Mohan, Sultan Chand and Sons, 2014.
2. Gupta Prem Kumar, Operations Research, S Chand, 2018.
3. Harvey M. Wagner, "Principles of Operations Research", 2nd Ed, PHI, 2004.
4. Hamdy A. Taha, "Operations Research", Pearson, 10th Ed, 2019.
5. Rathindra P. Sen, "Operations Research Algorithms and Applications", 2nd Ed, PHI, 2011.
6. A. M. Natarajan, "Operations Research", 2nd Ed, Pearson, 2014.

23MBC204**OPERATIONS MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To understand the role of Operations in the overall Business Strategy of the firm, understand the trends and challenges of Operations Management in the current business environment.
2. To know the applications of operations management policies and techniques of the manufacturing firms.
3. To understand the role of the service sector in an economy and develop insight into design, development of new services.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Apply knowledge of basic Concepts of Operations Management for developing processes and improving Operational Performance.
2. Develop Aggregate Capacity plans and Master Production Schedules in operation environments and enable the importance of facility location, layout and line balancing.
3. Analyze and evaluate the work methods and create more efficient ways of performing a job.
4. Acquire knowledge about the inventory and inventory control systems.
5. Apply knowledge in designing and developing new services.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	-	1	2	2
CO2	3	3	-	2	3	3
CO3	2	3	-	1	2	2
CO4	1	3	-	2	1	1
CO5	3	3	1	2	2	2

UNIT - I

Introduction: Introduction to Operations Management - The evolution of Operations Management - Interface between the Operation Systems and Systems of other functional areas. Process Planning and Process Design, Ergonomic Considerations. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle. Types of Production Systems - Project, Assembly, Batch and Continuous flow. Productivity- Measuring Productivity. Sustainability and operations. Recent trends and challenges in operations management.

UNIT - II

Scheduling and Economics of Maintenance: Aggregate Planning, Master Production Schedule (MPS), Sequencing and Scheduling- Single Machine, Flow Shop Scheduling- Johnson Rule, Extension of Johnson's Rule, Palmer's Algorithm. Plant Location and Layout: Factors influencing Location, Different types of Layouts. Line Balancing. Maintenance Management: Objectives, Preventive and Breakdown Maintenance, Failure Concept, Reliability, Replacement Policies. Information System for Maintenance Management.

UNIT - III

Work Study: Work Study: Method Study and Work Measurement - Objectives of Work Study - Relationship of Time and Motion Study to Work Study - Basic Work Study procedure - Various techniques in Method Study for identifying the most appropriate method. Work measurement - Its uses and different methods, allowance and its types, computation of Standard Time.

UNIT - IV

Materials and Inventory Management: Components of Integrated Material Management, Materials Requirement Planning [MRP-I], Manufacturing Resource Planning [MRP-II] - Sources of Supply of Materials- Selection, Evaluation and Performance of Suppliers. Vendor Rating Techniques. Value Analysis: Aims, Procedure, Advantages and Application areas. Inventory Control - Types of Inventory, ABC Analysis, EOQ Model.

UNIT-V

Service Operations Management: Nature and Role of Services in the Economy. Service Operations and their Management Fundamentals, service concept. Service Strategy-Competitive service strategies, service winners, service qualifiers. Service Design and Development- New service Development, Service innovation, Service System Design, Service blueprints. Technology & automation in services.

Text Books:

1. Stevenson J. William, "Operations Management", Tata McGraw-Hill, 13th edition, Indian Edition, 2022.
2. Panneerselvam R, "Production and Operations Management", 3rd edition, Prentice Hall India Learning Private Limited, 2012.
3. B Mahadevan, "Operations Management: Theory and Practice", Pearson Education India, 3rd edition, 2015.
4. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, "Service Management: Operations, Strategy, and Information Technology", Tata McGraw-Hill Education Pvt. Ltd., 2017.

Suggested Readings:

1. Lee Krajewski, Manoj Malhotra, Larry Ritzman, "Operations Management: Processes and Supply Chains (What's New in Operations Management)", 13th edition, Pearson Education Limited, 2021.
2. Nigel Slack, Alistair Brandon-Jones, Nicola Burgess, "Operations Management", 10th edition, Pearson Education Limited, 2022.
3. Richard D Chase, Ravi Shankar, F Robert Jacobs, "Operations & Supply Chain Management", McGraw Hill Education, 14th edition, 2017.
4. K Aswathappa, K. and K Shridhara Bhat, "Production and Operations Management", Himalaya Publishing House, 2nd edition, 2015.
5. Kanishka Bedi, "Production & Operations Management", Oxford University Press, 3rd edition, 2013.
6. Jay Heizer, Barry Render, Chuck Munson, "Operations Management- Sustainability and Supply Chain Management", Pearson Education Limited, 12th edition, Pearson, 2020.

23MBC205**BUSINESS ANALYTICS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To provide in-depth knowledge of handling Data and Business Analytics tools that can be used for Decision-making in an Organization.
2. To familiarize Students on Data Warehousing Concepts, Data Mining Techniques and understand relationships between the underlying Business Processes of an Organization.
3. To provide knowledge on Prescriptive Analytics and its types, and the various applications of Business Analytics on different Domains.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the basic Concepts of Business Analytics in an Organization.
2. Establish the Data Warehousing Mechanism.
3. Experiment various methods of Visualization and Data mining methods.
4. Compare and contrast among Descriptive, Predictive and Prescriptive Analytics.
5. Practice the application of Business Analytics in different domains.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	-	3	-	2	1	3
CO2	3	-	-	1	1	2
CO3	2	1	-	1	2	1
CO4	2	3	-	1	-	3
CO5	2	2	-	-	1	1

UNIT - I

Introduction: Introduction to Analytics, Data Science, Big Data. Applications of Analytics in different Domains. Business Analytics - Challenges from Outside and Within, BASP (Business Analytics Success Pillars) framework, Analyst's Role in the BA Model - Three Requirements the Analyst Must Meet.

UNIT - II

Descriptive Analytics: Data Warehousing - Introduction, Characteristics, Data Marts, Meta Data, Data Warehouse Architecture, Data Extraction, Transformation and Load Processes in a Data Warehouse, Business Reporting and Business Performance Measurement and Visual Analytics.

UNIT - III

Predictive Analytics: Data Mining - Introduction, Characteristics, and Data Mining Process. Text Mining - Introduction, Text Analytics, Applications and Sentiment Analytics and Applications. Web Mining - Introduction, Web Analytics.

UNIT - IV

Prescriptive Analytics: Prescriptive Analytics - Introduction, Prescriptive Models - Simulation, Heuristic, Automated Decision Systems and Expert Systems, Knowledge Management.

UNIT - V

Future of Big Data: Big Data: Definition. Big Data Technologies - Hadoop, R, Python, Machine Learning and Artificial Intelligence. Data Scientist, Applications of Analytics in different Domains. Fundamentals of Marketing Analytics, Finance Analytics, HR - Analytics and Supply Chain Analytics.

Text Books:

1. U.Dinesh Kumar, "Business Analytics", Wiley, 2017.
2. Ramesh Sharada, Dursun Delen, Efraim Turban, "Business Intelligence and Analytics", 10th Ed., Pearson, 2014.
3. Jean Paul Isson, Jesse S.Harriot, "Win with Advanced Business Analytics"1st Ed., Wiley, 2012.
4. Gert H.N. Laursen, Jesper Thorlund, "Business Analytics for Managers", John Wiley and Sons, Inc.2010.

Suggested Readings:

1. Laursen, Thorlund, "Business Analytics for Managers", 2nd Ed., Wiley, 2017.
2. Sahil Raj, "Business Analytics", 3rd Ed., Cengage Learning, 2015.
3. Albright, Winston, "Business Analytics - Data Analysis and Decision Making", 5th Ed., Cengage Learning, 2015.
4. Jac Fitz, Mattox II, "Predictive Analytics for Human Resources", 3rd Ed., Wiley, 2015.
5. Artun, Levin, "Predictive Marketing", 2nd Ed., Wiley, 2015.
6. R N Prasad, Seema Acharya, "Fundamentals of Business Analytics", Wiley, 2011.

23MBS201

PERSONALITY DEVELOPMENT AND CAREER GUIDANCE

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation:	50 Marks
Credits	2

Course Objectives:

This course aims to:

1. To educate the students on the concepts and aspects of Personality Development.
2. To help them understand the important elements in Soft Skills.
3. To prepare them for facing job Interviews and Career Planning.

Course outcomes:

Upon Completion of this Course, students will be able to:

1. Identify their personality style, while recalling the importance of Personality Development for better employment and entrepreneurship.
2. Develop right attitude and exhibit appropriate leadership style to achieve self and Organizational goals.
3. Demonstrate the soft skills that are required for effective functioning of an organization.
4. Exhibit good employability skills that are expected from the industry.
5. Devise and Implement a Proper Career Planning and development Strategy.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	2	2	1	-	3
CO2	2	2	3	1	3	1
CO3	2	3	2	3	1	2
CO4	1	2	1	-	1	3
CO5	1	2	1	-	-	2

UNIT - I

Introduction: The Concept of Personality- Dimensions and Theories of Freud and Erickson- Personality Analysis - Significance of Personality Development - Personality Tests.

UNIT - II

Aspects of Personality Development: Attitude- Concept- Significance - Ways to Develop the Attitude. Self-awareness - Meaning, Components, benefits, improving Self-Awareness - Personal Hygiene – Honesty – Integrity - Trust.

UNIT - III

Soft Skills: Interpersonal Skills - Time Management - Networking- Creative Thinking - Problem Solving- Negotiation and Conflict Resolution - Stress Management - Task Orientation Perspective - Work Ethics.

UNIT - IV

Job Preparation and Career Skills: Sources of Occupation Information - Resume Building - Writing Resumes and Cover Letters - The Art of Participation in Group Discussions - Psychometric Analysis - Strategies to be Successful in an Interview - Mock Sessions - How to search for a Job opportunity in the market?

UNIT - V

Career Planning and Development: Career Opportunities - Career Goals and Plans - Developing Career Goals - Benefits of Career Planning - Guidelines for Choosing a Career - Tips for Successful Career Planning - Career Growth Benefits from E-Learning - Career Planning within a Corporate Setting and while Switching a Company - Do's and Don'ts.

Textbooks:

1. BarunK.Mitra, "Personality Development and Soft Skills", 2nd Edition, Oxford University Press, 2016.
2. Swamy Vivekananda, "Personality Development", Adhakshya Advaita Ashrama, 1st Edition, 2015.
3. M.S. Rao, "Soft Skills: Enhancing Employability, Connecting campus With Corporate", Wiley (Dreamtech Press), 1st Edition, 2019.
4. Mellisa Hume, "Career Guidance for Now and for the Future", Balboa Press, 1st Edition, 2014.

Suggested Readings:

1. Niles, S. & Harris-Bowlsbey, J., "Career development interventions in the 21st century". (4th ed.), Upper Saddle River, NJ: Pearson, 2013.
2. Bill Gothard, Phil Mignot, Melvyn Ruff, "Career Guidance in context", Sage Publications, 2012.
3. Richard N. Bolles, "What Color Is Your Parachute? 2020 A Practical Manual for Job-Hunters and Career Changers", Ten Speed Press, 2019.
4. Gibson, R. & Mitchell, M. "Introduction to Career Counselling for the 21st Century", Pearson Education, 2005.
5. Joseph Murphy, "The Power of Your Subconscious Mind", 1st Edition, Jaico Publishing House, 2018.
6. Stephen R. Covey "The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change", 25th Edition, Turtleback books, 2013.

23MBD201**COMPREHENSIVE DEVELOPMENT -II**

Instruction

Duration of Semester End Examination

Semester End Examination

Continuous Internal Evaluation:

Credits

50 Marks

1

Course Objectives:

This course aims to:

1. To develop the students with practical experiences that reinforce the concepts taught in the classroom and enhance their managerial skills and soft skills.
2. To allow the students to pursue interests, develop skills, and socialize beyond the classroom setting through extra-curricular activities.
3. To encourage the students to engage with the community extension programs and activities; and to promote the overall health and wellness.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Develop leadership skills, network with professionals and gain practical experience outside of the classroom.
2. Grab the opportunities for personal growth, leadership development, and explore new passions.
3. Transform themselves as leaders to social change to provide solutions to social problems.
4. Develop themselves, enhance skills, and make a positive impact on the department, institute, and the community at large.
5. Lead a holistic sense of wellness, promoting a social, emotional, physical, mental and intellectual growth of a student.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	1	2	2
CO2	2	2	1	1	2	1
CO3	2	2	2	1	1	1
CO4	2	2	1	1	2	1
CO5	1	1	2	1	1	1

Description:

For the holistic development, student shall get engaged in the categories of activities: 1. Co-Curricular Activities, 2. Extra-curricular activities, 3. Community Engagement/Extension Activities, 4. Coordinator for Class, Alumni, Internship, Placements, Leadership and Volunteer Roles for Department Activities/Events, participation in department events etc.

The assessment will be done for maximum 50 marks at the end II semester considering the achievements of II semester only.

Every student shall participate in the activities and submit a report of the participation with the proofs along with learning outcomes. Assessment will be done by a panel formed by the Head of the Department.

Refer MBA Academic Rules (R-23) p.no.7

23MBO201**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To facilitate Career in Business and to get a clear understanding of the Logistics and Supply Chain Management.
2. To help them understand the role of Logistics and Supply Chain Management in the Industry.
3. To help them focus on Warehousing and Transportation techniques useful in career of Logistics and Supply Chain Management.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the History, Evaluation and various Concepts of Logistics and Supply Chain Management.
2. Classify and compare Various Processes and Technology used in Logistics and Supply Chain Management.
3. Analyse and differentiate various strategies in Transportation and Warehousing in Logistics and Supply Chain Management.
4. Analyse Various Strategic issues and Manufacturing Techniques in relation to Logistics and supply chain management.
5. Develop best Network Design, Planning and Operations in Logistics and Supply Chain management.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	1	-	-	3	-	1
CO2	2	2	-	3	2	2
CO3	2	3	-	3	2	2
CO4	3	3	-	3	2	2
CO5	3	3	-	2	2	3

UNIT - I

Introduction: Introduction to Logistics and Supply Chain Management. LSCM - Concept, Difference between Logistics and Supply Chain Management, Evolution, Objectives, Importance and Functions of SCM, Conceptual Framework of SCM, Process view of Supply Chain, Supply Chain Strategies, Drivers and Metrics of Supply Chain. Strategic Fit, Achieving Strategic Fit and National Logistics Policy-Gati Shakthi.

UNIT - II

Logistics Management: Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Logistics Organization, Development of Integrated Logistics Strategy, 3PL, 4PL, 5PL, 6PL, 7PL Reverse Logistics. Role and Importance of Inventory in SC, JIT, VMI, Outsourcing. SEZ in India, Dry Ports in India, Custom House Agent (CHA) ICDS.

UNIT - III

Transportation and Warehousing: Transportation in Supply Chain, Transportation Formats, Modes of Transportation, Transportation Performance factors, Modes of Transport, Fleet Management, Multimodal transport, Containerization, Vehicle Scheduling and Routing, Milk run and Cross docking. Warehousing- Types of Warehouses, Warehouse Management systems, RFID/CRM.

UNIT - IV

Strategic Issues in Supply Chain: Strategic Partnerships, Alliances and Collaborative advantage, Bullwhip effect, Benchmarking - Issues and Problems, Types, Methods, Process, Lean Manufacturing, Agile Manufacturing. Laws related to Transport in India.

UNIT - V

Supply Chain Interface: SC Network Design, Distribution Network in Supply Chain, Factors influencing Design, Models in Distribution Network, Supply Chain Integration – Internal and External, Role of IT and HR in SCM, Retailing and SCM, Green Supply Chain Management, Contemporary Issues in LSCM, Supply Chain Analytics- Overview, Supply Chain Coordination.

Essential Readings:

1. Chandrasekaran. N, "Supply Chain Management Process, System and Practice", 2nd edition-revised, Oxford University Press, 2023.
2. K. Shridhara Bhat, "Logistics and Supply Chain Management", 1st Ed. Himalaya Publishing House, 2016.
3. Sunil Chopra, Peter Meindl and D.V.Karla, "Supply Chain Management, Strategy, Planning and Operations", 6th edition, Pearson education, 2016.
4. B. Rajashekhar and G.V.R.K. Acharyulu, "Logistics and Supply chain Management", Excel Books, 2009.

Suggested Readings:

1. Shah, J, "Supply Chain Management, Text and Cases", 2nd Ed., Pearson education, 2016.
2. Crandall, Richard E and others, "Principles of Supply Chain Management", 2nd edition, CRC Press, 2014
3. Judy Dickens, "Supply Chain Planning and Execution", 1st edition, Willford Press, 2019.
4. Richard B Chase, Ravi Shankar and F Robort Jacobs, "Operations and Supply Chain Management", 15th edition, Mc Graw Hill Education, 2018.
5. James Stevens, "Supply Chain Management: Strategy, Operation and Planning for Logistics Management", 1st edition, Create Space Publications, 2016.
6. Sudalaimutu, S and Anthony Raj, "Logistics Management for International Business" 1st edition, PHI learning, 2009.

23MBO202**PROJECT MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To provide insights on Concepts of Project Management
2. To educate the process of project planning, monitoring, and control.
3. To enable learn the preparation of project report and its application areas.

Course Outcomes:

Upon Completion of this Course, the Students will be able to:

1. Understand the concepts of Project Management.
2. Ability to estimate the project feasibility and strategic orientation.
3. Determine the importance and methods of monitoring and control.
4. Summarize the project report.
5. Examine the latest applications in the field of project management.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	1	1	-	1
CO2	3	3	1	1	-	1
CO3	1	1	2	1	-	1
CO4	1	1	1	1	-	1
CO5	3	1	1	1	2	1

UNIT - I

Introduction: Project, Project Management, Importance of project management, Genesis, Roles and responsibilities of Project manager, Project team, Organizations structures, Types of projects, Project Management Life Cycle.

UNIT - II

Project Planning and Execution: Project Identification and formulation, Project Feasibility, Project Pricing and Estimation, Cost-Benefit Analysis Stakeholder engagement - Resource Levelling – Resource Allocation, Project Management Techniques, Strategic aspect of Project Management. Include contents of execution

UNIT - III

Project Monitoring and Control: Setting a Base Line - Project management Information System – Indices to monitor progress. Contract Management, Projects - Teamwork in Project Management - Attributes of a good project team – Formation of effective teams – stages of team formation, Conflict Management.

UNIT - IV

Project Closure: Project Metrics, Project management information system (PMIS) Project evaluation - Project Auditing – Phases of project Audit - Ethics in Project Management - Project closure reports Guidelines for closeout reports.

UNIT - V

Special Topics in Project Management/Contemporary issues in Project Management: Contract Management, Quality Management, Computers, e-markets, and their role in Project management - Risk management, Environmental Impact Assessment, The Project Management Maturity Model (PMMM), Agile project Management.

Textbooks:

1. Harold Kerzner, "Project Management- A Systems Approach to Planning, Scheduling, and Controlling", Twelfth Edition, 12th ed., Wiley Publications, 2017.
2. Stanley E. Portny, PMP, "Project Management for Dummies", 5th Edition, John Wiley & Sons, Inc., 2017.
3. Richard Newton, "Project Management Step-by-step, How to plan and manage a Highly Successful Project", Pearson Education, 2012.
4. Paul Sanghera, "PMP® In Depth Project Management Professional Certification Study Guide for The PMP® Exam", Third Edition, Apress, Springer Science Business Media, 2018.

Suggested Readings:

1. Albert Lester, "Project Management Planning and Control, Managing Engineering, construction, and Manufacturing projects to PMI, APM and BSI Standards", 7th ed., Butterworth-Heinemann an imprint of Elsevier, 2017.
2. Ed Stark, "Agile Project Management, Quick start Guide, The simplified Beginner's Guide to Agile Project Management", Second Edition, Clyde Bank Business, 2012.
3. "A Guide to the Project Management Body of Knowledge (PMBOK Guide 3rd Edition)" by The Project Management Institute, 2017.
4. Dale Cooper, Stephen Grey, Geoffrey Raymond, Phil Walker, "Project Risk Management Guidelines, Managing Risk in Large Projects and Complex Procurements", 2nd ed., John Wiley & Sons Ltd., 2014.
5. Melanie McBride, "Project Management Basics - How to Manage Your Project with Checklists", Apress, Springer Science Business Media, 2016.
6. Massimo Pica, "Project Life Cycle Economics - Cost Estimation, Management and Effectiveness in Construction Project", Gower Publishing Limited, 2016.

23MBO203**BANKING MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To provide Conceptual and Practical understanding of Banking Industry and Monetary Policy implications.
2. To make Students proficient in Management of various Lending functions and educate them in Credit Delivery and Monitoring and Managing.
3. To equip the students with latest trends, Regulations and Innovations in banking arena.

Course Outcomes:

Upon Completion of this Course, Student will be able to:

1. Understand Banking system and get insight on overview of Banking.
2. Acquire Knowledge on Banks monetary Policy –Implication and Analyze Financial Statements.
3. Develop a clear understanding and knowledge about the Lending functioning of bank.
4. Analyze the importance of Credit Delivery and monitoring as well as how a bank manages Credit Risk.
5. Explain on banking Regulatory system and evaluate new innovations in banking products and services.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	1	2	-	1	3
CO2	3	-	1	1	1	2
CO3	2	2	-	1	2	2
CO4	1	2	1	1	1	3
CO5	2	2	-	-	2	2

UNIT - I

Introduction: Banking: Evolution of Banking in India - Origin, Nationalization, Reforms of Banking sector. Types of Banking: Universal Banking, Wholesale Banking, Branch Banking, Retail Banking; Role of Banks in the development of Economy, RBI: Origin and Growth - Functions. Monetary Policy: Central Bank tools to regulate Money Supply. Banks Financial statements: Basic Concepts - Bank Liabilities, Assets and Income statement. Analysing Banks Financial Statements, CAMELS Ratings.

UNIT - II

Sources and Uses of Bank Funds: Sources of Bank Funds, Approaches to Deposit pricing, Types of lending: Fund-based lending, non-fund-based lending, Asset-based lending. Credit process and Financial appraisal for Credit Decisions, Different types of Loans and their features, Loan Pricing - The Basic Model, Pricing Fixed and Floating Rate Loans, Hedging, Matched funding, Cost-Benefit Loan Pricing, Customer Profitability Analysis.

UNIT - III

Credit Delivery and Monitoring: Modes of Credit Delivery - Cash Credit, Working Capital Demand Loan, Overdrafts, Bills finance and Pricing of Loans. Legal aspects of lending - Secured and Unsecured Loans and Types of Securities. Credit Monitoring - Need for Credit Review, Triggers of Financial Distress - Models of Financial Distress - The Altman's Z score

UNIT - IV

Managing Credit Risk: Basic Concepts - Expected and Unexpected Loss, Elements of Credit Risk, Managing Credit Risk-Estimating PD, EAD and LGD, Migration Approaches - Credit Migration Approach used by Credit Metrics, Calculation of Portfolio Risk, Option pricing Approach - KMV Model.

UNIT -V

Regulation and Innovations in Banking System: Regulation of Bank Capital: Concept of Economic Capital, Regulatory Capital, Basel Accords I, II and III - Implementation, Criticism. NPA's - Gross and Net concept of NPA's, Causes, Implications and Recovery of NPA's. Banking Innovations: Retail Banking-Products and Services, Plastic Money and E-Money, National Electronic Funds Transfer, RTGS, ATM, Mobile Phone Banking, Net Banking and Security Issues in E-Banking.

Text Books:

1. Padmalatha Suresh and Justin Paul, "Management of Banking & Financial Services", 4th Edition, Pearson Education, 2018
2. Peter.S.Rose and Sylvia. C. Hudgins, "Bank Management & Financial Services", 8th Edition, Tata McGraw Hill, 2014.
3. K. Sriharsha Reddy and R.Nageswar Rao, "Banking & Insurance, First Edition, Paramount Publishing House, 2013.
4. Vasant Desai, "Banks & Institutional Management", Himalaya Publishing House, 2nd Edition, 2010.

Suggested Readings:

1. Bank Financial Management, IIBF, Macmillan, 2010.
2. Vijayaragavan Iyengar, Introduction to Banking, Excel Books, 2009.
3. Reddy. P.N., Appannaiah. H.R.; Theory & Practice of Banking; 8th Edition, Himalaya Publishing House, 2004.
4. V.Rajaraman, Credit Appraisal Risk Analysis & Decision Making, 10th Edition, Snow white, 2019.
5. S.K. Maheshwari S.N. Maheshwari, "Banking Law and Practice", Kalyani Publishers, 11th Edition 2014.
6. Mittal R.K., Saini A.K. & Dhingra Sanjay, "Emerging Trends in the Banking Sector", Macmillan, 2008.

SEMESTER - III

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks			
			L	T	P		CIE	SEE		
1	23MBC301	Strategic Management	3	1	-	3	40	60	4	
2	*23MBE301 to 23MBE 308	FE-1	2	1	-	3	40	60	3	
3		FE-2	2	1	-	3	40	60	3	
4		SE-1	2	1	-	3	40	60	3	
5		SE-2	2	1	-	3	40	60	3	
6	23MBC302	Internship	-	-	-	-	100	-	2	
7	23MBC303	Project work (Part-1)	-	-	4	-	100	-	2	
8	23MBD301	Comprehensive Development -III				-	50	-	1	
		Total	11	5	4	-	450	300	21	
		Clock Hours Per Week: 20								

*Note: III semester Electives are given in the separate table

[FE- First Elective, SE- Second Elective]

L: Lecture**T: Tutorial****CIE: Continuous Internal Evaluation****P: Practical****SEE: Semester End Examination****Elective Courses**

Student has a choice to choose two Electives from the given list of electives consisting of Marketing, Human Resource, Finance, and Business Analytics.

Elective wise Course Titles in III Semester		
Elective	Course Code	Course Title
Finance (F)	23MBE301	Investment Management
	23MBE302	Financial Markets and Services
Human Resource (HR)	23MBE303	Performance and Compensation Management
	23MBE304	Training and Development
Marketing (M)	23MBE305	Product and Brand Management
	23MBE306	Integrated Marketing Communications and Digital Marketing
Business Analytics (BA)	23MBE307	Business Data Mining
	23MBE308	Python Programming

23MBC301**STRATEGIC MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. To understand the role of Strategy and Environmental analysis in Business Decision Making.
2. To provide insights on various Strategies, Practices, Competitiveness and Sustainability.
3. To help the students develop their Skills for applying the Concepts in solving real time problems in Domestic and Global scenarios.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the Various Concepts and Practices of Strategic Management.
2. Analyze the Strategies for Various Business Situations.
3. Understand applications of various strategies for business decision making.
4. Apply the learned skills to implement Strategies from holistic and multi-functional perspectives.
5. Analyze issues involved in strategic evaluation.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	1	-	3	2	2
CO2	2	3	2	2	2	1
CO3	2	2	-	2	1	2
CO4	2	2	1	2	1	2
CO5	1	2	-	3	2	1

UNIT - I

Introduction: Introduction to Strategic Management, Strategic Management origins, Purpose of Business, Strategic Intent, Phases of Strategic Management, Levels of Strategy, Strategic Capability and Core competencies of Business, Strategic Decision Making, Practice of Strategy at different levels.

UNIT - II

Strategic Analysis and Formulation: Environmental Scanning, SWOT & PESTEL Framework, Different Tools, and Techniques for analyzing Strategies, Porters Five Force Framework, Organic Model of Strategic Planning, Real-time Strategy Planning, Strategic Formulation, Competitive Analysis, Strategy Development Processes.

UNIT - III

Strategies for Business : Types of Strategies - Grand Strategies, Industry Life Cycle States and Strategies, The Five Generic Competitive Strategies, Red and Blue Ocean Strategies, Offensive, Defensive, Exit and Entry barriers, Tailoring Strategy for Leaders, Challengers, Followers, weak and crisis Businesses, The Five Generic Competitive Strategies, Red and Blue Ocean Strategies, Strategies for competing in International Markets, Volatile, Uncertain, Complex and Ambiguous (VUCA) and Brittle, Anxious, Non-Linear and Incomprehensible (BANI).

UNIT - IV

Strategic Implementation: Structure and Strategy, Impact and Issues of Culture, leadership, Resource Allocation, Staffing, Directing and Organizational Values on Strategic Implementation, Operationalizing and Institutionalizing strategy, Strategies for competing in International Markets Managing Conflicts and Strategic Change.

UNIT - V

Strategic Evaluation and Control: Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic Control - Types, Strategic Issues - Information System, Managing Technology, entrepreneurial ventures, Established Businesses, and not-for-profit organizations, Sustainability and Sustainable Development.

Textbooks:

1. Exploring Corporate Strategy, Gerry Johnson, Kevan Scholes, Richard Whittington, 8th Edition, Prentice Hall, 2016.
2. Strategic Management and Business Policy-Towards Global Sustainability, Thomas L. Wheelen, J. David Hunger, 15th edition, Pearson Education, 2020.
2. Strategic Management: A South Asian Perspective, Hitt & Ireland el al., Cengage Learning, 13th edition, 2019.
4. Strategic Management: Concepts and Cases, Fred R. David, Prentice Hall, 13th Edition. 2011.

Suggested Readings:

1. Essentials of Strategic Management – The Quest for Competitive Advantage, John E. Gamble, Margaret A. Peteraf, Arthur A. Thompson, Jr., 8th Edition, Mc. Graw Hill Education, 2022
2. Strategic Management: Creating Competitive Advantage, Gregory Dess and G. T. Lumpkin, 10th edition, TMH 2021.
3. Strategic management: Concepts and Cases, Thompson & Strickland, TMH, 2009.
4. The Blue Ocean Strategy Reader, w. Cham Kim, Renee Mauborgne, Harvard Business Review Press, 2017.
5. Strategic Planning: Formulation of Corporate Strategy, V. S. Ramaswamy, S. Namakumary, Macmillan Publishing House. 2000
6. Strategic Management: Theory and Applications, Adrian & Alison, Oxford University Press, 2010.

23MBE301**INVESTMENT MANAGEMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To provide in-depth analysis of various investment opportunities including fixed income securities.
2. To demonstrate fundamental and technical analysis along with common stock valuation.
3. To provide an insight into portfolio theories and evaluation.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Classify various investment options with risk and return calculations.
2. Evaluate the bonds and strategies to manage them.
3. Choose the investment option with the help of fundamental and technical analysis.
4. Measure the value of common stocks by applying various approaches.
5. Construct the portfolio using various models.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	1	3
CO2	3	2	1	1	1	3
CO3	3	2	1	1	1	3
CO4	3	2	1	1	1	3
CO5	3	2	1	1	1	3

UNIT - I

Introduction: Concept, Investment Decision Process; Real vs. Financial assets; Sources of investment-information; Investment vs. Gambling and Speculation; Factors to be considered in investment decision. The concept and Measurement of Risk and Return (Individual and Portfolio) - Range, Standard Deviation and Co-Efficient of Variation, Ex-ante and ex-post returns. Risk return trade-off. (Simple Problems).

UNIT - II

Fixed Income Securities: Fixed Income Securities Features and types of debt instruments, Types of bonds-Euro bonds, Foreign bonds and Global bonds, Gold Bonds, Bond indenture, factors affecting bond yield. Bond yield measurement - Current yield, holding period return, YTM, AYTM and YTC. Bond duration- Macaulay's duration and modified Macaulay's duration. Bond convexity. Bond portfolio management strategies - active and passive. (Problems and Cases).

UNIT - III

Fundamental and Technical Analysis: Approaches to Investment analysis- Fundamental Analysis- Economy, Industry and Company analysis - Factors, Technical Analysis. - Dow theory, charts, moving averages, Relative strength index, Efficient Market Hypothesis, Japanese candle stick method, Random Walk Hypothesis, Martingale Strategy, Bollinger Band. (Problems and Cases).

UNIT - IV

Common Stocks- Analysis and Valuation: Common Stocks - Analysis and Valuation Basic Features of Common Stock, Approaches to valuation- Balance sheet model, dividend capitalization models; earnings capitalization models; Security Market Indexes, their uses; computational procedure of Sensex and Nifty. (Problems and Cases).

UNIT - V

Portfolio Theory and Evaluation: Portfolio Theory and Evaluation Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of optimal portfolio, Single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line (CML). Capital asset pricing model (CAPM): Security Market Line (SML). Introduction to Mutual Funds. Performance measures - Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. (Problems and Cases).

Text Books:

1. Gerald R. Jensen, Charles P.Jones "Investments: Analysis and Management", 14th edition, Wiley India edition. 2019.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", 6th edition, McGraw Hill India, 2021.
3. V.K.Bhalla , "Investment Management", 19th edition, S.Chand Publications, 2013.
4. Donald E. Fischer, Ronald.J.Jordan and A K Pradhan , "Security Analysis and Portfolio Management", 7th edition, Pearson Education, 2022.

Suggested Readings:

1. Punithavathy Panidan, "Securities Analysis and Portfolio Management", 2nd Edition, Vikas Publications, 2012.
2. V A Avadani, "Securities Analysis and Portfolio Management", 12th revised edition, Himalaya Publishing House, 2019.
3. Reilly and Brown, "Investment Analysis and Portfolio Management", 10th edition, Cengage, 2016.
4. Kevin S, "Securities Analysis and Portfolio Management", 2nd revised edition, PHI learning, 2015.
5. Mab Faber, "Global Value- How to spot Bubbles, Avoid Market Crashes, and Earn Big Returns in the Stock Market", 1st edition, Mebane Faber publishers, 2014.
6. Alexander. G.J, Sharpe.W.F and Bailey, J.V, "Fundamentals of Investments", 3rd edition, PHI, 2001.

23MBE302**FINANCIAL MARKETS AND SERVICES**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To make the students understand the structure and functions of the Financial Markets, Financial Instruments and Financial Intermediaries.
2. To Provide with in depth Acquaintance with the Financial Institutions, Instruments and Services.
3. To understand the various fund-based services and fee based financial services

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Develop a thorough understanding of the Indian financial system, including its structure, functions, and regulations.
2. Demonstrate a clear comprehension of financial markets, including their types, participants, and key operations
3. Acquire in-depth knowledge of the various financial institutions operating in India, their roles.
4. Enhance their understanding of financial instruments, including their types, features, and usage in financial contexts.
5. Gain valuable insights into the realm of financial services, including the types of services offered.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	1	2	1	1	2
CO2	2	3	2	1	1	2
CO3	2	2	2	1	1	2
CO4	2	3	2	3	1	1
CO5	2	2	1	1	3	1

UNIT - I

Introduction: Structure of Indian Financial System, Components, Markets, Institutions, Instruments, Services: Functions, Significance. Stock Exchanges: Functions, Listing and Formalities, Trading procedure in Stock exchanges. Role of Financial System in Economic Development

UNIT - II

Financial Markets: Capital Markets: Primary and Secondary Market, Money Markets, Foreign Exchange Markets, Derivative Markets, Commodity Markets. Characteristics Features, Participants, Instruments, Challenges.

UNIT - III

Financial Institutions in India: Banking: Commercial Banks, Structure, Problems of Competition. Development Financial Institutions: Evolution, Functions, IFCI, ICICI, IDBI, SFCS, LIC, GIC, SIDBI.

UNIT - IV

Financial Instruments: Financial Instruments - Debt, Equity, Hybrid, Innovative Instruments, Mutual Funds, Financial Instruments for Foreign Capital: ADRs, GDRs, FCCB, P Notes, IDRs.

UNIT - V

Financial Services: Fee based Services: Merchant Banking Services, Issue of Securities, IPO, FPO, Book Building, Buyback of Shares, Credit Rating, Depositories, Underwriting, Debenture Trusteeship, Stock Broking Services, Portfolio Management. Fund Based Services: Lease Financing, Hire Purchase, Bill Discounting, Factoring, Forfeiting, Wealth Management.

Text Books:

1. Meir Kohn, Financial Institutes and Markets, Oxford University Press, 2nd edition, South Asia Edition. 2015.
2. Sandeep Goel, "Financial Markets, Institutions and Services", PHI Learning, 2018.
3. Pathak Bharati V., "The Indian Financial System- Markets Institutions and Services", Third Edition, Pearson Education, 2010.
4. Mishra M.N., "Life Insurance, Administration and Management", Sultan Chand & Co., New Delhi, 22nd Edition, 2016.

Suggested Readings:

1. Kumar Vinod, Gupta Atul, Kaur Manmeet, "Financial Markets Institutions & Financial Services", Taxmann's, July, 2017.
2. M Y Khan, "Financial Services", Eleventh Edition, McGraw Hill Education (India), 2019.
3. Guruswamy. S., "Financial Services", Tata McGraw-Hill, Education, 2009.
4. Bhole, L.M., "Financial Institutions and Markets: Structure, Growth and Innovations", Fourth Edition, McGraw-Hill, New Delhi, 2008.
5. Mishkin.F.S., and Eakins.S.G, Financial Markets and Institutions, 8th edition, Pearson Education, 2014.
6. Dobbyn John, French Christopher, "Insurance Law in a Nutshell", West Academic Publishing, 5th Edition, 2016.

23MBE303**PERFORMANCE AND COMPENSATION MANAGEMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To develop an understanding of the concept of Performance Management and the importance of the various Performance Assessment techniques.
2. To discuss the importance of Performance Metrics and benchmarking in improving Individual and Organizational Performance.
3. To understand the Concept of Compensation Management and various methods of designing Compensation System

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Effectively design the process of Performance Management system.
2. Efficiently identify an appropriate Performance Appraisal method at their workplace as an HR Professional.
3. Decide the standard performance benchmarks to influence the Performance of Organizational Members.
4. Influence the Stakeholders of Compensation and also integrate compensation with other HR initiatives in line with Organizational realities.
5. Formulate new set of Compensation system and manage the various Employee Benefits in the Organisations.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	1	2	-	2	3
CO2	2	3	2	-	-	2
CO3	2	2	2	-	1	-
CO4	2	1	2	-	2	2
CO5	2	3	2	2	-	3

UNIT - I

Introduction: Performance Management (PfM) - Concept- Performance Appraisal Vs. Performance management. Objectives of Performance Management. Process of Performance Management. Performance planning and Role clarity. KPAs - Performance Targets. Trait, Behavior and Results approaches to measuring Performance. The impact of HRM practices on Performance.HR for Hybrid Working.

UNIT - II

Performance Management Systems: Assessment Centre - Psychometric tests: Aptitude or Ability tests and Personality Tests. Role Play- Self-appraisal - 360 Degree appraisals- Rating-less appraisals for the future of Performance Management System (PMS). Attribution theory- Causal matrix. Alternative models for Assessing Performance. Current issues in PFM.

UNIT - III

Performance Bench marking: Diagnosis and Performance improvement - Performance Measures Pyramid - Direction of trouble shooting with Behavior model, Mager and Pipes model- European Foundation for Quality Management Excellence model- Performance bench marking. Building a High-Performance culture - Ethics in Performance Management. Performance Management Trends-Upskilling and reskilling. People analytics overview.

UNIT - IV

Strategic Compensation Management Concepts: Concept of Compensation - Job Evaluation approach to Compensation- Compensation dimensions- Role of Compensation in Organization- factors influencing Compensation- Aligning Compensation Strategy with HR Strategy and Business Strategy- Compensation Benchmarking. New trends in Compensation Management.

UNIT - V

Designing Compensation System - Employee Benefits Management: Traditional Pay System and Modern Pay Systems- Pay for Performance, Competency Based Pay, Equity Based Rewards, Team Rewards- Reward Strategy and Psychological Contract- Law relating to Compensation- International Compensation- Executive Compensation, Benefits Administration, Employee Welfare and Working conditions- Statutory and Voluntary measures.

Text Books:

1. Michael Armstrong, "Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance", Kogan Page, 2014.
2. Joseph J. Martocchio, "Strategic Compensation: A Human Resource Management Approach", Pearson Ed, 2019.
3. Henderson, "Compensation Management in a Knowledge Based World", Pearson Ed, 2007.
4. T.V Rao, "Performance Management", Sage Publications, 2015.

Suggested Readings:

1. Bhattacharyya, "Performance Management Systems and Strategies", Pearson, 2011.
2. A S Kohli, T Deb, "Performance Management", Oxford Higher Education, 2008.
3. Joseph J. Martocchio, "Strategic Compensation: A Human Resource Management Approach", Pearson Ed, 2019.
4. Bhattacharyya, "Performance Management Systems and Strategies", Pearson Ed, 2011.
5. A.M. Sharma, "Performance Management systems", HPH, 2010.
6. Henderson, "Compensation Management in a Knowledge Based World", Pearson Ed, 2007.

23MBE304**TRAINING AND DEVELOPMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To develop an understanding of the Concept and Importance of Training and Development.
2. To discuss the practice of Training and Development in the modern Organizational setting.
3. To familiarize Students with the tools and techniques involved in the implementation and evaluation of Training, besides giving an overview of emerging training trends.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Get familiarized with how to do Training and Development Programmes and recall its importance.
2. Efficiently conduct Needs Assessment and design the Training Programme as per the demands of the industry requirements
3. Make use of an appropriate Training and Developments method so as to contribute to the Organizational Success.
4. Identify the suitable mechanism for the implementation of the Training and Development Programmes.
5. Choose right mechanism to evaluate the Training and Development methods initiated and understand the emerging Training and Development trends in the Organizations.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	2	3
CO2	2	2	2	2	2	3
CO3	3	2	2	1	2	2
CO4	2	2	2	2	2	2
CO5	2	2	2	3	2	3

UNIT - I

Introduction: Training and Development - Concepts, The role of Training in the Organizations, Field areas of Employee Training, A Training Process Model, Training Practices in Modern Organizations. Legal and Ethical dimensions in training and development

UNIT - II

Needs Assessment and Designing the Programme: Introduction-Training Need Analysis (TNA), The Framework for Conducting a TNA- Organizational, Operational and Person Analysis, Outcomes of TNA- Approaches to TNA- Proactive and Reactive Approaches. Analyzing real-life training and development scenarios, Developing Training Objectives - Training Design theory- Elaboration and Gagne- Briggs Theories

UNIT - III

Methods of Training and development: Overview of On-the Job and off-the Jobs methods, Matching methods with Outcomes, Important Training Methods- Lectures and Demonstration, Computer-Based Training, Games and Simulations, Sensitivity Training method, Management Development programmes and Implications, Developing and presenting a training and development plan for a hypothetical organization.

UNIT - IV

Implementation and Evaluation: Integrated Instructional Strategy- Content, Method of instruction, Facilities- Training room and the off-site Training facilities, Material and Equipment for Trainers, Teaching aids for training, The Strategy. Implementation- Dry Run, Pilot Program, Training evaluation, - Kirkpatrick's 4-levels of training evaluation.

UNIT - V

Emerging Training and Development Trends: Future Global Trends and Perspectives in Training and Development, Globalization, In-house v/s Training Outsourcing, E-learning, Cyber Training Programmes, Harnessing the Advancement in Training Technology. Real Time Training Programmes using Learning Platforms Like LMS.

Text Books:

1. P.Nick Blanchard, James W.Thacker, A.Anand Ram, Effective Training, Systems, Strategies and Practices, Pearson, 2013.
2. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development" McGraw Hill, 2018
3. Rolf Lynton, Uday Pareek, Training for Development, Sage India, 2011.
4. Dipak Kumar Bhattacharyya, Training and Development: Theories and Applications, Sage Publications, 2015.

Suggested Readings:

1. Rishipal," Training and Development Methods", S. Chand & Company Ltd, 2011
2. Jean Barbazette," Managing the Training Function for Bottom Line Results: Tools, Models and Best Practices", Pfeiffer, 2008.
3. Pandu G. Naik, Training and Development: Text, Research and Cases, Excel Books 2008.
4. B. Janakiram, Training and Development: Indian Text edition, Dream tech Press; Indian Text edition, 2007.
5. R.K. Sahu, Training and Development, Excel Books India, 2009.
6. Steve W. J. Kozlowski, Learning & Development in Organizations, Rouledge, 2010.

23MBE305**PRODUCT AND BRAND MANAGEMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To provide an understanding of New Products, explore New Product ideas, new Product Development, and the Strategies for Product Portfolio planning of a conglomerate.
2. To familiarize the students, understand the Brand Image, Brand Identity, Brand Equity, Branding Decisions and Brand Audit.
3. To develop the understanding of Brands with Consumer Behavior, Brand Architecture and its Strategies.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Easily comprehend New Product Development Process and its Models and learn to create actionable focus to successfully manage the Product.
2. Design the Product Portfolio Strategies for a conglomerate, manage and amplify existing products.
3. Analyse the Branding strategies, Brand Purpose, Managing Brand Reputations.
4. Understand and conduct the measurement of Brand Equity and Brand Performance, design Brand Architecture Strategies in real life situations.
5. Learn Contemporary Issues and analyze Future Trends.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	2	-	3	-	1
CO2	3	2	1	1	1	1
CO3	3	2	1	3	1	1
CO4	2	2	1	2	2	1
CO5	1	2	1	3	1	2

UNIT - I

Introduction: Product and product Management Roles and Responsibilities of a Product Manager, Policy, objectives, Product Mix concepts, Product Mix decisions, Packaging and Labelling, Product Modification and Deletion, Innovation and Diffusion of product.

UNIT - II

New Product Development: Role of R & D, New Product Development stages, Product Maps, Market Maps and Joint Space Maps-Perceptual and Preference mapping. New Product Introduction, PLC Strategies, Product Portfolio analysis BCG, GE, Ad little. Shell International, Product Recalls.

UNIT - III

Brand Management- Knowledge, Identity and Positioning: Brand vs commodity, understanding Brands, benefits of Branding, Branding Decisions, Brand Awareness and Consumer Brand knowledge, Brand Attributes Brand Image, Brand Identity, Brand associations, P.O.P and P.O.D, Brand Personality, Brand Endorsement, Brand Extension, Line extensions Brand Licensing, Franchising and Global Branding, Brand Positioning-Strategies and Repositioning Straddle Positioning and Brand Mantra.

UNIT - IV

Crafting, Measuring and Managing Brand Equity: Creating Brand Equity, models of Brand equity – Brand Asset Valuator, Aaker model, Brandz and Brand Resonance, measuring Brand Equity, Building Brand Equity, Tracking Valuation Managing Brand Equity - Brand worth, Reinforcement, Revitalization and Brand Crisis. Overview on E-Branding and effective E-branding strategies.

UNIT - V

Brand Architecture Strategies: Introduction to Brand Architecture Strategies and its designing, Brand - Product Matrix, Breadth and depth of Branding Strategy, Brand Architecture systems, Brand Hierarchy, Branding policies.

Text Books:

1. Tapan K. Panda, "Product and Brand Management", 1st edition, Oxford University Press, 2016
2. Ulrich K T, Eppinger D Steven, Goyal Anitha, "Product Design and Development", 6th edition, Tata McGraw Hill, 2010.
3. Aaker D, "Building Strong Brands", The Free Press, Simon and Schuster, New York, 2012.
4. Japan K. Panda, "Product and Brand Management", 1st edition, Oxford. 2016

Suggested Readings:

1. Dr. Anandan, "Product Management", 2nd edition, Tata McGraw Hill, 2010.
2. Majumdar, R, "Product Management in India", 3rd Edition, PHI Learning Pvt. Ltd, 2009.
3. Kapferer, J N, "The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term", 4th edition, Kogan Page, 2008.
4. Kavin Keller, 4th edition, "Strategic Brand Management". Pearson Education, 2008.
5. U C Mathur, "Product and Brand Management", 2nd edition Excel Books, New Delhi, 2009.
6. Tapan K Panda, 1st edition, "Building Brands in the Indian Market". Excel Books, New Delhi, 2008.
7. Moore William L., Pessemier Edgar, "Product Planning and Management: Designing and Delivering Value", McGraw-Hill, Inc., 1993.

23MBE306**INTEGRATED MARKETING COMMUNICATION AND DIGITAL MARKETING**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To make the students understand the basic Concepts of Integrated Marketing Communication, Planning and Evaluating Marketing Communications Strategies and Executions.
2. To provide a comprehensive understanding of Brand Promotion, Audience engagement, Public Relations and Strategic Communications.
3. Understand the importance of Digital and Social Media Marketing and its applications.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the process of creating valuable Brand and how to engage Consumers via Integrated Marketing Communications.
2. Analyze the important issues when planning and evaluating Marketing Communications Strategies and Executions.
3. Develop an effective Integrated Marketing Communication Process.
4. Evaluate the knowledge in Marketing Communication which ensures that they make the correct decision in Communications, Advertising and Digital Marketing in real scenario.
5. Examine the applications of Digital and Social Media Marketing in the Globalized market.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	2	-	2	2	2
CO2	3	3	2	3	2	2
CO3	3	2	2	2	2	2
CO4	3	2	2	2	2	2
CO5	2	2	1	3	2	2

UNIT - I

Introduction: Integrated Marketing Communications, Recent Trends in the Market, Understanding the Marketing Process, Web and Integrated Strategy, Decisions and Evaluation of Effective Integration Communications Campaign, Building Customer Based Brand Equity, Brand Loyalty, Successful Marketing Communications Campaign, Choosing Marketing Communications Agency, Structure of an Advertising Agency.

UNIT - II

IMC Planning Process: Consumer Information Processing, Steps of Effective Communications, Communications Objectives, How Advertising works – AIDA and Hierarchy of Effects Models, Consumer Approach to Buying Process: FCB Grid, Determining Marketing Communications Budget, Relationship between Communications Budget and Sales.

UNIT - III

Marketing Communications Mix: Theoretical Approaches to Advertising Design, Message Strategies - Cognitive, Affective and Conative, Advertising Appeals - Emotional, Fear, Humor, Rationality, Gender, Scarcity, Executonal Frameworks - Animation, Augmented Virtual Reality (AVL), Slice of Life, Dramatization, Informative, Testimonial, Authoritative, Demonstration, Fantasy. Sales Promotions, Public Relations, Direct Marketing, Event Management, Sponsorship and Cause Related Marketing, Alternative Marketing, Crisis Management, Trade Fair and Exhibitions.

UNIT - IV

Digital Marketing: Digital Marketing - Components, Benefits, Plan, Digital Marketing Metrics and Channels, Skills required for Digital Marketing, Digital Marketing Platforms and Strategies, Trends, Search Engine Optimization and Content Marketing.

UNIT - V

Social Media: Social Media Marketing – Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Web analytics, Influencer Marketing Video Marketing, Gamification, social media for Customer Reach, Acquisition and Retention.

Text Books:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9th edition, Cengage, 2016
2. Kruti Shah and Alan D'Souza, Advertising and Promotions – An IMC Perspective, Tata McGraw Hill, 2013.
3. Michael Miller, B2B Digital Marketing, 1st edition, Pearson, 2014.
4. Seema Gupta, Digital Marketing, 1st edition, Mc Graw Hill, 2018.

Suggested Readings:

1. Belch George E; Belch Michael; Purani Keyoor, Advertising and Promotion- An Integrated Marketing Communications Perspective, 9th edition, Mc Graw Hill, 2013.
2. Jerome M.Juska, Integrated Marketing Communications- Advertising and Promotion in a Digital World, Routledge, 2017.
3. Dutta, Kirti, Integrated Marketing Communication, 1st edition, Oxford University Press, 2016.
4. Dave Evans and Jake McKee, Social Media Marketing. Wiley India Pvt. Ltd., 2011.
5. Dodson, I, The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns, 1st edition, John Wiley & Sons, 2016.
6. Moutusy Maity, Internet Marketing: A Practical Approach in the Indian Context, 1st edition, Oxford University Press, 2017.

23MBE307**BUSINESS DATA MINING**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To familiarize the students to understand the concepts of Data Mining and Preprocessing of Data.
2. To provide insights on Association Rule Mining and Clustering.
3. To demonstrate the application of Logistic Regression and Sentiment Analytics to solve Business Problems.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the concepts of Data Mining and Data Preprocessing.
2. Extract and represent the knowledge from data by Preprocessing and Visualization
3. Establish the Association among frequently purchased items and categorize the dataset into different clusters.
4. Understand the concept of classification problems and their applications across different sectors.
5. Apply sentiment analytics to various real time business applications.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	-	-	-	-	1
CO2	1	3	-	-	1	2
CO3	2	3	-	-	1	1
CO4	2	2	-	-	-	2
CO5	2	3	-	-	2	2

UNIT - I

Introduction: Data Mining; Kinds of data that can be mined- Database Data, Data Warehouses, Transactional Data, Other Kinds of Data; Major Issues in Data Mining- Mining Methodology, User Interaction, Efficiency and Scalability, Diversity of Database Types, Data Mining and Society

UNIT - II

Data Preprocessing: Data Preprocessing: An Overview- Reasons to process the data, Major Tasks in Data Preprocessing; Data Cleaning- Missing Values, Noisy Data, Data Cleaning as a Process; Data Reduction- Principal Component Analysis, Histograms, Clustering, Sampling, Data Cube Aggregation; Data Transformation and Data Discretization- Data Transformation by Normalization, Discretization by Binning, Discretization by Histogram Analysis. Case Study: Handling Missing Values in Melbourne Housing Price Data.

UNIT - III

Association Rule Mining and Clustering: Mining Association Rules - Item sets, Association Rules, Generating Rules Efficiently; Metrics for Association Rule Mining- Support, Confidence and Lift; Pros and Cons of Association Rule Mining.

Clustering- Finding Similarities Using Distances- Euclidean Distance and Other Distance Metrics; K- Means Clustering and Hierarchical Clustering; Comparing Clusters Created by K-Means and Hierarchical Clustering

Case Study III.1: Market Basket Analysis of Groceries Dataset

Case Study III.2: Mall Customer Clustering

UNIT - IV

Classification Problems- I- Logistic Regression: Overview of Classification; Binary Logistic Regression; Classification- Encoding Categorical Features, Building Logistic Regression Model, Printing Model Summary, Predicting on Test Data; Measuring Accuracies - Creating Confusion Matrix, Receiver Operating Characteristic (ROC) and Area Under the Curve; Finding Optimal Classification Cut-off - Youden's Index and Cost - Based Approach.

Case Study: Predicting Employee Attrition on HR Attrition Dataset.

UNIT - V

Sentiment Analytics Using Naïve Bayes Algorithm: Exploring the Dataset; Text Preprocessing- Bag-of-Words Model, Creating Count Vectors, Displaying Document Vectors, Removing Low Frequency Words, Removing Stop Words, Creating Count Vectors, Distribution of Words across Different Sentiment. Using Naïve Bayes Model for Sentiment Classification. Using n-Grams for Sentiment Classification

Case Study: Sentiment Analytics on Sentiments Expressed by Users of Zomato

Text Books:

1. Szabo, Gungor Polatkan, Oscar Boykin, Chalkiopoulos, "Social Media Data Mining and Analytics", 3rd Ed., Wiley, 2019.
2. Ian H. Witten, Eibe Frank, Mark A. Hall, Christopher J. Pal, "Data Mining: Practical Machine Learning Tools and Techniques", 4th Ed., Elsevier, 2017.
3. Megan Squire, "Mastering Data Mining with Python – Find patterns hidden in your data", 1st Ed., PACKT Publishing, 2016.
4. Florin Gorunescu, "Data Mining: Concepts, Models and Techniques", Vol 12, Springer, 2011.

Suggested Readings:

1. Luis Torgo, "Data Mining with R: Learning with Case Studies", 2nd Ed., CRC Press, 2011.
2. Jiawei Han, Jian Pei, Micheline Kamber, "Data Mining: Concepts and Techniques", 3rd Ed., Elsevier, 2010.
3. Joseph B. Pigus, "Data Mining with Neural Networks", 2nd Ed., TMH, 2017.
4. Robert Layton, "Learning Data Mining with Python", 2nd Ed., PACKT Publishing, 2015.
5. Xin-She Yang, "Introduction to Algorithms for Data Mining and ML", 1st Ed., Academic Press, 2019.
6. Boris Kovalerchuk, Evgeni Vityaev, "Data Mining in Finance", 3rd Ed., Kluwer Academic Publishers, 2010.

23MBE308**PYTHON PROGRAMMING**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To Understand Python programming and related eco-system of libraries and packages.
2. To demonstrate usage of Python as standard Programming Language.
3. To analyze the data and represent the data with various visualization techniques.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the basics of Python and extend the functionality using add-on packages.
2. Identify and apply different ways of storing information.
3. Extract data from dataset and apply loop and control statements.
4. Analyze data using various data manipulation tasks on the dataset.
5. Compare and contrast the data and its variations with visualization techniques.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	2	-	-	-	1
CO2	-	3	-	-	-	2
CO3	-	2	-	-	-	2
CO4	-	2	-	3	-	-
CO5	-	3	-	-	-	3

UNIT- I

Introduction: Introduction on Essential Python Libraries- NumPy, Pandas, Matplotlib, IPython and Jupyter, SciKit-Learn, StatsModels; Declaring Variables in Python-Integer, Float, Boolean and String.

Activity I.1: Installation and Setup;

Activity I.2: Basic Exercises Using Python- Input and Output Exercise.

UNIT- II

Built-In Data Structures-I: Introduction to Loops- If, If-else, else, for and while; Introduction to Functions; Strings; Random Number Generation; Performing Basic Statistics on the Generated Random Numbers; Introduction to Built-in Data Structures- List, Dictionary, Set and Tuple;

Activity II.1: Exercise on Loops, Functions and Strings

Activity II.2: Exercises on List- List Operations and Manipulations, List Functions, List Slicing, List Comprehension.

UNIT- III

Built-In Data Structures-II: Introduction to Dictionary- Operations and Manipulations, Dictionary Functions and Comprehension; Introduction to Sets- Operations and Manipulations and Comprehension; Introduction on Tuples- Creation of a Tuple, Operations and Manipulations, Unpacking a Tuple

Activity III.1: Exercise on Dictionary and Sets Activity III.2: Exercise on Tuples

UNIT- IV

Working With Pandas Dataframe: Loading the dataset into Pandas Data Frame; Type of the Dataset; List of Columns in the Dataset; Printing first 5 and last 5 records; Transpose Operation; Shape and Information of Dataset; Slicing and Indexing; Value Counts and Cross Tabulations; Sorting Data Frame by Column Values; Creating New Columns; Grouping and Aggregating; Joining Data Frames; Applying Different Operations; Conditional Filtering; Dropping a Column or a Row.

Case Study: World Happiness Score Data

UNIT- V

Data Visualization Using Matplotlib and Seaborn: Importance of Data Visualization in presenting a Business Problem; Types of Charts- Bar Chart, Pie Chart, Histogram, Distribution Plot, Box Plot, Comparing Distributions, Scatter Plot, Pair Plot and Heat Map. Subplots, Colors, Markers, Line Styles, Ticks, Labels and Legends, Annotations and Drawing on a Subplot

Case Study: Data Visualization of Retail Mart Data.

Text Books:

1. Gowrishankar, Veena, "Introduction to Python Programming", 1st Ed., CRC Press, 2019.
2. Fabio Nelli, "Python Data Analytics", 2nd Ed., Apress, 2018.
3. Wes McKinney, "Python for Data Analysis", 2nd Ed., OREILLY, 2017.
4. Samir Madhavan, "Mastering Python for Data Science", 1st Ed., Packt Publishing, 2015.

Suggested Readings:

1. Bhasin, "Python Basics", 1st Ed., Mercury Learning and Information, 2019.
2. Nichola Lacey, "Python by Example", 1st Ed., Cambridge University Press, 2019.
3. Robert Johansson, "Numerical Python", 2nd Ed., Apress, 2019.
4. Pratap, "Statistics for Machine Learning", 1st Ed., Packt Publishing, 2017.
5. Zed A Shaw, "Learn Python 3 the Hard Way", 1st Ed., Addison- Wesley, 2017.
6. Unpingco, "Python for Probability, Statistics and Machine Learning", 2nd Ed., Springer, 2016.

23MBC302**INTERNSHIP**

Instruction	4-5 weeks/90 hrs
Duration of Semester End Examination	-
Semester End Examination	-
Continuous Internal Evaluation:	100 Marks
Credits	2

Course Objectives:

This course aims to:

1. To equip the students with the opportunity to apply the theoretical knowledge and skills acquired during their coursework to real-world business scenarios and enhance their managerial, leadership, problem-solving, and decision-making skills through hands-on experience.
2. To facilitate networking opportunities for students to connect with professionals in their field of interest, potentially leading to future job opportunities or mentorship
3. To Foster the development of professionalism, work ethics, and adaptability in a real business environment.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Demonstrate their practical skills, industry knowledge, and adaptability, making them more attractive to potential employers.
2. Connect with professionals, mentors, and industry experts, expanding the students' professional network and potential job prospects.
3. Gain Improved Self-Awareness and gain a better understanding of their strengths, weaknesses, and areas for improvement, which can guide their professional development.
4. Acquire Industry Insights and exposure to industry-specific challenges, market dynamics, and best practices, equipping students with valuable insights and knowledge.
5. Get Job Offers from the companies, get an opportunity for higher education or set up a start-up.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	3	3	3	1
CO2	3	3	3	3	3	1
CO3	2	2	3	2	3	3
CO4	2	2	2	3	2	2
CO5	1	1	1	3	3	3

Assessment:

Stages of Evaluation	Marks
1. Evaluation by Faculty & Industry	30 Marks
2. Evaluation by Faculty Guide	30 Marks
3. Evaluation through Seminar Presentation/Viva-voce at the Institute	40 Marks
Total	100 Marks

Details are giving in the Academic Rules: p.7 & 8; 14 to 27 (Annexure-I)

23MBC303**PROJECT WORK (PART-1)**

Instruction	4 Hours per week
Duration of Semester End Examination	-
Semester End Examination	-
Continuous Internal Evaluation:	100 Marks
Credits	2

Course Objectives:

This course aims to:

1. To teach students how to conduct a comprehensive literature review, critically analyze existing research, and identify relevant theories and concepts.
2. To enable students to identify research gaps, formulate clear research questions, and define the scope of their proposed studies.
3. To guide the students in selecting appropriate research methodologies, data collection techniques, and analysis methods based on their research questions.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Conduct a comprehensive literature review to establish the context, theoretical framework, and rationale for their research.
2. Develop clear and focused research questions that address gaps in existing literature or real-world issues.
3. Choose appropriate research methodologies, whether qualitative, quantitative, or mixed methods, aligned with their research objectives.
4. Design research plans that outline data collection procedures, data analysis techniques, and sampling strategies.
5. Understand and apply ethical standards of conduct in the collection and evaluation of data and other resources

COs	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	1	2	2
CO2	3	2	1	1	1	2
CO3	3	3	2	2	2	3
CO4	2	3	1	3	-	2
CO5	2	2	2	2	3	3

Assessment:

Assessment (CIE) will be carried out at the end of III semester by the Committee (constituted by Head of the Department) for 100 max marks on the below parameters:

	Criteria	Max. Marks Awarded
1.	Title and Significance of the Study	10
2.	Objectives and Hypothesis	10
3.	Relevance of Review of Literature	10
4.	Sources of Data (Primary & Secondary)	10
5.	Statistical Tools (Identification & Relevance)	10
6.	Interaction and Discussion with Guide	10
7.	Organization of PPTs & Presentation Skills	10
8.	Answering the Queries	10
9.	*Paper presented in Conferences	20
Total		100

*Papers presented in Conferences [National 10 marks, International (within India) 15 marks, International Abroad 20 marks]

Details are provided in MBA Academic Rules (R-23): p.no.8; 28 (Annexure-II)

23MBD301**COMPREHENSIVE DEVELOPMENT - III**

Instruction	-
Duration of Semester End Examination	-
Semester End Examination	-
Continuous Internal Evaluation:	-
Credits	50 Marks 1

Course Objectives:

This course aims to:

1. To develop the students with practical experiences that reinforce the concepts taught in the classroom and enhance their managerial skills and soft skills.
2. To allow the students to pursue interests, develop skills, and socialize beyond the classroom setting through extra-curricular activities.
3. To encourage the students to engage with the community extension programs and activities; and to promote the overall health and wellness.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Develop leadership skills, network with professionals and gain practical experience outside of the classroom.
2. Grab the opportunities for personal growth, leadership development, and explore new passions.
3. Transform themselves as leaders to social change to provide solutions to social problems.
4. Develop themselves, enhance skills, and make a positive impact on the department, institute, and the community at large.
5. Lead a holistic sense of wellness, promoting a social, emotional, physical, mental and intellectual growth of a student.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	1	2	2
CO2	2	2	1	1	2	1
CO3	2	2	2	1	1	1
CO4	2	2	1	1	2	1
CO5	1	1	2	1	1	1

Description:

For the holistic development, student shall get engaged in the categories of activities: 1. Co-Curricular Activities, 2. Extra-curricular activities, 3. Community Engagement/Extension Activities, 4. Coordinator for Class, Alumni, Internship, Placements, Leadership and Volunteer Roles for Department Activities/Events, participation in department events etc.

The assessment will be done for maximum 50 marks at the end of III semester considering the achievements of III semester only.

Every student shall participate in the activities and submit a report of the participation with the proofs along with learning outcomes. Assessment will be done by a panel formed by the Head of the Department.

Refer MBA Academic Rules (R-23) p.no.7

SEMESTER - IV

S. No.	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination		Credits	
			Hours per week			Duration of SEE in Hours	Maximum Marks		
			L	T	P		CIE		
1	23MBC401	Innovation and Entrepreneurship	3	1	-	3	40	60	4
2	*23MBE401 to 23MBE 408	FE-1	2	1	-	3	40	60	3
3		FE-2	2	1	-	3	40	60	3
4		SE-1	2	1	-	3	40	60	3
5		SE-2	2	1	-	3	40	60	3
6	*23MBE401 to 23MBE 408	FE-1	2	1	-	3	40	60	3
		FE-2	2	1	-	3	40	60	3
		SE-1	2	1	-	3	40	60	3
		SE-2	2	1	-	3	40	60	3
7	23MBC402	Project Work (Part-2)	-	-	6	-	100	100	4
8	23MBD401	Comprehensive Development -IV					50	-	1
		Total	11	5	6	-	350	400	21
		Clock Hours Per Week: 22							

*Note: IV semester Electives are given in the separate table

L: Lecture

T: Tutorial

CIE: Continuous Internal Evaluation

P: Practical

SEE: Semester End Examination

Elective wise Course Titles in IV Semester		
Elective	Course Code	Course Title
Finance (F)	23MBE401	Financial Risk Management
	23MBE402	International Finance
Human Resource (HR)	23MBE403	Industrial Relations and Labour Laws
	23MBE404	Leadership and Change Management
Marketing (M)	23MBE405	Consumer Behaviour
	23MBE406	Services and Retail Marketing
Business Analytics (BA)	23MBE407	Artificial Intelligence and Machine Learning
	23MBE408	Cloud Computing

23MBC401**INNOVATION AND ENTREPRENEURSHIP**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. Understanding the basic concepts of Innovation and entrepreneurship,
2. To provide insights in converting an idea to an opportunity and develop
3. Familiarizing the concepts of funding, venture capital financing and international entrepreneurial opportunities.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the basic concepts and types of innovation.
2. Explain the importance of Entrepreneurship in Economic Development.
3. Analyse the Feasibility in Report writing.
4. Analyse the different funding sources for promotion of entrepreneurship.
5. Identify the Appropriate agencies for funding to start-ups.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	1	-	1	1	3
CO2	1	1	-	2	1	3
CO3	3	3	1	2	1	3
CO4	1	1	-	2	1	3
CO5	1	1	-	2	2	3

UNIT - I

Innovation: Meaning, difference between innovation and creativity, Innovation types and Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation, and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction.

UNIT - II

Entrepreneurship: Definition, Factors, Characteristics, Functions, Types and Skills. entrepreneur v/s manager, Concept of intrapreneurship, entrepreneurial decision process, challenges faced by entrepreneurs and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship. Role of Innovation and Entrepreneurship in Economic Development.

UNIT - III

From Idea to opportunity: Idea generation- sources and methods, Concept of Design Thinking, idea to business opportunity, Opportunity assessment, Business Plan, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

UNIT - IV

Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial requirement; Sources of finance – Banks, and Financial Institutions, Financing of Small-Scale Industries in Developing Countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export-oriented units – fiscal and tax concessions. Overview of MSME policy of government in India. Entrepreneurship Development Programs.

UNIT - V

Launching a Business Venture: Process of New Venture and its Challenges, Venture capital, Angel investing, Crowdfunding. Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Textbooks:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing, 2009.
2. Madhurima Lall, Shika Sahai: Entrepreneurship, 2nd edition, Excel Books, 2011.
3. Mitra, Jay: The Business of Innovation, SAGE Publishing, 2017.
4. Robert Hirsch Michael Peters Dean Shepherd, Entrepreneurship 10th Ed (Indian Edition) McGraw Hill, 2016.

Suggested Readings

1. Rajeev Roy: Entrepreneurship, Oxford University Press, 3rd Edition, 2020.
2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co., 2006
3. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications., 2021.
4. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. 2016
5. "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann), HBR. 2020
6. Afuah, A. Innovation Management: Strategies, Implementation, and Profit. Oxford University Press, 2003.

23MBE401**FINANCIAL RISK MANAGEMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To make the Students understand the various facets of Risk Management.
2. To provide in depth the concept of Derivatives and its various types.
3. To familiarize the Students about Forwards, Futures, Swaps and Options.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the measures and differentiate between different types of Risks that an Organization faces.
2. Have a comprehensive view about types of Derivatives and their Trading and Settlement.
3. Evaluate Forwards and Futures Contracts and Hedging Strategies.
4. Comprehend the computational aspects of Swaps and the associated Risk.
5. Evaluate various Option Trading Strategies and select the suitable one for the given situation.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	3	-	3	1	3
CO2	3	3	-	3	1	3
CO3	2	3	-	3	2	3
CO4	3	3	-	3	1	1
CO5	3	2	-	2	1	2

UNIT - I

Introduction to Risk Management: Concept, Nature, Source, Measurement, Identification and Evaluation of Risk. Types of Risk. Possible Risk Events, Risk Indicators, Risk Management Process- Pre-requisites and fundamentals. Misconceptions of Risk. An Integrated Approach to Corporate Risk Management. Management of Interest Rate Risk, Credit Risk and Exchange Rate Risk. Non-Insurance methods of Risk Management- Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

UNIT - II

Derivatives – Forwards & Futures: Definition, Evolution and Features of Derivatives, Types of Derivatives, Uses of Derivatives, Participants in Derivative Market, OTC and Exchange Traded Securities; Clearing and Settlement, the Role of Derivatives Market.

Forwards: Definition- Features and pay-off profile of Forward Contracts. Valuation of Forward contracts. **Futures:** Definition- Specifications of Futures Contract - Margin Requirements- Marking to Market- Basis and Convergence of Future price and Spot price. Valuation of Future Contracts. Difference between Forwards and Futures Contracts.

UNIT - III

Swaps: Concept and Nature- Evolution of Swap Market- Features of Swaps - Major Types of Swaps: Interest Rate Swaps- Currency Swaps - Commodity Swaps- Equity Index Swaps. Credit Risk in Swaps - Credit Swaps - using Swaps to Manage Risk - Pricing and Valuing Swaps.

UNIT - IV

Options: Definition - Exchange and OTC Traded Options, Specifications of Options – Option types – Option payoff, Options on Stock Indices and currency. Option Pricing Models: The Binomial Option Pricing Model (BOPM): Assumptions and problems - single and two period models. The Black and Scholes Option Pricing Model (BSOPM): Assumptions and problems.

UNIT - V

Fund Accounting and Mutual Funds: Fund accounting: Definition, concept, types of Fund Accounting (Governmental, Proprietary, and Fiduciary). Mutual Funds: Definition, Concept, Types & classifications, Asset Management Company (AMCs), Computation of NAV of a mutual fund.

Text Books:

1. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education ,11th Ed, 2022.
2. S.K.Mishra, " Derivatives and Risk Management", Everest Publishing House ,2nd Ed., 2010 .
3. David. A. Dubofsky; Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", Oxford University Press, 2003.
4. Sundar Sankaran, "Indian Mutual Funds Handbook: A Guide for Industry Professionals and Intelligent Investors", 5th Ed., Vision Books, 2018.

Suggested Readings:

1. R.Madhumathi,M. Ranganatham, " Derivatives and Risk Management", Pearson Education, 2012 .
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", Institute of Risk Management,4th Ed., 2017.
3. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2nd Ed., Cambridge press, 2009.
4. Prabina Rajib., "Commodity Derivatives and Risk Management", 2nd Ed, PHI, 2017.
5. Ankit Gala & Jitendra Gala., " Guide to Indian Mutual Fund", 2nd Edition, Buzzingstock Publishing House; 2007.
6. Prakash B Yaragol, "Financial Derivatives-Text and cases", Vikas publishing house, 1st edition, 2018.

23MBE402**INTERNATIONAL FINANCE**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To make the students to understand the international finance environment.
2. To provide the students to learn foreign exchange market and determination in the context of risk management.
3. To familiarize the students about corporate decision making in global markets and international tax environment.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the international financial system, international banking and financial instruments.
2. Know and Evaluate exchange rate mechanism and Balance of Payment
3. Understand and solve theories of exchange rate and debt and currency crises.
4. Understand and evaluate the multinational financial functions.
5. Have a comprehensive view about international tax environment.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	1	-	2	2	3
CO2	3	3	-	3	1	2
CO3	3	3	-	2	1	2
CO4	3	3	-	3	1	2
CO5	3	3	-	3	2	3

UNIT - I

International Financial System: Evolution of International Financial System—Gold Standard, Bretton Woods Standard, Floating Exchange Rate, European Monetary System, Currency Board, Sterilized and Unsterilized Intervention; Global Financial Institutions – IMF, Bank for International Settlements; International Banking—Euro Bank, Types of Banking Offices—Correspondent Bank, Representative Office, Foreign Branch, Subsidiary Bank, Offshore Bank.

UNIT - II

Foreign Exchange Market: Distinctive Features and Types, Participants in Foreign Exchange Market, Structure of Foreign Exchange Market in India, Exchange Rate Mechanism – Quotes in Spot Market and Forward Market, Triangular Arbitrage; Nominal Effective Exchange Rate (NEER), Real Effective Exchange Rate (REER); Foreign Exchange Management Act; BOP, BOP Trends in India; Current Account Convertibility, Capital Account Convertibility, Tarapore Committee Report.

UNIT - III

Exchange Rate Determination & Risk Management: Theories of Exchange Rate Behaviour, Parity Conditions – Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International Debt Crises and Currency Crises- Asian Currency Crisis, Greek Debt Crisis; Management of foreign exchange exposure and measurement – Translation, Transaction and Economic exposure.

UNIT - IV

Multinational Corporate Decisions in Global Markets: Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign Investment Decision-Foreign Direct Investment (FDI) – Motives, FDI Theories – Theory of Comparative Advantage, OLI Paradigm of FDI in India, Modes of Foreign Investment, Evaluation of Overseas Investment Proposal using NPV and APV; International Portfolio Diversification – Rationale, Barriers, Home Country Bias.

UNIT-V

US Taxation: Concept, Definition, US Business Tax, US Corporate Tax, US Individual Tax, US Direct Tax, US Tax, Types of various tax forms such as 1065, 1120, 1120s, 1040, 1041, 990, Schedule K-1, K-2 & K-3, Preparation & Reviewing of tax forms, US International Tax compliance Form 1120-F, 5471 and 8858, 8865, 8990, 8991, 8992, FBAR, FATCA, PFIC, etc

Text Books:

1. Eun C.S., Resnick B.G., "International Financial Management", 7th Ed, Tata McGraw Hill Education Pvt. Ltd., 2014.
2. Levi M., "International Finance", 5th Ed, Routledge, Taylor and Francis Group, 2009.
3. Shailaja G, "International Finance", 2nd Ed., Orient Blackswan, 2011.
4. Hendrick Van den Berg, "International Finance and Open Economy Macro Economics", 1st Ed., Cambridge 2009.

Suggested Readings:

1. Sharan V., "International Financial Management", 6th Ed., PHI, EEE, 2012.
2. Apte P.G and Sanjeevan Kapshe., "International Finance", 8th Ed, McGraw Hill, 2020.
3. Kevin.S., Fundamentals of International Financial Management, Second edition, PHI, 2022.
4. Paul Vigna, Michael J. Casey, "The Age of Cryptocurrency", Picador USA, 2016.
5. Madhu., "International Financial Management", 3rd Ed, Excel Books, 2011.
6. Antony Lewis , "The Basics of Bit coins and Block chains: An Introduction to Cryptocurrencies and the Technology that Powers", Mango Media, 2021.

23MBE403**INDUSTRIAL RELATIONS AND LABOUR LAWS**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To develop an understanding of the basics of industrial relations Concepts.
2. To introduce them the concepts of Trade Unions and Labour Administration Machinery.
3. To discuss the importance and various provisions of labour laws in the Digital Era.

Course Outcomes:

Upon Completion of this Course, student will be able to:

1. Apply the knowledge of basics and approaches of industrial relations in real time situations.
2. Understand the dynamics of trade unions and their recognition for successful negotiations.
3. Appraise the process of labour administration and labour policy in the Digital Era.
4. Develop Strategies to deal with various parties involved in Industrial Relations.
5. Interpret and implement various updated provisions related to Labour Laws.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	3	2
CO2	2	1	2	2	2	2
CO3	2	1	1	2	2	1
CO4	2	2	2	2	2	2
CO5	2	2	2	2	2	2

UNIT - I

Industrial Relations Perspectives: Conceptual framework and approaches to Industrial Relations – Factors influencing Industrial Relations in India - Industrial relations vs Employee relations. Industrial conflict - Types and causes of Industrial disputes - Machinery for prevention and settlement of Industrial disputes. Recent Amendments.

UNIT - II

Trade Unions: Structure, characteristics and Functions of Trade Union; Trade Union Act-1926 - Problems of Trade union recognition - Recognition of Trade unions as Collective Bargaining Agents - Problems and Issues involved in Collective Bargaining Process - Role of Collective Bargaining in promoting Industrial amity and peace - Levels of Collective Bargaining i.e. Unit, Plant, Industry, Geographical, National Levels - Industrial Employment (Standing Orders) Act-1946. Recent Amendments.

UNIT - III

Labour legislation Administration: Importance of Labour laws, The classification of Labour Laws - Labour Administration - Evolution of Labour Administration in India - Public Interest Litigation and Child Labour - Role of ILO in Labour Administration. WTO and Social Clause - Employee Discipline: Causes of Indiscipline – Code of Discipline – Disciplinary Procedure – Code of Conduct.

UNIT - IV

Employee Benefits: Defining and Exploring employee benefits - Employee benefits practice - Legal and discretionary benefits practice - The economics of employee benefits - The ESI Act 1948 - The Maternity benefit Act 1961 - The workmen's compensation Act 1923 - The Payment of Gratuity Act 1972 - Employee Provident Fund and Miscellaneous Provisions Act 1952. -Recent Amendments.

UNIT - V

Wage legislation and administration: The need for and importance of Wage legislation - Payment of Wages Act 1936 -The minimum wages Act 1948 - The payment of Bonus Act 1965- Equal remuneration Act 1976 - The context and concept of wage – Components and the determinants of wage -Recent Amendments.

Text Books:

1. C.B. Mamoria, Satish Mamoria, P. Subba Rao, "Dynamics of Industrial Relations", 16th Edition, Himalaya Publishing House, 2022.
2. C.S. Venkat Rathnam, Manoranjan Dhal, "Industrial Relations", 2nd Edition, Oxford University Press - New Delhi, 2017.
3. S.C. Srivastava, "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 8th Edition, 2022.
4. P.N. Singh and Neerajkumar, "Employee relations Management", Pearson Education, New Delhi, 1st Edition, 2011.

Suggested Readings:

1. Joseph J. Mortocchio, "Employee Benefits", 7th Edition, Tata McGraw Hill, New Delhi, 2023.
2. Monappa, Ranjeet Nambudiri, Paturaja Selvaraj, "Industrial Relations and Labour Laws", 2nd Edition, McGraw Hill Education, 2017.
3. P.K. Padhi, "Labour and Industrial Laws", PHI Learning Pvt. Ltd., 4th Edition, 2019.
4. Al Rainnie, "Industrial Relations in Small Firms: Small Isn't Beautiful", Routledge Library Editions, 1st Edition, 2016.
5. Susan Hayter, Chang-Hee Lee, Elgar, "Industrial Relations in the Emerging Economies - The Quest for Inclusive Development", 1st Edition, Edward Elgar Publications, 2018.
6. Venkat Venkatraman, "The Digital Matrix: New Rules for Business Transformation through Technology", Lifetree Media, Penguin Random House India, 2nd Edition, 2023.

23MBE404**LEADERSHIP AND CHANGE MANAGEMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To develop an understanding of the basics of Leadership and Change Management Concepts.
2. To introduce them the concepts of Leadership Approaches and elements of Change.
3. To discuss the importance and various components of Change Management in the Global Era.

Course Outcomes:

Upon Completion of this Course, student will be able to:

1. Apply the knowledge of philosophies, theories and Styles of Leadership in real time situations.
2. Understand the dynamics of Systemic Leadership and its importance in leading.
3. Appraise the process of authority and Obedience and Leading in the Global Era.
4. Develop understanding towards the Realities, forces of Change and Manage Change accordingly.
5. Interpret and Implement desired behaviours and group dynamics and implement Change.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	3	2
CO2	2	2	2	3	2	2
CO3	2	2	1	1	3	2
CO4	2	2	2	2	2	2
CO5	2	1	2	2	2	2

UNIT - I

Philosophies of Leadership: The Allure of Leadership - Defining Leadership - Leadership Theory - Practice and Paradigms - Transformational versus Transactional Leadership-Strategic Importance of Leadership, Leadership Theories, Presentation on Indian leaders, Leadership issues in current business environment. Emotional Intelligence - The Power of Reframing-The Systemic Leadership Approach: An Introduction - Becoming a Systemic Leader - The Fascination with Leader and Leadership.

UNIT - II

The Systemic Leadership: Systemic Leadership - The Concept-The Goal of Systemic Leadership-Key Assumptions that Underpin the Systemic Leadership Approach-Mobilizing Others-Followers-Systemic Leadership as Transformational Leadership-Systemic Leadership as an Activity-Capacity versus Capability-The Role of Leadership versus the Role of Authority Adaptive versus Technical Work-Adaptive Work-Technical Work-The Tasks of Systemic Leadership-Systemic Leadership Tasks Outlined-Case Study: Old College University-The Importance of Vision.

UNIT - III

Authority and Obedience: Defining Authority-The Role of Authority in Our Lives-Engaging with Authority-Obedience and Authority-The Moral Force of Authority-The Concept of Transference-Max Weber and Authority (Legitimacy, Rational Authority, Traditional Authority, Charismatic Authority)- Formal and Informal Authority- Authority and New Realities- Leading with or without Authority.

UNIT - IV

Forces of Change: Primary Goal of Organizations- The Forces of Change- Change and loss- Good Change and Bad Change- Adaptive, Creative and Innovative Responses to Change- The Shape of New Realities- The Prime Task of Leadership in Managing Change.

UNIT - V

Group Dynamics and Change: Systems Thinking- New Realities and the Impact of Change- Embracing the Shadow- The Tasks of organizations-The Ethical Orientation of Groups- Organizational Culture and Change- The Anxieties, Defences and Tensions of Change- Responses to change- Expanding Group Dynamics to the Organization- Containment Function of Leadership- Creating a Holding Environment- Understanding the dimensions of culture, what do cultures do, Creating and Sustaining culture, Managing Change.

Textbooks:

1. Annabel Beerel, "Leadership and Change Management", 2nd Edition, Sage Publications Ltd., 2009.
2. Keow Ngang Tang, "Leadership and Change Management", First Edition, Springer, 2019.
3. Patrick Dawson, Constantin Andriopoulos "Managing Change, Creativity and Innovation", 2nd Edition, Sage Publications Ltd., 2014.
4. Lee R Beach, "Leadership and the Art of Change", 1st Edition, Sage Publications Ltd., 2005.

Suggested Readings:

1. Gary Yukl, Nihanth Uppal, Leadership in organizations, 3e, Pearson, 2019.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
3. Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011.
4. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
5. Mark Hughes, Managing Change, Universities Press, 2011.
6. Alfranch Nahavandi, The Art and science of Leadership, Pearson,7e, 2018

23MBE405**CONSUMER BEHAVIOUR**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To give the perspective of Consumers, their Buying Behavior patterns and address the importance of environmental influences on volatile Consumer Behavior.
2. To get the students acquainted with the concepts of Consumer Motivation, Personality, Perception and its implication that help them in obtaining knowledge on individual determinants of Consumer Behavior.
3. To enable students to understand the consumer decision making process and gain insights about the models of Consumer Behavior comprehensively.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the concepts to be applied to Marketing strategy.
2. Analyze the environmental factors affecting Consumer Buying Behavior and learn the impact of socio-cultural settings on the consumption behavior.
3. Develop the Marketing Strategies by applying the dynamics that influence consumers in taking decisions.
4. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a Consumer Behavior perspective.
5. Evaluate the dynamics of Human behavior and the basic factors that influence the Consumer Decision Process.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	2
CO2	3	3	2	3	1	2
CO3	2	3	1	2	2	2
CO4	3	3	2	2	1	1
CO5	2	2	1	3	1	1

UNIT - I

Introduction: Introduction, Definition, Customers and Consumers, Consumer Behavior and its Applications, Evolution of Consumer Behavior, Market Research and Consumer Behavior, Market Segmentation and Positioning, Consumer Behavior Model, Role and Impact of social-Media on Consumer Behavior, Social Media Marketing- Impact, benefits and challenges Consumer Behavior Analytics.

UNIT - II

Environmental Influences on Consumer Behavior: Culture, Cross-Cultural Subcultures – Nature and characteristics and influence, Social Class - Process of Social Stratification, Social Class and Consumer Behavior, Social Groups -Classification and Properties, Reference Groups- Nature and types, Family, Family Life Cycle, Family Purchasing Decisions, Communication and Influence Flow, Opinion Leadership, Adoption and Diffusion of Innovations.

UNIT - III

Individual Determinants of Consumer Behavior: Personality and Self-Concept- Theories and Applications, Self-Concept, and Consumer Behavior; Motivation and Involvement - Nature and Role of Motives, Dimensions of Involvement. Information Processing - Information Acquisition, Perceptual Encoding, Marketing Implications. Learning and Memory- Characteristics and theories, Retrieval of Information. Attitudes - Characteristics, Functions, Sources of Attitude Development, Attitude Theories

and Models.

UNIT - IV

Consumer Decision Processes: Problem Recognition- Types, Situations, Results, Marketing-Implications. Search and Evaluation of Information- Process and Marketing Implications. Purchasing Processes Choosing a Store, In-Store Purchasing Behavior, Non-store Purchasing Processes, Purchasing Patterns. Post Purchase Behavior, Product Disposition, Social-Media influence on attitudes, beliefs and Purchasing Decisions of a Consumer,

UNIT - V

Models of Consumer Behavior: Microeconomic Model, Macroeconomic Model. Contemporary Models Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell- Model, Sheth Family Decision Making Model, Bettman's information Processing Model, sheth-Newman Gross model of Consumption Values, Mc Kinsey social media model.

Text Books:

1. Loudon, L. D., & Albert, J. Della Bitta, Consumer Behavior, 5th edition, Tata Mcgraw Hill, Reprint, 2017.
2. Schiffman and Kannik, Consumer Behaviour, 11th edition, Pearson Edition, 2015.
3. Kumar Dinesh, Consumer Behaviour, 1st edition, Oxford publication, 2015.
4. Dan Zarrella, The Social Media Marketing Book (E Book), Published by Orielley, 2009

Suggested Readings:

1. Solomon, M. R., Consumer behaviour: buying, having, and being, 11th edition, Pearson EducationIndia, 2015.
2. Leon G. Schiffman, J. Wisenblit and S. Ramesh Kumar, Consumer Behavior, 12th edition, Pearson Education, 2018.
3. Kardes, Frank R, Consumer Behavior and Managerial Decision Making, 2nd Edition, Pearson, 2001.
4. Suja R. Nair, Consumer Behaviour in Indian Perspective, HPH, 2013.
5. Gupta, S. L., & Pal, S., Consumer Behaviour- An Indian perspective, Text and cases, 2nd edition, SultanChand & Sons, 2013.
6. Black-well, R.Miniard PW and Engel, Consumer Behaviour, Thompson learning, 2010.

23MBE406**SERVICES AND RETAIL MARKETING**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To provide students with the concepts of Services, identify critical issues in service design, building service model.
2. To provide an in-depth understanding on strategies to deal with characteristics of services and the unique challenges inherent in managing and delivering quality services and concept of services marketing triangle.
3. To create awareness on retail formats, theories and discuss the issues relating to merchandise management, emerging concepts.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Understand the concepts of services and how unique characteristics impact on design and execution of marketing strategies of services; and basics and the retail scenario in emerging markets.
2. Understand how 7Ps of marketing can be used to address various marketing issues and recognise the challenges faced in services delivery as outlined in the Gaps model.
3. Apply suitable marketing mix for various services and develop strategies to deal with characteristics of services.
4. Design unique retail formats considering the need of the customers.
5. Analyze consumer evaluations of retail offerings and apply retail concepts to real situations and formulate retail marketing strategies for the success of retail industry.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	1	-	-	2	1	1
CO2	1	1	-	2	1	2
CO3	3	2	1	3	2	2
CO4	3	1	2	3	2	2
CO5	3	2	1	2	3	2

UNIT - I

Introduction: Introduction to Services Industry, Services Concepts- Nature and Characteristics of Services, Scope of Goods and Services, Goods- Services continuum, 4Is of Services, Service Encounters, Types of Services Industries.

Retailing – Concept of Retail, How Retail Business works? Organized vs Unorganized retailing, Retail Scenario in emerging markets (India) - Significance, Indian retail sector evolution in different sector.

UNIT - II

Service marketing Mix and Service Excellence: Services Marketing Mix: Product, Pricing, Promotion, People, Physical evidence and Process. Service Excellence – Enabling Service Excellence, Delivering Value, Service Failure & Recovery, Service Quality, Customer Loyalty.

UNIT - III

Strategies for Service Marketing: Overview, Strategies for dealing with Intangibility, Inventory, Inconsistency and Inseparability. Service Marketing Triangle- External Marketing, Internal Marketing, Interactive Marketing.

UNIT - IV

Retail Marketing: Retail Classification system and Retail formats, Retail Strategy mix, Retail Pricing- Pricing basics, methods and consequences, role of franchising in retail, Technology in retail, CRM in retailing. E-tailing- Basics, various E-tailing business models, future of e-tailing, challenges.

UNIT - V

Merchandise Management: Sources of Merchandise, Merchandise Presentation Techniques, Category Management, Store Layout and Visual Merchandising – Fundamental of Store Design, Types of Display Areas, Space Planning, Point of Purchase, Retail Operations – Controlling Store Operations, Customer Evaluation.

Text Books:

1. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases", Galgotia Publishing Company - New Delhi, 2008.
2. S.M.JHA, "Services Marketing", 7th ed., Himalaya Publishing House Pvt Ltd, 2018.
3. A J Lamba, "The Art of Retailing", TMH, 2009.
4. Barton A Weitz and Michael Levy, "Retailing Management", McGraw-Hill Education, 8th ed., 2011.

Suggested Readings:

1. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., "Services marketing: Integrating Customer Focus Across the Firm", 7th edition, McGraw-Hill Education, 2017.
2. Jayanta Chatterjee, Christopher Lovelock, Jochen Wirtz, "Services Marketing: People, Technology, Strategy", 8th edition, Pearson, 2017.
3. David Gilbert, "Retail Marketing Management", 2nd Edition, Pearson Education, 2006.
4. Barry R.Berman, Joel R.Evans, Patrali M.Chatterjee, "Retail Management: A Strategic Approach", 13th edition, 13th ed., Pearson Education India, 2017.
5. Michael Levy, Barton Weitz and Dhruv Grewal, "Retailing Management", 11th edition, McGraw-Hill Education, 2023.
6. Piyush Kumar Sinha and Dwarika Prasad Uniyal, "Managing Retailing", 3rd edition, Oxford University Press, 2018.

23MBE407**ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To understand the various Machine Learning Algorithms.
2. To familiarize various Classification Techniques and Recommender Systems.
3. To get the students acquainted with the concepts of different searching techniques of AI systems.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Define the concept of Artificial Intelligence.
2. Apply real life problems in a state space representation so as to solve them.
3. Understand the features of machine learning to apply on real world problems.
4. Compare and contrast Classification and Regression problems.
5. Evaluate various types of recommendation systems.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	1	-	-	-	2
CO2	2	3	-	-	2	2
CO3	3	1	-	-	-	1
CO4	3	-	-	1	-	-
CO5	2	-	-	-	-	3

UNIT - I

Artificial Intelligence: Introduction- Meaning and Foundations of AI, History of AI. Intelligent Agents- Agents and Environments, Concept of Rationality, Nature of Environments, The Structure of Agents, AI: The present and Future.

Problem Solving-I: Solving Problems by Searching- Problem Solving Agents, Searching for Solutions, Uninformed Search Strategies

UNIT - II

Problem Solving: Informed Search Strategies, Heuristic Functions, Beyond Classical Search- Local Search Algorithms, Constraint Satisfaction Problems, Chatbot –Introduction, Characteristics and its importance.

UNIT - III

Machine Learning: What is Machine Learning, Types of Machine Learning Algorithms- Supervised, Unsupervised and Reinforcement Learning.

Supervised Learning- Linear Regression, K Nearest Neighbors.

Case Study: Stock Price prediction using Linear Regression, Predicting Employee Churn Using KNN.

UNIT - IV

Decision Tree Classification: Introduction to Decision Tree; Building Decision Tree Classifier using Gini Criteria; Measuring Test Accuracy; Displaying the Tree; Building Decision Tree Classifier using Entropy Criteria; Finding Optimal Criteria; Maximum Depth of the Tree and Benefits and Disadvantages of Decision Tree

Case Study: Applying Decision Tree Classification on German Credit Data.

UNIT - V

Recommender Systems Using Machine Learning: User Based Similarity- Calculating Cosine Similarity Between Users, Filtering Similar Users, Challenges with User Based Similarity. Item Based Similarity- Calculating Cosine Similarity between Movies, Finding Most Similar Movies. Matrix Factorization Case Study: Application of Recommender System using Netflix Movie Recommender Data.

Text Books:

1. Wei- Meng Lee, "Python Machine Learning", 3rd Ed., Weily, 2019.
2. Rich, Knight, Nair, "Artificial Intelligence", 3rd Ed., Tata McGraw Hill, 2017.
3. Tom M. Mitchell, "Machine Learning", 4th Ed., McGraw Hill, 2017.
4. Russell, Norvig, "Artificial Intelligence: A Modern Approach", 2nd Ed., Pearson Education, 2015.

Suggested Readings:

1. Paul Deitel, Harvy Deitel, "Python for Programmers- with introductory AI Case Studies", 1st Ed. Pearson Education, 2019.
2. Puneet Mathur, "Machine Learning Applications Using Python: Cases Studies from Healthcare, Retail, and Finance", 1st Ed., Apress, 2019.
3. Joshua Eckroth, "Python AI Projects for Beginners", 1st Ed., Packt Publishers, 2018.
4. Shalev-Shwartz, Ben-David, "Understanding ML from Theory to Algorithms", 1st Ed., Cambridge University Press, 2014.
5. Stephen Marsland, Machine Learning - An Algorithmic Perspective, 2nd Ed., CRC Press, 2014.
6. Saroj Kaushik, "Artificial Intelligence", 1st Ed., Cengage Learning India, 2011.

23MBE408**CLOUD COMPUTING**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To impart the basics of cloud computing for business management.
2. To illustrate and explore the benefits of cloud storage and its applications, usage by managers.
3. To enable students explore cloud computing driven real time systems.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the characteristics and models in Cloud computing.
2. Assess Cloud services applications and the challenges associated with Cloud Computing.
3. Apply various cloud services and deployment models and virtualization techniques for business.
4. Analyze the concepts of cloud storage and demonstrate their use.
5. Evaluate various cloud programming models and apply them in virtual office management.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	-	-	-	-	1
CO2	2	2	-	-	-	2
CO3	2	2	-	-	2	2
CO4	2	-	-	-	2	2
CO5	-	3	-	-	2	2

UNIT - I

Introduction to Cloud Computing: Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud

UNIT - II

Cloud Services Applications: Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management – Event Management – CRM. Cloud Service Development tools - Word Processing, Databases, Storing and File Sharing on Cloud

UNIT - III

Cloud Computing for Managers: Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for Projects, Cloud Computing for Business

UNIT - IV

Cloud Management: Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End- User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models.

UNIT - V

Virtual Office Management: Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business

Text Books:

1. John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", CRC Press, Taylor & Francis Group, Boca Raton London, 2010.
2. Kumar Saurabh, "Cloud Computing – Insights into new era infrastructure", 2nd Edition, Wiley India, 2011.
3. Michael Miller, "Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online", Que Publishing, 2009
4. Haley Beard, "Cloud Computing Best Practices for Managing and Measuring Processes for Ondemand Computing, Applications and Data Centers in the Cloud with SLAs", Emereo Pty Limited, 2008.

Suggested Readings:

1. Alfredo Mendoza, "Utility Computing Technologies, Standards, and Strategies", Artech House INC, 2007.
2. Bunker and Darren Thomson, "Delivering Utility Computing", John Wiley and Sons Ltd, 2006.
3. Igor Fyanberg, Hui-LanLu, Dorskuler, "Cloud Computing business Trends and Technologies", Wiley Publishers, 2016.
4. Michael Hugos, "Business in the Cloud", John Wiley & Sons Ltd., 2011.
5. Joe Wienman, "Cloudonomics: The Business value of cloud computing", John Wiley and sons Ltd, 2012.
6. Anthony T.Velte, Toby J. Velte, Robert Elsenpeter, "Cloud Computing: A Practical Approach", McGraw Hill Publishers, 2010.

23MBC402**PROJECT WORK (PART-2)**

Instruction	6 Hours per week
Duration of Semester End Examination	
Semester End Examination	100 Marks
Continuous Internal Evaluation:	100 Marks
Credits	4

Course Objectives:

This course aims to:

1. To familiarize students with the various stages of the research process, from formulating research questions to presenting findings.
2. To enhance students' research skills, including data interpretation and presentation.
3. To improve students' written and oral communication skills, particularly in presenting project findings and recommendations.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Effectively and clearly present project findings, analyses, and recommendations clearly through written reports and presentations.
2. Formulate practical, data-driven solutions or recommendations to address the identified business problems.
3. Exhibit professionalism, ethical behaviour, and integrity throughout the project work.
4. Demonstrate awareness of ethical considerations in research, including the protection of participants' rights and proper citation practices.
5. Apply the knowledge gained in the course to independently develop and refine research proposals for future academic or professional projects.

Assessment:**CIE Evaluations (100 Marks)**

S.No	Criteria	Marks Awarded
1.	Presentation of the Report	20
2.	Quality of Writing style	10
3.	Heading, sub-heading, spacing, rules of citations etc.	10
4.	Adherence to the Guidelines	10
5.	PPT Presentation	20
6.	Answering the Queries	10
7.	*Research Paper/Case Studies Submitted for Journals/Case Studies Series/inventory in Department	20
	Total	100

*ABDC Journals/Journals listed by CBIT

SEE Evaluation (100 Marks)

S.No	Criteria	Marks Awarded
1.	Project Report	40
2.	Viva Voce	40
3.	*Outcome/Learnings of the Project – Contribution of the Work (Business Impact, Social Impact etc)	20
	Total	100

Refer MBA Academic Rules (R-23) P.8 & 29 (Annexure-II)

23MBD401**COMPREHENSIVE DEVELOPMENT - IV**

Instruction	-
Duration of Semester End Examination	-
Semester End Examination	-
Continuous Internal Evaluation:	50 Marks
Credits	1

Course Objectives:

This course aims to:

1. To develop the students with practical experiences that reinforce the concepts taught in the classroom and enhance their managerial skills and soft skills.
2. To allow the students to pursue interests, develop skills, and socialize beyond the classroom setting through extra-curricular activities.
3. To encourage the students to engage with the community extension programs and activities; and to promote the overall health and wellness.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Develop leadership skills, network with professionals and gain practical experience outside of the classroom.
2. Grab the opportunities for personal growth, leadership development, and explore new passions.
3. Transform themselves as leaders to social change to provide solutions to social problems.
4. Develop themselves, enhance skills, and make a positive impact on the department, institute, and the community at large.
5. Lead a holistic sense of wellness, promoting a social, emotional, physical, mental and intellectual growth of a student.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	1	2	2
CO2	2	2	1	1	2	1
CO3	2	2	2	1	1	1
CO4	2	2	1	1	2	1
CO5	1	1	2	1	1	1

Description:

For the holistic development, student shall get engaged in the categories of activities: 1. Co-Curricular Activities, 2. Extra-curricular activities, 3. Community Engagement/Extension Activities, 4. Coordinator for Class, Alumni, Internship, Placements, Leadership and Volunteer Roles for Department Activities/Events, participation in department events etc.

The assessment will be done for maximum 50 marks at the end IV semester considering the achievements of IV semester only.

Every student shall participate in the activities and submit a report of the participation with the proofs along with learning outcomes. Assessment will be done by a panel formed by the Head of the Department.

Refer MBA Academic Rules (R-23) p.no.7

With effect from AY 2022-23

CBIT- SCHOOL OF MANAGEMENT STUDIES (A)

Nurturing Leadership Capabilities

SYLLABI OF SERVICE COURSES

(With effect from Academic Year 2022-23)



CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY

(An Autonomous Institution) Affiliated to Osmania University
Kokapet Village, Gandipet Mandal, Hyderabad - 500 075. Telangana
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Phone Nos.: 040-24193276 / 277 / 279



VISION

To Establish an Institutional Culture for Management Education and Research to Achieve Sustainable Impact on Society

MISSION

- To Impart Quality Management Education through Innovative Teaching and Learning Practices.
- To Promote Research and Innovation through Collaborations.
- To Cultivate in Students a sense of Professionalism, Ethics, and Social Responsibility.
- To Nurture Innovative Business Leaders and Entrepreneurs through Integrated Education.



Program Educational Objectives

PEO	PEO Statements
PEO 1	Graduates will develop a comprehensive understanding of management theories and practices and apply them effectively to solve complex business problems.
PEO 2	Graduates will inculcate research attitude in interdisciplinary fields through experiential learning and the development of entrepreneurial skills.
PEO 3	Graduates will adapt to dynamic and competitive business environment with leadership, collaborative and supportive team environment.
PEO 4	Graduates will acquire a diverse set of professional skills that enhance employability, entrepreneurship, and enable further academic pursuits at an advanced level.

Program Outcomes & Program Specific Outcome (PSO)

PO/PSO	PO Statements
PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and Critical thinking abilities for data-based decision making.
PO 3	Ability to develop Value based Leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO 1	Equipped with professional skills for Employment, Entrepreneurship and Higher Education.

About the Department

CBIT- School of Management Studies was established in the year 1996 with an aim to prepare the youth to the outstanding Management Professionals and Entrepreneurs characterized by Integrity and Social responsibility to compete with the Students Globally. Students are trained by providing Professional, Competitive and Industry relevant Education up to date with Sustainable Value Addition.

Since inception in 1996, the School of Management Studies has been imparting quality management education to students through experienced and expert faculty members. The department offers four specializations: Marketing, Finance, HR, and Business Analytics. In addition to their specializations, Students undergo Internships and Projects to have practical exposure and apply the theory in the Practice. Skill Development courses are also offered to enhance their managerial skills, capabilities, knowledge and team work. The department has been striving for excellence in Academics, Research, Co-curricular, Extra-Curricular and Extension Activities besides equipping the students with moral and human values. The education and exposure that the students have at School of Management Studies during the two years makes them confident to join the World of Business and face the challenges of the Corporate. SMS has a large pool of Globally Competitive Talent aspiring to step into the Corporate World.

SMS is committed to ensure that new generation of Managers, Technocrats and Entrepreneurs enter the World of Challenges prepared and dedicated to serve their Employees, Stakeholders, Professions, Communities and Society at large. SMS is playing a key role in developing close interaction between the SMS and Industry to train the student to meet the expectations.

22MBC01

ENGINEERING ECONOMICS AND ACCOUNTANCY

Instruction	3L Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
CIE	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To demonstrate the importance of Managerial Economics in Decision Making.
2. To explain the concept of Accountancy and provide basic knowledge on preparation of Final accounts.
3. To understand the importance of Project Evaluation in achieving a firm's Objective.

Course Outcomes:

Upon completion of this Course, student will be able to:

1. Apply fundamental knowledge of Managerial Economics concepts and tools.
2. Analyze various aspects of Demand Analysis, Supply and Demand Forecasting.
3. Understand Production and Cost relationships to make best use of resources available.
4. Apply Accountancy Concepts and Conventions and preparation of Final Accounts.
5. Evaluate Capital and Capital Budgeting decision based on any technique.

CO-PO Articulation Matrix

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	1	1	3	1	1	1	1	1	1	1	-	-
CO 2	2	2	2	2	-	1	1	1	-	1	-	1
CO 3	1	2	1	2	2	-	2	1	-	1	-	-
CO 4	2	2	1	2	2	1	1	3	-	1	-	-
CO 5	1	3	1	2	1	1	2	-	-	1	2	1

UNIT - I

Introduction to Managerial Economics: Introduction to Economics and its evolution - Managerial Economics - its Nature and Scope, Importance; Relationship with other Subjects. Its usefulness to Engineers; Basic concepts of Managerial economics - Incremental, Time perspective, Discounting Principle, Opportunity Cost, Equimarginal Principle, Contribution, Negotiation Principle.

UNIT - II

Demand and Supply Analysis: Demand Analysis - Concept of Demand, Determinants, Law of demand - Assumptions and Exceptions; Elasticity of demand - Price, Income and Cross elasticity - simple numerical problems; Concept of Supply - Determinants of Supply, Law of Supply; Demand Forecasting - Methods.

UNIT - III

Production and Cost Analysis: Theory of Production - Production function - Isoquants and Isocosts, MRTS, Input-Output Relations; Laws of returns.

Cost Analysis: Cost concepts – Types of Costs, Cost-Output Relationship – Short Run and Long Run; Market structures – Types of Competition, Features of Perfect Competition, Price Output Determination under Perfect

With effect from AY 2022-23
Competition, Features of Monopoly Competition, Price Output Determination under Monopoly Competition Break-even Analysis – Concepts, Assumptions, Limitations, Numerical problems.

Unit - IV

Accountancy: Book-keeping, Principles and Significance of Double Entry Bookkeeping, Accounting Concepts and Conventions, Accounting Cycle, Journalization, Ledger accounts, Trial Balance concept and preparation of Final Accounts with simple adjustments.

Unit - V Capital and Capital Budgeting: Capital and its Significance, Types of Capital, Estimation of Fixed and Working capital requirements, Methods and sources of raising finance. Capital Budgeting, Methods: Traditional and Discounted Cash Flow Methods - Numerical problems.

Text Books:

1. Mehta P.L."Managerial Economics: Analysis, Problems and Cases", Sultan Chand & Son's Educational publishers, 2016.
2. Maheswari S.N. "Introduction to Accountancy", Vikas Publishing House, 12th Edition, 2018.

Suggested Readings:

1. Panday I.M. "Financial Management", 11th edition, Vikas Publishing House, 2016.
2. Varshney and K L Maheswari, Managerial Economics, Sultan Chand, 2014.
3. M. Kasi Reddy and S. Saraswathi, Managerial Economics and Financial Accounting, Prentice Hall of India Pvt Ltd, 2007.
4. A. R. Aryasri, Managerial Economics and Financial Analysis, McGraw-Hill, 2018.

PRINCIPLES OF MANAGEMENT

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. Understand basic fundamentals and insights of management.
2. Understand the nature and purpose of planning.
3. Gain the knowledge about the frame work of organizing.
4. Understand the essence and significance of directing.
5. Recognize the importance of controlling and its outcomes

Course Outcomes:

Upon completion of this course, students will be able to:

1. Identify and evaluate the principles of management
2. Demonstrate the ability to have an effective and realistic planning
3. Identify the nature and the type of organization
4. Apply the tools and techniques of directing
5. Explain and evaluate the necessity for controlling and further refinement of an organization.

CO-PO Articulation Matrix

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12
CO-1	-	2	2	1	-	-	-	1	2	1	1	2
CO-2	1	2	1	1	2	1	-	1	2	1	2	1
CO-3	1	1	1	-	-	-	1	1	1	1	-	1
CO-4	1	2	2	2	2	1	1	1	1	1	-	1
CO-5	1	1	-	-	-	1	1	1	1	2	2	2

UNIT – I

Management: Concept of Management, Management- Science or Art, Manager vs Entrepreneur; Evolution of Management- Basic management theories by FW Taylor, Henry Fayol; Managerial Roles and Skills; Types of Business Organizations - Sole Proprietorship, Partnership, Company; How startups are built- An overview. Organization Culture and Environment; Contemporary Management Issues and Challenges.

UNIT - II

Planning: Nature and Purpose of Planning, Planning Process, Types of Plans, Environmental Scanning – SWOT and PEST analysis, Objectives, Managing by Objectives (MBO), Strategies – Types of Strategies, The Strategic Planning Process, The TOWS (Threats, Opportunities, Weaknesses and Strengths) Matrix, Planning Tools and Techniques, Planning Plant Location and Layout. Policies- Types. Decision Making – Types of Decision, Decision Making Process.

UNIT – III

Organizing: Nature and purpose of Organizing, formal and informal organization, Organization Structure – Types, line and staff authority, Departmentation, Span of Control, Centralization and Decentralization, Delegation of Authority. Human resource management- HR Planning, Recruitment selection, Training and Development, Performance Management, Career planning and Management.

UNIT - IV

Directing: Principles and elements of direction, Requirement of Effective Direction – Functions of Direction – Supervisor and his Qualities – Supervisor's Role and Functions – Effective Supervision. Individual and group behaviour, motivation- Theories, leadership- Types and Theories of leadership, effective Communication.

UNIT - V

Controlling: Concept, Process of Controlling, Types of control – Budgetary and non-budgetary control techniques – Requirements for effective control. Use of Computers and IT in Management control, Productivity Problems and Management, Control and Performance, Direct and Preventive control, Reporting.

Text Books:

1. Andrew J. Dubrin, "Essentials of Management", 9th edition, Thomson Southwestern, 2012.
2. Harold Koontz and Heinz Weihrich, "Essentials of management: An International & Leadership Perspective", 9th edition, Tata McGraw-Hill Education, 2012.

Suggested Readings:

1. Charles W.L Hill and Steven L McShane, "Principles of Management", Special Indian Edition, McGraw Hill Education, 2007.
2. Don Hellriegel, Susan E. Jackson and John W. Slocum, "Management- A competency-based approach", 11th edition, Thompson South Western, 2008.
3. Harold Koontz and Cyril O'Donnell "Principles of Management", Tata McGraw Hill, 2017.
Stephen P. Robbins, David A.De Cenzo and Mary Coulter, "Fundamentals of management", Prentice Hall of India, 2012.

22MBC03**STRATEGIC ENTREPRENEURSHIP**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Prerequisites: Nil

Course Objectives:

This course aims to:

1. To understand the importance of generating new ideas through Entrepreneurship and identify the skills for making informed Business Decisions.
2. To provide insights on various branding, promotion, commercialization and financial planning.
3. To help the students develop their abilities for applying various Strategic Management Concepts in solving real time problems in Business.

Course Outcomes:

Upon completion of this course, students will be able to:

1. Use innovative skills to generate ideas for new products and services.
2. Evaluate the feasibility of ideas, and develop a strategy from commercialization.
3. Use technology to select target markets, profile target customers, define venture's mission, and create business plans.
4. Take initial steps to establish a business.
5. Establish brand, setting prices, promoting products, and managing customer relationships.

CO-PO Articulation Matrix

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12
CO-1	2	2	2	2	1	1	2	1	1	1	1	1
CO-2	1	2	2	2	2	1	1	1	1	1	1	1
CO-3	-	1	1	1	1	1	1	-	1	1	1	1
CO-4	1	-	-	1	1	1	-	1	1	1	1	1
CO-5	-	2	2	2	1	1	1	1	1	1	-	1

UNIT - I

Introduction: Identifying possible rewards and risks of business ownership, risks vs. rewards, risk factors, reasons for business success or failure; challenges with the growth of new business success, life cycle of an entrepreneurial business and challenges at different parts of the life cycle, necessary characteristics of an entrepreneur.

UNIT - II

Identifying the Possibilities: Skills needed to make decisions based on the limited information, essential questions, generate and develop ideas into new products and services for commercialization, steps and factors to turn an idea into revenue.

UNIT - III

Market Analysis: Determining the influencing factors on purchases, effects of branding, promotion types, benefits, promotion channels, importance of small and large marketing segments.

With effect from AY 2022-23

UNIT - IV

Business Finance: Create, Analyze and interpret financial documents, purpose of budget, income statement, balance sheet, understanding and interpretation of information to make business decisions, tools, strategies, and systems to plan and monitor financial resources.

UNIT - V

Planning your Business: Basic necessary requirements to own and operate a business, differences between sole partnership, partnership and corporation; a public and private business; profit and non-profit corporation. Concept of insurance, advertisement strategies, Business and law, Corporate Social Responsibility (CSR), actualization of business and Performance assessment.

Text Books/ Suggested Readings:

1. Greene, C., "Entrepreneurship Ideas in Action", Thomson: South-Western, 2004.
2. Kennedy B. Reed, "Strategic Management", Virginia Tech, 2020.
3. Michael A. Hitt, R D Ireland, Michael Camp, Dianal Sexton, "Strategic Entrepreneurship – Creating a New Mindset", John Wiley & Sons., 2017
4. Philip A . Wickham, "Strategic Entrepreneurship", 4th Edition, Pearson, 2006.
5. <https://vtechworks.lib.vt.edu/bitstream/handle/10919/99282/StrategicManagement.pdf?sequence=22&isAllowed=y>
6. <http://www.chillicothechyschs.oh.schools.bz/userfiles/319/My%20Files/Course%20syllabi%202017-2018/PRCTC/Black/2017-2018%20Strategic%20Entrepreneurship%20Syllabus.pdf?id=4228>

22MBC05

ENGINEERING LEADERSHIP

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To develop an understanding of the basics of Leadership and Leadership Behaviour.
2. To introduce them the concepts of Adaptive Leadership and Decision making as a Leader.
3. To discuss the importance and components of Change and Cross-Cultures in the Global era.

Course Outcomes:

Upon completion of this course, students will be able to:

1. Apply the knowledge of behaviour and effectiveness of Leadership in real time situations.
2. Understand the dynamics of Situations and Adaptive Leadership and its importance in leading.
3. Appraise the process of Decision Making and Empowerment and Leading in the Global Era.
4. Develop understanding towards dealing with Change, Power and Influence Tactics.
5. Interpret and Improve in cross-Cultural Management and Leadership Skills.

CO-PO Articulation Matrix

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12
CO-1	1		1	1	1		1	2	1	1		2
CO-2	1	2	2	2		1		2	2	2	1	2
CO-3	1	1	2	2	1		1	1	1	2		1
CO-4		2	1	2	2	1	1	2	2	2	1	2
CO-5		1	1	1	1	2	1	2	2	2	1	1

Unit - I

Nature and Behaviour of leadership: Definitions of Leadership-Indicators of Leadership Effectiveness-Research Methods for Studying Leadership effectiveness-important Types of Leadership Behaviour-Specific Task Oriented Leader Behaviours- Specific Relations Oriented Leader Behaviours.

Unit - II

The leadership Situation and Adaptive Leadership: Different ways Situations affect Leaders-Stewart Model of Situational Determinants-Other Situational Determinants of Leader Behaviour-Guidelines for Coping with Demands and Constraints-Early Contingency theories of Effective Leader Behaviour-Guidelines for flexible, Adaptive Leadership.

Unit - III

Decision Making and Empowerment by Leaders: Decision making- Participative Leadership-Normative Decision Model-Guidelines for Participative Leadership-Delegation-Guidelines for Delegating-Psychological Empowerment-Empowerment Programs-Benefits of Empowering Leadership and Programs.

Unit - IV

Dealing with Change, Power and Influence Tactics: Types of Change in Teams and Organizations-Change Processes-Reasons for Accepting or Rejecting Change-implementing Change-guidelines for Implementing Change-How Visions influence change-Sources of Power-How Power is gained or lost-consequences of Power-Guidelines for using Power-Influence Tactics and Outcomes-Types of Proactive Influence Tactics-Power and influence

With effect from AY 2022-23
Behaviour-Effectiveness of Proactive Tactics-guidelines for using Proactive Influence Tactics.

Unit - V

Developing Cross-Cultural Leadership and Skills of Leadership: Cross-Cultural and Global Leadership-Cultural Values and Leadership-Guidelines for Global Leadership-Gender and Leadership-Leadership Training Programs-Learning from Experience-Developmental Activities-Facilitating Leadership Development-Systems Perspective on Leadership Development.

Text Books:

1. Gary Yukl, William L. Gardner and Nishant Uppal, "Leadership in Organizations", Pearson Education, 9th Edition, 2019.
2. Keow Ngang Tang, "Leadership and Change Management", Springer – First Edition, 2019.
3. Patrick Dawson, Constantin Andriopoulos "Managing Change, Creativity and Innovation", Sage Publications Ltd., 2nd Edition, 2014.
4. Lee R Beach, "Leadership and the Art of Change", Sage Publications Ltd., 1st Edition, 2005.

Suggested Readings:

1. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
2. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
3. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
4. Mark Hughes, Managing Change, Universities Press, 2011.
5. Alfranch Nahavandi, The Art and science of Leadership, 7e, Pearson, 2018

22MBC06**PRIVATE EQUITY FINANCING**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To provide the students with intellectual framework used in the private equity process.
2. To gain knowledge about the Capital Structure of leveraged firms and their Issues.
3. To give insights about the corporate governance, ethics and legal considerations that factor into private equity deals.

Course Outcomes:

Upon completion of this course, students will be able to:

1. Understand the Concept of Private Equity financing and their contribution in Portfolio Construction.
2. Know the perspectives of Investors in Private Equity Funds and the Problems faced by them.
3. Assess the value of highly leveraged private equity firms and their capital structure.
4. Understand the Financial Issues faced by Private Equity Firms and the required Due Diligence.
5. Gain insights about the corporate governance and ethical issues surrounding the use of private equity.

CO-PO Articulation Matrix

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12
CO-1	-	1	1	-	1	1	1	2	-	1	2	1
CO-2	1	2	1	2	1	1	1	1	1	1	1	2
CO-3	1	1	-	1	2	-	1	1	1	2	2	1
CO-4	1	2	1	2	1	1	1	1	-	1	2	2
CO-5	2	1	1	1	-	1	2	2	1	1	1	2

Unit - I

Introduction: Evolution of the private equity industry. Private Equity Financing: Meaning, Nature and Objectives. The Private Equity Financing Process: Determining the size of the Fund, Fund Raising, Sourcing Portfolio Investments (including Banking), Acquiring the Portfolio Companies, Converting Equity Value back to Cash by liquidating portfolio holdings. Venture Capital Funding. The Role of Private Equity in Portfolio Construction.

Unit - II

Private Equity Investors: Types of Investors: Private Equity Funds, Fund Investors, Co-investors, Fund of funds, General Partners, Limited Partners, Financial Advisors. The objectives and perspectives of investors in private equity funds. Incentives of investors in private equity funds. Information problems of investors in private equity funds. Compensation in Private Equity Partnerships.

Unit - III**Valuation and Capital Structure**

Concept of Leverage – Operating, Financial and Combined Leverage. Valuation techniques in a highly leveraged setting: Leveraged Buyout Structure and the Target Internal Rate of Return Method of Valuation, The Equity Cash Flow Method of Valuation Using Capital Asset Pricing Method. Value Creation by Private Equity Firms: Multiple Expansion, Leverage and Operational Improvements.

Unit - IV Financial Issues

Financial Issues in Private Equity Firms related to Product and market strategies, Private equity partners, Portfolio Management, Compensation, Corporate strategy, and Going public. Due Diligence: Concept, Process, Quality of Earnings (Q of E) assessment, Legal due diligence, Operational due diligence, Due diligence checklist, Developing exit strategy.

Unit - V Corporate Governance and Ethics

Cultural, Legal, Ethical and Moral issues surrounding the use of Private Equity. Matters of Confidentiality, Transparency, Corporate Governance, and Self-regulation. Legal and ethical responsibilities of Corporate Directors and Officers, Executives, Managers and Employees at all levels. Governance Failures (case studies).

Text Books:

1. Zeisberger Claudia , Prahl Michael , White Bowen , "Mastering Private Equity" 1st Ed. Wiley, UK, 2017.
2. Finkel Robert , Greising David , "The Masters of Private Equity and Venture Capital", 1st Ed. McGraw Hill Professional, New Delhi 2009.
3. Faircloth Matt "Raising Private Capital: Building Your Real Estate Empire Using Other People's Money", 8th Edition, Bigger Pockets Publishing, USA, 2018.
4. Demaria Cyril, "Introduction to private equity-Venture, Growth, LBO & Turn-Around Capital" 2nd Ed. Wiley, USA, 2006.

Suggested Readings:

1. Gilligan John, "Private Equity Demystified", 4th Ed., Oxford University Press", Delhi, 2020.
2. Stowell David P., "An Introduction to Investment Banks, Hedge Funds & Private Equity", Elsevier Academic Press, USA, 2010.
3. Fernando A.C., "Business Ethics and Corporate Governance", 2nd Ed., Pearson Publishers, 2010.
4. Khanka SS, "Business Ethics and Corporate Governance", 1st Ed, S Chand Publishing, New Delhi, 2015.
5. Scharfman JA, "Private Equity Operational Due Diligence", 1st Ed, John Wiley & Sons Inc., USA, 2012.
6. Greenwald Bruce and Kahn Judd, "Competition Demystified: A Radically Simplified Approach to Business Strategy", 1st ed, Portfolio Publisher, Canada, 2007.

23MBO104

ORGANIZATIONAL BEHAVIOUR

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. To familiarize the students with the basic understanding of individual behaviour and explore issues of motivation, communication, leadership, power, politics and organizational change.
2. To provide a comprehensive, up-to-date, practical knowledge base that provides an engaging introduction and concepts of organizational behaviour.
3. To orient the students with real life examples that correlate the theory to actual practice from the industry.
4. To enable the students to practically implement the Organizational Behaviour principles and practice in real time situations in their careers and life.

Course Outcomes:

Upon completion of this course, students will be able to:

1. Analyze the behaviour, perception and personality of individuals and groups in organizations in terms of the key factors that influence organizational behaviour.
2. Assess the potential effects of organizational-level factors on organizational behaviour.
3. Critically evaluate the potential effects of motivating and leading the individuals in the Organization.
4. Analyze organizational behavioural issues in the context of groups, communication.
5. Develop strategies to deal with power, politics and conflict issues at workplace.

CO-PO Articulation Matrix

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	-	1	-	2	2	1
CO-2	-	1	-	1	1	2
CO-3	1	2	1	2	1	1
CO-4	1	1	1	1	2	1
CO-5	1	1	1	2	1	1

Unit – I

Introduction: Organizational Behaviour – Nature and levels of organizational behaviour – Individuals in organization – Individual differences – Personality and Ability – The Big 5 Model of personality, MBTI – Organizationally relevant personality traits. The nature of perception – characteristics of the perceiver, target and situation – perceptual problems, Attitude, Learning, IQ & EQ.

Unit – II

Organization Structures and Culture: Concept of Organizational Structure– Types of Organizational Structure- Hierarchical organizational structure, Functional organizational structure, Horizontal organizational structure, Divisional organizational structures, Matrix organizational structure, Team-based organizational structure, Network organizational structure. Organizational culture and ethical behaviour – Understanding the dimensions of Culture, what do cultures do? Creating and sustaining culture, creating an ethical culture, managing change.

Unit – III

Motivation and Leadership: Motivation–Concept of Motivation-Theories of Motivation-Maslow's Need-Hierarchy Theory, Herzberg's Motivation-Hygiene Theory, McGregor's Theory X and Theory Y, ERG Theory, Vroom's Expectancy Theory, Equity Theory. Leadership – Concept of Leadership, Leaders vs. Managers-Theories of Leadership- The Great Man theory of Leadership, Trait Theory of Leadership, Contingency Theory of Leadership, Situational Theory of Leadership, Behavioural Theory of Leadership, Presentation on Indian Leaders, Leadership issues in current business environment.

Unit – IV

Group Behaviour: Concept of Groups- Stages of Group Formation- Work groups and teams, Team Building, Team Dynamics, Tuckmann model, Functional and dysfunctional traits of team development. Communication- Interpersonal Communication, organisational communication, roles, frameworks and barriers to effective communication, Transactional Analysis

Unit – V

Power, Politics, Conflict and Negotiations: Power, Politics, Conflict and Negotiations–Sources of individual, functional and divisional Power. Organizational politics. Conflict – causes and consequences – Pandy's model of organizational conflict–conflict resolution strategies.

Text Books:

1. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", Pearson Education Inc., 2021.
2. L.M. Prasad, "Organizational Behaviour", Sultan Chand & Sons; Fifth edition, 2014.
3. K. Aswathappa "Organizational behaviour", Himalaya Publishing House., 2013.

Suggested Reading:

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Management and Organizational Behaviour", Pearson Education. Inc., Eighteenth Edition, 2018.
2. Richard Pettinger "Organizational Behaviour", Routledge, 2013.
3. John Schermerhorn, Jr. James G. Hunt and Richard N. Osborn "Organizational Behavior", 11th Edition, Wiley India, Edition., 2010.