



**NEW HORIZON**  
**COLLEGE OF ENGINEERING**  
New Horizon Knowledge Park, Ring Road, Marathalli  
Autonomous College Permanently Affiliated to VTU, Approved by AICTE & UGC  
Accredited by NAAC with 'A' Grade, Accredited by NBA

# ***Department of Management Studies***

**ACADEMIC YEAR 2021-22**

**III and IV Semesters**

# **M.B.A.**

**SCHEME AND SYLLABUS**

SI No.	CONTENTS	PAGE NO
1	Vision, Mission and Program Educational Objectives (PEO)	4
2	Program Outcomes (PO) with Graduate Attributes	4
3	Mapping of POs with PEOs	5
	<b>SCHEME</b>	
4	Scheme of Third Semester MBA	7
5	Scheme of Fourth Semester MBA	9
	<b>SYLLABUS</b>	
6	<b>Syllabus of Third Semester MBA:</b>	11
	Internship	12
	Elective 1	16-81
	Elective 2	
	Elective 3	
	Elective 4	
	Elective 5	
	Elective 6	
7	<b>Syllabus of Fourth Semester MBA:</b>	82
	Project Work	83
	Elective 7	91-122
	Elective 8	
	Elective 9	
8	<b>Appendix A</b> Outcome Based Education	123
9	<b>Appendix B</b> Graduate Parameters as defined by National Board of Accreditation	124
10	<b>Appendix C</b> Bloom's Taxonomy	125

## **NEW HORIZON COLLEGE OF ENGINEERING**

### **VISION**

To emerge as an institute of eminence in the fields of engineering, technology and management in serving the industry and the nation by empowering students with a high degree of technical, managerial and practical competence.

### **MISSION**

<b>M1</b>	To strengthen the theoretical, practical and ethical dimensions of the learning process by fostering a culture of research and innovation among faculty members and students.
<b>M2</b>	To encourage long-term interaction between the academia and industry through the involvement of the industry in the design of the curriculum and its hands-on implementation
<b>M3</b>	To strengthen and mould students in professional, ethical, social and environmental dimensions by encouraging participation in co-curricular and extracurricular activities.

### **QUALITY POLICY**

To Provide services of the highest quality both curricular and co-curricular, so that our students can integrate their skills and serve the industry and society equally well at a global level.

## DEPARTMENT OF MANAGEMENT STUDIES

### VISION

To evolve into a globally integrated B-school contributing towards management education, consultancy, research leadership & corporate excellence.

### MISSION

M1	To constantly strive to provide students with an in-depth knowledge and understanding of business and managerial concepts.
M2	To promote lateral thinking and a spirit of enquiry among our students, so that they look from a different angle, and have a creative approach and are able to provide simple solutions to complex business problems.
M3	To deliver through our teaching learning process, the richness of entrepreneurship and multidisciplinary knowledge in a way, where ethics and social commitments will be the corner stone for our students.

### PROGRAM EDUCATION OBJECTIVES (PEOs)

PEO1	To make management graduates conceptualize, critically analyze and acquire In-depth knowledge of business and management by imbibing in them the unique ability of synthesizing knowledge towards adding value in the areas of business and management.
PEO2	To promote lateral thinking by way of enabling management graduates to see at the things from different perspectives there by making them to come out with simple solutions for complex managerial problems.
PEO3	To inculcate a spirit of enquiry, so that Management Graduates search for facts and truths by developing methodologies that supports critical analysis and decision making.
PEO4	To ignite the passion for Entrepreneurship in Management graduates by orienting them in the application of Modern tools of management and make them learn to select and apply in complex decision making processes.
PEO5	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

### PEO TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4	PEO5
M1	3	3	2	3	2
M2	2	3	3	3	3
M3	2	2	3	3	3

### CORRELATION

**3- STRONG**

**2- MEDIUM**

**1- LOW**

### PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

1	<b>PO1</b>	Apply knowledge of management theories and practices to solve business problems.
2	<b>PO2</b>	Foster analytical and critical thinking abilities for data-based decision making.
3	<b>PO3</b>	Ability to develop value based leadership ability.
4	<b>PO4</b>	Ability to understand, analyze and communicate global, legal and ethical aspects of business.
5	<b>PO5</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	<b>PO6</b>	Management graduates to acquire in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to strive towards personal victory and value creation to society.
7	<b>PO7</b>	Students studying management to be passionate about multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that they see things from a perspective which are not just simple but effective.

### Mapping of POs TO PEOs

<u>PEO/PO</u>	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
PEO 1	3	3	2	2	3	2	3
PEO 2	2	3	3	2	3	2	3
PEO 3	2	2	2	3	2	3	2
PEO 4	3	3	3	3	3	3	3
PEO 5	3	2	2	2	2	2	1

3-Strong Correlation    2- Medium Correlation 1- Low Correlation

### PROGRAM SPECIFIC OUTCOMES

**PSO 1:** To guide and channelize the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them to strive towards personal victory and value creation to society.

**PSO 2:** To ignite a passion for multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective which are not just simple but effective.

**NEW HORIZON COLLEGE OF ENGINEERING**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**SCHEME OF III SEMESTER MBA PROGRAM**

Sl. No	Course and Course Code		Course Title	BOS	Credit Distribution				Overall credit	Teaching Hours/ week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PEC	20MBA**A	Elective 1	MBA	3	0	0	0	3	3	50	50	100
2	PEC	20MBA**A	Elective 2	MBA	3	0	0	0	3	3	50	50	100
3	PEC	20MBA**A	Elective 3	MBA	3	0	0	0	3	3	50	50	100
4	PEC	20MBA**A	Elective 4	MBA	3	0	0	0	3	3	50	50	100
5	OEC	20MBA**A	Elective 5	MBA	3	0	0	0	3	3	50	50	100
6	OEC	20MBA**A	Elective 6	MBA	3	0	0	0	3	3	50	50	100
7	Internship	20MBA31A	Internship	MBA	0	0	0	8	8	-	50	50	100
<b>Total</b>									<b>26</b>	<b>18</b>	<b>350</b>	<b>350</b>	<b>700</b>

Sl No	Marketing Elective	Code
1	Strategic Practices In Services Marketing	20MBAMM311A
2	Product & Brand Management	20MBAMM312A
3	Consumer Behaviour	20MBAMM313A
4	Sales & Channel Management	20MBAMM314A

Sl No	Finance Elective	Code
1	Advanced financial management	20MBAFM321A
2	Taxation	20MBAFM322A
3	Investment management	20MBAFM323A
4	Management of financial services	20MBAFM324A

Sl No	HR Elective	Code
1	Compensation Management	20MBAHR331A
2	Training & Development	20MBAHR332A
3	Legal Aspects Of Business	20MBAHR333A
4	Recruitment And Selection	20MBAHR334A

Sl No	Operations Elective	Code
1	Strategic Management Of Service Operations	20MBAOM341A
2	Demand Analysis And Forecasting	20MBAOM342A
3	Total Quality Management	20MBAOM343A
4	Supply Chain Management	20MBAOM344A

Sl No	Business Analytics Elective	Code
1	Data Science	20MBABA351A
2	Business Data Mining	20MBABA352A
3	Functional Analytics	20MBABA353A
4	Decision Science	20MBABA354A

**Note\*:** Subject shown in grey boxes will be offered in minor specialization respectively

**Student will study 4 major subjects and 2 minor subjects in III semester**



**NEW HORIZON COLLEGE OF ENGINEERING**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**SCHEME OF IV SEMESTER MBA PROGRAM**

SL. NO	Course and Course Code		Course	BOS	Credit Distribution				Overall Credits	Teaching Hours / week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PEC	20MBA**A	Elective 7	MBA	3	0	0	0	3	3	50	50	100
2	PEC	20MBA**A	Elective 8	MBA	3	0	0	0	3	3	50	50	100
3	OEC	20MBA**A	Elective 9	MBA	3	0	0	0	3	3	50	50	100
4	Project	20MBA41A	Project Work	MBA	0	0	15	0	15	-	50	50	100
Total									24	9	200	200	400

SI No	Marketing Elective	Code
1	Digital Marketing	20MBAMM411A
2	Integrated Marketing Communication	20MBAMM412A

SI No	Finance Elective	Code
1	International Financial Management	20MBAFM421A
2	Financial Derivates And Risk Management	20MBAFM422A

SI No	HR Elective	Code
1	Organization Design And Development	20MBAHR431A
2	People And Performance Management In Organization	20MBAHR432A

SI No	Operations Elective	Code
1	Business Process Improvement	20MBAOM441A
2	Project Management	20MBAOM442A

SI No	Business Analytics Elective	Code
1	Predictive Analytics	20MBABA451A
2	Data Visualization	20MBABA452A

**Note\*: Subject shown in grey boxes will be offered in minor specialization respectively**

**Student will study 2 major subjects and 1 minor subject in IV semester**

**THIRD SEMESTER  
(SYLLABUS)**

## INTERNSHIP

Course Code :	20MBA31A	Credits :	08
L:T:P:S :	0:0:0:8	CIE Marks :	100
Exam Hours :	01	SEE Marks :	100

### GUIDELINES FOR 8 WEEKS INTERNSHIP DURING THE 3<sup>RD</sup> SEMESTER MBA

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the working of the organization/company/Industry.
<b>CO2</b>	Analyze problems in business settings and propose solutions.
<b>CO3</b>	Apply creativity and innovation in business practices.
<b>CO4</b>	Apply tools to analyze financial statements and reports
<b>CO5</b>	Justify the relevance of McKinsey's 7 s framework to business
<b>CO6</b>	Prepare an internship report suggesting improvements in processes and systems.

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	3	2	2	2	3
<b>CO2</b>	3	3	3	2	2	2	2
<b>CO3</b>	3	3	3	2	3	3	2
<b>CO4</b>	3	3	3	2	2	2	3
<b>CO5</b>	3	3	3	2	2	2	2
<b>CO6</b>	3	3	3	2	2	2	2

### GENERAL GUIDELINES

1. The internship shall be for a period of 8 weeks in between the 2<sup>nd</sup> and the 3<sup>rd</sup> semester.
2. The Subject code of the internship report shall be 20MBA32
3. The college shall receive 2 copies and a CD of Internship reports in the second week after the commencement of the 3<sup>rd</sup> semester.
4. No two students shall work on the same problem in the same organization.
5. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.

6. On completion of the internship, the student shall prepare an internship report with the following format:

#### **STRUCTURE AND SCHEDULE FOR THE INTERNSHIP**

<b>ACTIVITY</b>	<b>TIME LINE</b>	<b>REMARKS</b>
Understanding the Company: structure, culture , mission, vision, products/services, and functioning of the organization	1 <sup>st</sup> week of internship	Student should understand the organization in depth and identify the problem for the study.
SWOT Analysis of the company and Application of McKinsey's 7 S framework to the company	2 <sup>nd</sup> week of internship	Students should understand the strengths, weakness, opportunities and threats within which the company is operating. McKinsey's 7 s framework has to be applied to the company
Synopsis Preparation	3 <sup>rd</sup> week of internship	<p>Synopsis is a three page document to be submitted to the HOD with the signature of the guide and the student.</p> <p>Page one: Title, Contact Address of student- with details of Internal and External Guides.</p> <p>Page two: Short introduction with objectives and summary (3000 words).Review of Articles/Literature about the topic with source of information.</p> <p>Page three: Time Activity Chart.</p> <p>The Synopsis should be prepared in consultation with the respective internship guides</p>
Analysis of Financial Statements and reports	4 <sup>th</sup> & 5 <sup>th</sup> week	Analysis of Financial Statements and reports should be done by making use of financial analysis tools so that business can be understood better.
Data collection, analysis and finalization of internship report	6 <sup>th</sup> & 7 week	After collecting the required data, the data should be edited, coded, tabulated and presented for the purpose of analysis and interpretation with the consultation of the guide.

Submission of final Internship report	8 <sup>th</sup> week	Final internship report has to be submitted to the department through the respective guides after incorporating all the suggestions.
---------------------------------------	----------------------	--

#### **EVALUATION OF INTERNSHIP REPORT:**

1. Internal evaluation will be done by the internal guide.
2. External valuation shall be done by a faculty member of other college/university with a minimum of 10 years of experience.
3. Viva-Voce/Presentation: A viva- voce examination shall be conducted. Student is expected to give a presentation of his/her work. The viva-voce examination will be conducted by respective HOD/Senior Professor of the department and an expert of other college/university with minimum of 10 years of experience.
4. Internship report carries 100 marks consisting of 50 marks for CIE component by the internal guide and 50 marks for SEE for external evaluation and viva-voce examination.

#### **FORMAT OF INTERNSHIP REPORT:**

1. The Internship Report shall be prepared by using MS Word.
2. The font style should be Times New Roman and the font size should be 12 points.
3. The page should be A4 size with 1" margin on all the sides.
4. The line spacing should be 1.5.
5. The internship report shall not exceed 100 pages.

#### **SUBMISSION OF INTERNSHIP REPORT:**

1. The student shall submit 2 hard bound internship reports and a CD in the second week after the commencement of the 3<sup>rd</sup> semester.
2. The Student should also submit the Internship Report in an Un-editable format in a CD to the department.
3. Students are expected to present their findings/suggestions in Seminars/Conference/Technical/Management Fests or publish their research work in Journals in association with their Internal Guide.

#### **CONTENTS OF THE INTERNSHIP REPORT**

1. Cover page
2. Certificate from the organization
3. Certificate from the guide, HOD and Head of the Institution indicating bonafide performance of internship by the student.
4. Declaration by the student
5. Acknowledgement
6. Table of the contents
7. List of tables and graphs
8. Executive summary
9. **Chapter 1:** Theoretical background of the study: Elaborative information on the subject

chosen for better understanding and analysis.

10. **Chapter 2:** Industry profile and company profile: Industry trends, Company Promoters, vision, Mission & Quality Policy, organization structure. Products/Services profile, Areas of operation, markets, infrastructure facilities, Competitors' information, SWOT Analysis of the company, Future growth and prospects of the company.
11. **Chapter 3:** Application of Theoretical Framework: McKinsey 7S Framework and Michael Porters 5 Force Model.
12. **Chapter 4:** Analysis and interpretation of financial statements and reports. Analysis and interpretation of data collected with relevant tables and graphs. Results obtained by the using analytical tools to be included.
13. **Chapter 5:** Summary of Finding, Suggestions and Conclusions. Learning Experience
14. Bibliography
15. Annexure relevant to the project such as financial statements, reports, questionnaire, interview schedule, complex tables, figures, graphs, photographs relevant to the internship.

### MARKS ALLOCATION FOR INTERNSHIP REPORT

#### A. EVALUATION BY INTERNAL GUIDE:

SL. NO	ASPECTS	MARKS
1	Updating the progress to the guide and frequency of meeting the guide.	20
2	Methodology and the Research framework	20
3	Industry & company Profile and Theoretical background of study	20
4	Data analysis and interpretation	20
5	Summary of findings, Suggestions and conclusion	20
	Total	100

#### B. EVALUATION BY EXTERNAL FACULTY MEMBERS:

SL. NO	ASPECTS	MARKS
1	Introduction and methodology	20
2	Industry and Company Profile and Theoretical background of study	20
3	Data analysis and interpretation	40
4	Summary of findings, suggestions and conclusion	20
	Total	100

### STRATEGIC PRACTICES IN SERVICES MARKETING

<b>Course Code</b>	<b>20MBAMM311A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	To provide an in-depth learning and understanding of the unique challenges inherent in managing and delivering quality services.
<b>CO2</b>	To acquaint the students with characteristics of service and their marketing implications.
<b>CO3</b>	To develop an understanding about the various concepts and importance of services marketing.
<b>CO4</b>	To Create plans to implement marketing programs in service companies that provides a supreme customer experience and extreme customer loyalty.
<b>CO5</b>	To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.
<b>CO6</b>	To understand the importance of customer feedback in service marketing with reference to various service sectors in India.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	2	3	2	3	2	2	2
<b>CO2</b>	2	3	2	3	2	2	0
<b>CO3</b>	2	2	2	1	2	1	2
<b>CO4</b>	2	3	0	3	2	2	2
<b>CO5</b>	2	3	2	3	2	2	2
<b>CO6</b>	2	3	2	2	2	2	2

<b>MODULE</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COS</b>
<b>1</b>	<b>Introduction To Services Marketing</b> Definition of services, Reasons for emergence of services marketing, Characteristics of services marketing, Service marketing mix, recent trends in services marketing, Generation of ROI, Concept of service marketing triangle, GAP models of service quality in different sectors. Marketing Challenges in Service industries, contribution of service sector towards economy development.	<b>8</b>	<b>CO2</b>
<b>2</b>	<b>Consumer Behaviour In Services:</b> Search, Experience and Credence property, Zone of	<b>12</b>	<b>CO2,</b>



	tolerance, Factors influencing customer expectation of services. Customer perception of services. Service encounters. Creation of service vision and implementation, Service blue printing- Using & reading blue prints. Service positioning-positioning on the five dimensions of service quality, Service Recovery. Strategies for enhancing- Customer participation, Delivery through intermediaries, Key intermediaries for service delivery, Intermediary control strategies.		<b>CO3</b>
<b>3</b>	<b>Tourism, Travel And Healthcare Services</b> Tourism: Segmentation, Product planning and development. Hotel: Classification of hotels, segmentation and marketing strategies. Travel: Characteristics and marketing strategies of Air, Rail, Road and water services. Hospital services marketing, Justifications for marketing Medicare services, strategic marketing for hospitals, Marketing of medical transcription services.	<b>9</b>	<b>CO1, CO4</b>
<b>4</b>	<b>Financial, IT And Education Services</b> Bank Marketing: characteristics and Marketing strategies of banking services. Insurance Marketing: Types of Insurance, users of insurance services, Marketing strategies, after sales services. Issues in IT marketing, computer networking services, Innovative education, Emerging trends: strategic marketing for education Sector.	<b>9</b>	<b>CO1, CO4</b>
<b>5</b>	<b>Introduction To Service Marketing Strategies for Other Sectors &amp; services marketing communication</b> Managing relations, building loyalty, customer feedback, improving service quality, other services: Political services, Hospitality services, Personal care services, Day care services, Courier, entertainment and automobile services, Transportation and logistics services, media services. Role of services marketing communication, key reasons for involving communications.	<b>7</b>	<b>CO4, CO5 CO6</b>

#### TEXT BOOKS:

1. Services Marketing , Jochen Wirtz and Lovelock 8th Edition, PEARSON INDIA, September 2017
2. Services Marketing: Integrating Customer Focus Across the Firm, Alan Wilson, 3 edition, McGraw-Hill Education , 16 April 2016.
3. Services Marketing: People, Technology and Strategy, Lovelock / Chatterjee, 7 edition, Pearson Education
4. Services Marketing, DWAYNE D. GREMLER and MARY JO BITNER, 6 edition, McGraw-Hill Education, 2015

#### REFERENCE BOOKS:

1. Services Marketing, - Valarie A Zeithaml, 6th Edition, Indian Edition
2. Services Marketing- Rao, 2e, Pearson Education India 2011,
3. Service Marketing, M. K. Rampal, Rajeshwari Malik , JSR Publishing House LLP; First

- edition (2019)
4. Service Marketing, S.P. Mathur, Nishu Mathur , NewAge International Publishers; First edition (1 November 2018)

#### **ASSESSMENT PATTERN:**

##### **CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>TERM PAPER</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

##### **SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## PRODUCT AND BRAND MANAGEMENT

<b>Course Code</b>	<b>20MBAMM312A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Familiarize students with applications of new product management, planning and Policy techniques, essentials of branding and approaches to effective branding strategy.
<b>CO2</b>	To enhance the level of understanding about how Marketer's build the brand.
<b>CO3</b>	To Analyze & design brand model to enhance brand equity of a firm.
<b>CO4</b>	Evaluate the value of a brand to redefine branding strategies overtime to maximize brand value.
<b>CO5</b>	Augment students' ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands.
<b>CO6</b>	Apply branding principles and communication concepts and frameworks to achieve brand management goals and improve marketing performance.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>1</b>
<b>CO2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>1</b>
<b>CO3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>CO4</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>CO5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>CO6</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>2</b>

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HR S</b>	<b>COS</b>
<b>1</b>	<b>Product Management</b> :Introduction to Product and product related concepts, Product management scope, Product Planning, Premarketing, ROI, Psychological theory, Product dimensions, and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components Of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies – Competitor Analysis.	<b>9</b>	<b>CO1</b>
<b>2</b>	<b>Brand Value and Personality</b> : Branding, Brand concept, Brand strategies, Brand value, Benefits of branding, Functions of Brand, Significance of Brands, Different Types of Brands, Brand image and personality, Brand loyalty, Brand Identity – Kepferer Brand Identity Prizm Model, Challenges & Opportunities, Co-branding, Store brands.	<b>9</b>	<b>CO2</b>
<b>3</b>	<b>Brand Equity And Extension</b> : Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Extension And Stretching, Different types of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.	<b>9</b>	<b>CO2, CO3, CO5</b>
<b>4</b>	<b>Brand Positioning And Audit</b> : Brand Positioning: Types Of Positioning- Over, Under & Repositioning- Brand Promise- Differentiation – Identifying Gaps Using Perceptual Maps, Brand Audit - Internal Branding- Introduction To Brand Valuation Components & Types Of Valuation.	<b>9</b>	<b>CO2, CO4 CO6</b>
<b>5</b>	<b>Designing Marketing Programs To Build Online Brands</b> : The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using Social Media to Build Brands – E-Commerce & Brands.	<b>9</b>	<b>CO5, CO6</b>

#### **Suggested case studies:**

- Lyft Case-study**Source:<https://medium.com/@sushantkr17/4-practice-case-studies-for-your-product-management-interview-f30e5adadbfe>
- Case Study:What Is Brand Equity? - Apple**  
Source:<https://medium.com/@Nexd/how-to-build-insanely-good-brand-equity-case-studies-253805276688>
- An extension-based business model: Virgin**  
Source: 11 New Strategic Brand Management by Philip Kotler - 4th Edition – Page No.342.
- Repositioning Maggi**  
Source: [www.icmrindia.org](http://www.icmrindia.org)
- Online Techniques for Your Next Product Launch  
Source: <https://blog.hellostepchange.com/blog/launch-a-product-online-case-studies>

**TEXT BOOKS:**

1. Kevin Lane Keller M. G. Parameswaran and Isaac Jacob, Strategic Brand Management, Pearson Education India, 5<sup>th</sup> Edition, 2010.
2. Product Management – Donald R. Lehman, Russels. Winner, McGraw-Hill/Irwin (2002)
3. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 4<sup>th</sup> Edition, 2007.
4. Ramanuj Majumdar ,” Product management in India”, PHI Learning Pvt India, 3<sup>rd</sup> edition, 2019.
5. Kirti Dutta, Brand Management, Principles and Practices ,Oxford University Press, 1<sup>st</sup> Edition, 2012
6. Moorthi YLR, Brand Management I edition, Vikas Publishing House 2012.
7. Tapan K Panda, Product and Brand Management – January 2016, Oxford University Press.

**REFERENCE BOOKS:**

1. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Tmepoal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranra, India, 2005
5. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

**CONSUMER BEHAVIOR**

<b>Course Code</b>	<b>20MBAMM313A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Describe and apply insights of consumers buying behaviour using the theories of the consumer decision-making processes.
<b>CO2</b>	Understand basic concepts and methods of marketing research and Develop a structural thinking ability to Apply management problems into tangible research
<b>CO3</b>	Analyze and understand the psychological drivers behind consumer behaviour and marketing
<b>CO4</b>	Understand the social factors influencing consumer behaviour. Evaluate the relationship between the influencing factors and post purchase process.
<b>CO5</b>	Create understanding about post purchasing process using Qualitative parameters.
<b>CO6</b>	Understand the role of the reference groups in consumer decision making and its impact on business decisions.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	0	2	2	3	1
<b>CO2</b>	3	3	2	2	2	3	1
<b>CO3</b>	3	3	2	2	2	3	1
<b>CO4</b>	3	3	2	2	2	3	1
<b>CO5</b>	3	3	1	1	3	3	1
<b>CO6</b>	3	3	1	2	2	3	1

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	<b>Introduction To Consumer Behaviour</b>  Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Models of Consumer Behavior- Howard Sheth, Nicosia, Engle-Kollat-Blackwell. Online Consumer Behavior- EC model of online consumer behaviour. Consumerism, Benefits of consumerism. Consumer Behavior movement in India.	9	CO1
2	<b>Consumer Research</b>  Consumer Research: Methods of consumer research, Applications of consumer behavior knowledge in marketing. Consumer Decision making process and decision making roles Information Search Process; Evaluative criteria and decision rules. Concept & Importance, Qualitative research- Motivation research, Communication research, Awareness, Satisfaction, Perception research / surveys. Types of research designs for consumer research, Techniques and tools of data collection, questioner formation and rules of questioner template – Scales and measurement, likert & semantic differential scales, Various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.	9	CO2
3	<b>Psychological Factors Affecting Consumer Behaviour- Part I</b>  a) Motivation: Needs & Goals- Theories of Motivation- Maslow & Herzberg's. Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict Frustration & Strategies to overcome frustration.  b) Personality: Nature & Theories of Personality- Freudian, Neo-Freudian personality, Trait. Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).  c) Attitude : Attitude change strategies, Attitude change based on the tri-component model & Multi attribute attitude mode.	9	CO3
4	<b>Psychological Factors Affecting Consumer Behaviour- Part II</b>  d) Perception: Basics of Perception (Element & Dynamics) & Marketing implications, Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, Perceived Risk,	9	CO4

	Types of risk, How consumers' handle risk  e) Learning: Marketing Applications of Cognitive Learning Theory, Information Processing (How Consumers store, retain and retrieve information, Sensory Store, Short-Term Store, Long-Term Store, Rehearsal and Encoding, Retention, Retrieval, Limited and Extensive Information Processing)		
5	<b>External Influence On Consumer Behaviour</b>  Family, Reference Groups: The expanding role of children in family decision making, The family life cycle & marketing strategy. Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups.  Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition and marketing strategy, Purchase evaluation and customer satisfaction, Marketing strategies and dissatisfied customers, repeat purchases and customer commitment, Repeat purchasers.	9	CO5 CO6

### Suggested case studies

1. Case study :Cadbury dairy milk –A sweet strategy :  
<https://www.icmrindia.org/short%20case%20studies/Consumer%20Behavior/CLCB065.htm>
2. Case study : Tesco's Online Sales Strategy:  
[http://www.ibscdc.org/Case\\_Studies/Marketing/Consumer%20Behaviour/CSB0032IRC.htm](http://www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0032IRC.htm)
3. Case study :Indian Consumers: Shopaholics by Chance, Dealaholics by Choice? (B): Impulsive vs Compulsive Buying Motives :  
[www.ibscdc.org/Case\\_Studies/Marketing/Consumer%20Behaviour/CSB0031.htm](http://www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0031.htm)
4. Case study :Tata Nano: Consumers' Post-Purchase Behavior :  
[www.ibscdc.org/Case\\_Studies/Marketing/Consumer%20Behaviour/CSB0028.htm](http://www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0028.htm)
5. Case study India's Best Marketers: Consumer Psychologists or Marketing Wizards?:  
[www.ibscdc.org/Case\\_Studies/Marketing/Consumer%20Behaviour/CSB0024.htm](http://www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0024.htm)

### TEXT BOOKS:

1. Consumer Behavior, SCHIFFMAN AND RAMESH KUMAR, 12th Edition, PEARSON INDIA, January 2019.
2. Consumer Behavior: Buying, Having, and Being, 12 edition , Pearson;2017.
3. Consumer Behavior: Buying, Having, and Being, Global Edition, Edition 13, .2019
4. Consumer Behavior: Buying, Having, and Being / Michael R. Solomon Edition 11, 2014, Prentice Hall.
5. Consumer Behaviour- Satish K Batra& S. H HKazmi, ,2nd Edition,2014 Excell Books.



**REFERENCE BOOKS:**

1. Consumer Behavior, Michael R Solomon, 11th Edition, Pearson, January 2014
2. Consumer Behaviour –Suja R Nair ,2nd Revised Edition,2015, Himalaya Publishing House
3. Consumer Behavior Building Marketing Strategy, Dell Hawkins, McGraw-Hill Education,2015
4. Marketing Research - Text, Applications and Case Studies- Ramanuj Majumdar New Age International, 2014

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>Term paper</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## SALES AND CHANNEL MANAGEMENT

<b>Course Code</b>	<b>20MBAMM314A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the importance of Sales and Sales Process Management and evaluate the recent trends in sales management.
<b>CO2</b>	Design Sales territory & creating the sales quota by applying the methods of setting quota.
<b>CO3</b>	Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.
<b>CO4</b>	Understand the nature of marketing channels and apply the concepts & processes in various markets.
<b>CO5</b>	To use and evaluate multiple sources of information to manage and improve Distribution and retail strategies.
<b>CO6</b>	To demonstrate the application of SAP- Sales & distribution.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>CO2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO3</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>
<b>CO4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>CO5</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>CO6</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COS</b>
<b>1</b>	<b>Sales Management :</b> Meaning of sales management, Evaluation, Importance and trends, Selling Vs Marketing, Impact of technological trends on sales. Personal Selling, Types of sales organizations. Selling process- sales presentation, Handling customer objections, Follow-up action.	<b>9</b>	<b>CO1</b>

<b>2</b>	<b>Managing The Sales Force</b> : Sales territory, meaning, size, designing, sales quota, procedure for sales quota, Types of sales quota, Methods of setting quota. Standard sales management process- Sales Funnel Management- Process and Measurement Duties & Role of sales manager and sales people, functions of sales manager, functions of sales person.	<b>9</b>	<b>CO2 CO3</b>
<b>3</b>	<b>Nature of Marketing Channels</b> : Marketing Channels - Functions and Flows - Major Channel Alternatives - Type and Number of Intermediaries - Vertical and Horizontal Marketing Systems - Channel Co-operation with Conflict and Competition- Omni channel Marketing. Marketing channels in rural markets, Challenges in choosing rural Marketing channels, Rural Marketing Distribution Strategies.	<b>9</b>	<b>CO4</b>
<b>4</b>	<b>Distribution Supporting System And Retailing</b> : Wholesaling, Nature and Importance Physical Distribution- Managing Physical Distribution - Supporting and Facilitating Services in Physical Distribution Management. Retailing: Nature and Importance - Types of Retailing - The Retail Organization - Commodities Retailing vs. Brand Retailing – Non-Store Retailing & e-Retailing	<b>9</b>	<b>CO5</b>
<b>5</b>	<b>SAP- Sales and Distribution</b> : Create new customer, Create contact person for customer, Change customer, Create customer Inquiry, Create customer quotation, Create sales order referencing a quotation, Check stock status, Display sales order, Start delivery process, Check stock status, Pick materials on delivery note, Post goods issue, Check stock status, Create invoice for customer, Display billing document and customer invoice, Post receipt of customer payment, Review document flow. Sales on E-commerce.	<b>9</b>	<b>CO6</b>

#### **SUGGESTED CASE STUDIES:**

1. HBR “Ending the War Between Sales and Marketing” by Philip Kotler , Neil Rackham and Suj Krishnaswamy
2. HBR “What’s the Right Kind of Bonus to Motivate Your Sales Force” by Doug J. Chung and Das Narayandas
3. HBR “Unlocking the Wealth in Rural Markets How the most successful companies are finding and serving India’s hard-to-reach customers by MamtaKapur, Sanjay Dawar, and Vineet R. Ahuja
4. HBR “Should a Direct-to-Consumer Company Start Selling on Amazon” by Thales S. Teixeira

#### **TEXT BOOKS:**

1. Sales and Distribution Management, Tapan K panda, oxford publications, 2/e
2. Sales & distribution , Krishna Havladar&vasantcavale III edition, Mc Graw Hill
3. Sales and Distribution Management: An Indian Perspective, Pingali Venugopal, sage Publication

**REFERENCE BOOKS:**

1. SL Gupta (Sales & Dist. Management) Publication – excel Book, e2008
2. Sales & distribution management, Ramendra Singh . Vikas Publication House, 5e-2016

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>Term Paper</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## ADVANCED FINANCIAL MANAGEMENT

<b>Course Code : 20MBAFM321A</b>	<b>Credits : 03</b>
<b>L:T:P:S : 3:0:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Analyze the debt equity mix and firm's valuation
<b>CO2</b>	Construct financial models that helps in financial forecasting using sensitivity analysis
<b>CO3</b>	Understanding of the regulatory framework relating to the operation of mergers and acquisitions and to critically evaluate the issues involved in takeovers
<b>CO4</b>	Analyze dividend strategies that support wealth maximization.
<b>CO5</b>	Analyze financial management and cost management through SAP-FICO
<b>CO6</b>	Understand Empirical research of topics relating to mergers and acquisitions.

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	3	1	2	2	3
<b>CO2</b>	2	2	2	2	1	3	2
<b>CO3</b>	3	3	2	2	1	3	2
<b>CO4</b>	3	3	2	2	2	2	3
<b>CO5</b>	3	2	2	2	3	3	2
<b>CO6</b>	3	2	1	2	3	2	3

MODULE NO.	MODULE CONTENTS	HRS	COS
1	<b>Capital structure and firm valuation:</b> capital structure theories, Net income approach, Net operating income approach, Modigliani-Millar approach, Traditional Approach, optimum capital structure, EBIT-EPS analysis, ROI & ROE analysis (Theory and Problem)	9	CO1
2	<b>Financial Modeling:</b> Strategic financial decision making and planning, strategic choices, financial forecasting and modeling, constructing financial model, long term financial plan, sensitivity analysis, Decision tree approach, financial planning for sustainable growth (Theory and Problem)	9	CO2
3	<b>Mergers, Acquisitions &amp; Corporate Restructuring:</b> Mergers, types of mergers, theories of mergers, operating, financial and managerial synergy of mergers, value creation in horizontal, vertical and conglomerate mergers, internal and external forces contributing to M & A activities.	9	CO3 CO6
4	<b>Dividend Decisions:</b> Dividend decision. Walter's and Gordon's model, Modigliani and Miller approach, Dividend policies – stable dividend, stable payout and growth, bonus shares and stock split, corporate dividend behavior. (Theory and Problem)	9	CO4
5	<b>SAP (FICO):</b> Introduction – Creation of Bank account, Reconciliation account, Expense account, Cost element, Vendor master record, Fund transfer to alternative account and Land lord account. – Review, Display run Financial Statement <b>Controlling:</b> Creation of variant finished goods, Raw materials, Bill of materials, Routing – Create cost element – Mark price updates – View price changes – Release price updates – View prices.	9	CO5

#### Suggested Case studies :

1. A case studies on capital structure of G. Sudarsana Reddy Himalaya publishing page no 278 9 th edition
2. A case studies on Sensitivity analysis of khan and jainVikas, 11/E, 2011 page no 445 11th edition
3. A case studies on Merger analysis Kwang S Chung, Susan E Hoag, Mergers, Pearson education, 4/e, 2012
4. A case studies on Global price company on SAP course

#### TEXT BOOKS:

1. Financial management, I M Pandey, Vikas, 11/E, 2011.
2. Principle of corporate finance, Brearly and Myeres, TMH, 10/E, 2012.
3. Financial Management and policy, Vanhorne, 12/E, Person,
4. Corporate finance – Theory and practice, Ashwasth Damodaran, 2/E, Wiley Indian private Ltd,
5. Restructuring and corporate control, Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Pearson education, 4/e, 2012

**REFERENCE BOOKS:**

1. Financial Management, Prasanna Chandra, TMH, 9/e, 2014.
2. Financial Management, M Y Khan and P K Jain, TMH, 7/e, 2013.
3. Financial Management, Ravi M Kishore, Taxmann Publications, 8/e, 2012.
4. Advanced accounts, Vol. 2 –, Shukla and Grewak, S. Chand and Sons, 2011

**Assessment Pattern****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (out of 50)</b>	<b>Tests (25)</b>	<b>Assignments (10)</b>	<b>Quizzes (05)</b>	<b>Term Paper (10)</b>
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

**SEE – Semester End Examination (50 marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## TAXATION

<b>Course Code : 20MBAFM322A</b>	<b>Credits : 03</b>
<b>L:T:P:S : 3:0:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Understand the system of taxation and various categories of incomes
<b>CO2</b>	Analyze and Apply various tax provision relating to income from House property and income from business/profession
<b>CO3</b>	Analyze and Apply various tax provision relating to income from capital gains and other sources
<b>CO4</b>	Evaluate how various provisions of taxation impacts the tax liability of the assesses
<b>CO5</b>	Appraise the Structure of GST
<b>CO6</b>	Apply the GST tax rates on different goods and services

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	2	2	-	2	2
<b>CO2</b>	3	3	2	2	1	2	2
<b>CO3</b>	3	2	2	2	3	2	2
<b>CO4</b>	2	3	2	2	3	2	2
<b>CO5</b>	2	2	3	3	3	2	2
<b>CO6</b>	2	2	1	3	1	2	2

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
1	<b>Basic Taxation concepts &amp; Income from salary:</b> Brief History of Indian Income Tax, Legal Frame Work , Types of Taxes , Canons of Taxation Important Definitions Assessment, Assessment Year, Previous Year, Assessee, Person, Income, Casual Income, Gross Total Income, Agricultural Income, Meaning and classification of Capital & Revenue, Income tax authorities, Powers & functions of CBDT, CIT & A.O. Residential Status of individuals and total income Heads of Income- Income from Salary: Meaning, Definition, Advance Salary , Arrears of Salary, Allowances, Perquisites, Provident Fund, Profits in Lieu of Salary, Gratuity, Commutation of Pension, Encashment of	9	CO1



	Earned leave, Compensation for voluntary retirement, Deductions from Salary Problems on Income from Salary. (Theory and Problem)		
2	<b>Income from House Property &amp; Income from Business/Profession:</b> House property income, Basis of Charge, Deemed Owners, Exempted Incomes from House Property, Composite Rent, Annual Value, Determination of Annual Value, Treatment of Unrealized Rent, Loss due to Vacancy, Deductions from Annual Value, Problems on Income from House Property. Income from Business/ Profession: Meaning and Definition of Business, Profession Vocation, Expenses Expressly Allowed, Allowable Losses, Expenses Expressly Disallowed Expenses Allowed on Payment Basis, Problems on Business relating to Sole Trader and Problems on Profession relating to Chartered Accountant, Advocate and Medical Practitioner. (Theory and Problem)	9	CO2
3	<b>Income from Capital gains &amp; Other Sources:</b> Capital asset, Long term capital asset, short term capital asset, long term and short term capital gains, computation of long term and short term capital gains, exemptions from capital gains. Securities, Kinds of Securities Rules for Grossing Up of Ex Interest Securities and Interest Securities. (Theory and Problem)	9	CO3
4	<b>Computation of Tax liability:</b> Computation of Total Income and Tax Liability of an Individual Assessee, Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 G, 80 GG, 80 GGA, and 80 U. (Theory and Problem)	9	CO4
5	<b>Goods and Services Tax:</b> History, formation, launch, taxes subsumed, HSN code, GST rates, goods kept outside GST, GST Council, criticisms towards GST, CGST, SGST, IGST, Registrations, Time Value & Place of Supply, Input Tax Credit, Payments, Invoicing, Accounts & Records, Reverse Charge, TDS, TCS, Composition Scheme, Return filing, Refunds, Penalty, Assessments, Appeal and related provisions, Problems on GST(Theory and Problems)	9	CO5 CO6

(60 Marks for Problems and 40 Marks for Theory)

#### SUGGESTED CASE STUDIES:

1. Income of salary case studies page no. 537 taxman publication 16th edition 2019
2. Case studies on capital gain Shri Mahesh & J Patel the Asst. commissioner of the police 18-7-2019 page no.873 taxman publication 16 the edition
3. NAA imposes penalty on builder for not passing on the benefits of ITC to buyers SushbirRohilla& V. Pyramid infratech (P)ltd taxman.com 379 (NAA)
4. SC upholds linking of Aadhaar number and PAN ( K .S. Puttaswamy (RETD).union of India (2019) taxmann.com page no 585
5. Tax biases to debt finance page no: 793 Tax man .com (NAA)

**Text Books:**

1. Direct Taxes Law & Practice by Vinod K Singhania, Kapil Singhania, Publisher Taxmann 2017
2. Income Tax-Theory, Law Practice by T.S Reddy and Hari Prasad Reddy, publisher: Margham 2017
3. Income Tax Law & Practice by B. B. Lal and N. Vashishit Publisher: I K International Publishing House Pvt. Ltd 2017
4. Income Tax Law & Practice by Dr. N. Hariharan, Publisher: Vijay Nicole Imprints Pvt Ltd, 2017.
5. GST by S.S. Gupta: Volume 2, 2019, Publisher-Taxman.

**Reference books:**

1. The Law And Practice Of Income Taxby Kanga, Palkhivala's Publisher: Lexis Nexis, 2017
2. Master Guide to Income Tax Act by Pradeep S. Shah, Rajesh S, Publisher: Taxmann Publications Pvt. Ltd, 2017

**Assessment Pattern:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category	Tests	Assignments	Term paper	Quiz
<b>Marks (out of 50)</b>	25	10	10	5
Remember	-	-	-	
Understand	-	05	-	
Apply	08		-	
Analyze	09		-	
Evaluate	08	-	-	
Create	Nil	05	-	

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## INVESTMENT MANAGEMENT

<b>Course Code : 20MBAFM323A</b>	<b>Credits : 03</b>
<b>L:T:P:S : 3:0:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Understand the empirical and theoretical implications of the financial investments.
<b>CO2</b>	Apply portfolio theory and evaluate the risk and returns associated with individual and collective stocks.
<b>CO3</b>	Evaluate stock price using fundamental analysis and technical analysis tools.
<b>CO4</b>	To learn valuation of equity, debt and mutual funds.
<b>CO5</b>	Analyze the fundamental drivers of diversification as an investment strategy for investors.
<b>CO6</b>	Create optimal portfolio.

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	1	2	2	-	-
<b>CO2</b>	3	3	1	2	2	-	-
<b>CO3</b>	3	3	1	2	2	-	-
<b>CO4</b>	3	3	1	2	2	-	-
<b>CO5</b>	3	3	1	2	2	-	-
<b>CO6</b>	3	3	1	2	2	-	-

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	<b>Introduction to Investment Management:</b> Meaning, objectives of financial investment, types, financial & non-financial forms of investment, investment methods, security & non-security forms of investment, sources of investment information, investment instruments. (Theory)	6	CO1
2	<b>Risk and Return Analysis:</b> Risk and returns concepts, concept of risk, types of risk- systematic risk, unsystematic risk, calculation of risk and returns, portfolio risk and return, expected returns of a portfolio, calculation of portfolio risk and return, portfolio with two assets, portfolio with more than two assets. (Theory and Problems)	9	CO2
3	<b>Fundamental and Technical Analysis:</b> Economy-Industry-Company framework, economic analysis & forecasting, theory of technical analysis, points & figures chart, bar chart, confidence index, RSA, RSI, moving average analysis, Japanese candlesticks, behavior of stock market prices, the market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis in portfolio management. (Theory and Problems)	9	CO3
4	<b>Valuation of Securities:</b> Valuation of bond, features, types of bonds, determinants of interest rate, bond management strategies, bond valuation, bond duration, preference shares concepts, features, yields, equity shares, concepts, valuation, dividend valuation models. (Theory and Problems)	9	CO4
5	<b>Portfolio Management:</b> Markowitz model-portfolio selection, opportunity set, efficient frontier, beta measurement and Sharpe single index model, Capital asset pricing model, basic assumptions, CAPM equation, security market line, extension of Capital asset pricing model, capital market line, SML VS CML, Arbitrage pricing Theory, arbitrage, equation, assumption, equilibrium, APT and CAPM. Portfolio construction, Portfolio performance evaluation, Sharpe, Treynor & Jensen's measure, portfolio revision, active & passive strategies & formula plans in portfolio revision, mutual funds, types, performance evaluation of mutual funds, functions of asset management companies. (Theory and Problems)	12	CO2, CO5 CO6

#### Suggested Case Studies :

1. <https://www.icmrindia.org/casestudies/catalogue/Finance/FINC137.htm>
2. [https://iuploads.s3.amazonaws.com/share\\_advisor/splreports/ACF129\\_CDDXDPKQRSVBLD.pdf](https://iuploads.s3.amazonaws.com/share_advisor/splreports/ACF129_CDDXDPKQRSVBLD.pdf)
3. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=577841](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=577841)

**TEXT BOOKS:**

- 1) V.K Balla, Investment Management, S. Chand & Co, 19/e, 2013.
- 2) Donald E.Fischer& Ronald J.Jordan, Security Analysis and Portfolio Management, Pearson, 6/e, ISBN : 9788177588118
- 3) Punithavathy Pandian , Security Analysis and Portfolio Management, Vikas Publishing House, 3/e, 2009, ISBN : 9789325963085

**REFERENCE BOOKS:**

- 1) Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, 4/e, 2012, ISBN: 9781259005992
- 2) Dr. Mahipal Singh, Security Analysis with Investment and Portfolio Management, 2011, ISBN: 9788182055193
- 3) Alexander, Sharpe, Bailley, Fundamentals of Investment, PHI, 3/e, 2008

**Assessment Pattern****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (out of 50)</b>	<b>Tests (25)</b>	<b>Assignments (10)</b>	<b>Quizzes (05)</b>	<b>Co-curricular Participation(10)</b>
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	10
Apply	10
Analyze	10
Evaluate	10
Create	5

## MANAGEMENT OF FINANCIAL SERVICES

<b>Course Code : 20MBAFM324A</b>	<b>Credits : 03</b>
<b>L:T:P:S : 3:0:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Perform finance function within the broad framework of Indian financial system
<b>CO2</b>	Have a thorough understanding of primary market and secondary market as an investment option
<b>CO3</b>	Analyze various financial services available in real life situations
<b>CO4</b>	Financially evaluate leasing and hire purchasing systems
<b>CO5</b>	Analyze the role of banking and insurance in the economic development of our country
<b>CO6</b>	Analyze role played by the merchant bankers in the corporate world

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	2	2	-	2	2
<b>CO2</b>	3	3	2	2	1	2	2
<b>CO3</b>	3	2	2	2	3	2	2
<b>CO4</b>	2	3	2	2	3	2	2
<b>CO5</b>	2	2	3	3	3	2	2
<b>CO6</b>	2	2	3	3	3	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	<b>Indian Financial System:</b> Financial system, need, functions, structure and constituents of Indian financial system, Financial institutions, Financial markets, Money market, capital market, Financial instruments and Services, Regulatory institutions RBI, SEBI, IRDA, Financial System and economic development.(Only Theory)	9	CO1
2	<b>Primary and Secondary Markets:</b> Capital market, structure of Indian capital market, New issue Market – Issue Mechanism, IPO, Rights issue, private placement, Processes of Book – Building, Issue of Bonus Shares, Stock Options, Functions of new issue market. <b>Stock Exchange:</b> Meaning, deification, features, functions, organization and structure, membership, speculators, listing of shares, trading procedures in stock exchange, Demat Account and depository services, SEBI-Meaning, objectives and functions, BSE, NSE, Sensex, Nifty.(Only Theory)	9	CO2
3	<b>Types of Financial Services:</b> Meaning, types, fund based, fee based financial services, leasing and hire purchasing, types of lease, financial evaluation of a lease, cross border leasing, contents of a lease agreement, bills discounting, factoring and forfeiting, securitization. (Theory and Problems-on lease and hire purchasing)	9	CO3 CO4
4	<b>Banking &amp; Insurance :</b> Evolution of Indian banks, types of banks, public sector, regional banks, and private sector banks, commercial banking, structure, functions, primary and secondary functions, Role of RBI and GOI as regulator of banking system, provisions of banking regulation act and reserve bank of India act, banking technology, home banking, ATMs, internet banking, mobile banking, core banking solutions, debit, credit and smart cards, electronic payment systems, MICR, cheque truncation, ECS-EFT, NEFT-RTGS. <b>Insurance:</b> Meaning and nature of insurance, principles of insurance, insurable interest, human life value concept, indemnity, utmost good faith, subrogation, insurable interest, proximate clause, players in life and non life insurance, insurance documents, alterations, duplicate policy, nominations, assignments, lapse and revivals, foreclosure.(Only Theory)	9	CO5
5	<b>Merchant Banking:</b> Roles and functions , Merchant bankers and new issue market, lead managers, underwriters, bankers to an issue, registrars and share transfer agents, brokers to the issue, debenture trustees, their role and functions in new issue market, SEBI guidelines. (Only Theory)	9	CO6

(20 marks problem on lease/hire purchasing in case analysis and 80 Marks for Theory)

### Suggested Case Studies:

- Circuit Breakers and their Role in Cooling Volatility- A Case of Indian Market in 2020:<https://economictimes.indiatimes.com/markets/stocks/news/circuit-breakers-and-their-role-in-cooling-volatility/articleshow/74784933.cms?from=mdr>
- Is Money safe in the Bank?-A Case of 'Yes Bank':  
<https://www.moneycontrol.com/news/business/personal-finance/yes-bank-is-your-money-safe-5012091.html>
- Rights Issue of Shares: A case of Reliance Industries Limited, 2020:  
<https://www.livemint.com/money/personal-finance/should-you-invest-in-the-rights-issue-of-reliance-industries-11588936555011.html>
- Financial Evaluation of Lease and Hire Purchase Systems-With specific case problems.
- Linkage of Stocks and Commodity Markets-A case of Stocks and Gold:<https://timesofindia.indiatimes.com/business/india-business/retail-gold-prices-go-past-rs-50k/10gm-mark/articleshow/76738269.cms>

### TEXT BOOKS:

1. Banking Theory Law and Practice, K P M Sundharam, P N Varshney, Sultan Chand and Sons, 20/e, 2014.
2. Modern Banking Theory and Practice, Muraleedharan D, Prentice Hall of India, 10/e, 2013.
3. Management of Banking and Financial Services, Latha Suresh, Justin Paul, Pearson, 3/e, 2014.
4. Principles of Risk Management and Insurance, George E. Rejda, Pearson Prentice Hall, 2013
5. Credit Ratings: Methodologies, Rationale and Default Risk Michael K. Ong, Risk Books, 2002

### REFERENCE BOOKS:

1. Merchant Banking and Financial Services, MadhuVij, Swati Ohawen, Tata McGraw Hill, 2012.
2. Merchant Banking & Financial Services, S Gurusamy, TMH, 4/e, 2014

### Assessment Pattern:

#### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	Co-curricular Participation(10)
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		



**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## COMPENSATION MANAGEMENT

<b>Course Code : 20MBAHR331A</b>	<b>Credits : 03</b>
<b>L: T: P: S : 3:0:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Understand and describe the terminologies on compensation.
<b>CO2</b>	Analyze the relationship between Compensation and benefits
<b>CO3</b>	Classify and evaluate variable component of salary for executives.
<b>CO4</b>	Design and Implement compensation for employees and executives.
<b>CO5</b>	Understand legal framework compensation practices relating to compensation structure
<b>CO6</b>	The student will be able to design and develop an original framework and model in dealing with compensation problems in the organization.

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	3	2	2	2	3
<b>CO2</b>	3	3	3	3	2	2	1
<b>CO3</b>	2	3	3	3	3	3	2
<b>CO4</b>	3	3	3	2	2	1	3
<b>CO5</b>	3	3	3	2	2	1	1
<b>CO6</b>	3	3	3	2	2	1	1

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
1	<b>Introduction:</b> Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Approaches Challenges in compensation Management. Compensation management process. Skills and competence. Concept and rationale of employee welfare.	9	CO1

2	<b>Compensation Classification</b> - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.	9	CO2, CO3, CO4
3	<b>Understanding Wages:</b> Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations. <b>Rewards:</b> Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems	9	CO1
4	<b>The Minimum Wages Act, 1948.</b> Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work.  <b>Wage Boards</b> - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits  Creating a Work Life Setting – Designing Benefit Packages. Tools: Excel for wage calculation and TDS System (basic).	9	CO1
5	<b>The Payment of Bonus Act, 1965</b> :Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records.	9	CO5 CO6

#### Suggested Case Studies:

1. Compensation: pg. 243, Compensation management , Dr.Satyanarayan
2. Wage Differential , pg no 371, Compensation system management , A.M. Sarma

3. Linking pay for performance : pg no 372-373, , Compensation system management, A.M.Sarma
4. Equity Compensation pg no 253, Compensation management ,Dr.Satyanarayan
5. Linking pay to performance, pg no 373, Compensation system management , A.M. Sarma
6. The Payment of Bonus Act, 1965, pg no 256-257, Compensation Management, Dr.Satyanarayan

#### TEXT BOOKS:

- 1) Employee Benefits Design and Compensation, Bashker D. Biswas FT Press; 1 edition (29 May 2014),
- 2) Strategic compensation, Martocchio J. J. Pearson Education, 2014.
- 3) Compensation, Gerhart B & Rynes S L , Sage Publishers, 2013.

#### REFERENCE BOOKS:

- 1) Compensation Decision Making , Bergmann Thomas J, Cengage Learning, Inc,, 2012
- 2) Employee Reward , Michael Armstrong, Universities Press, 2009
- 3) Compensation Management, Deb Tapomoy, Excel Books, 2009.
- 4) Compensation- Milkovich G. T, Newman J .M, & Venkataratnam C. S , McGraw hill Irwin, 2009

#### Assessment Pattern

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

##### SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## TRAINING & DEVELOPMENT

<b>Course Code : 20MBAHR332A</b>	<b>Credits : 03</b>
<b>L:T:P:S : 3:0:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Understand the concept of Training need analysis
<b>CO2</b>	Understand Training methods, On the job and Off the Job training
<b>CO3</b>	Analyze the concept of Management Development and Leadership style.
<b>CO4</b>	Understand the future of ROI and Training.
<b>CO5</b>	Understand and adapt to appropriateness for managing change.
<b>CO6</b>	Evaluation of training methods

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	3	2	2	2	3
<b>CO2</b>	3	3	3	3	2	2	1
<b>CO3</b>	2	3	3	3	3	3	2
<b>CO4</b>	3	3	3	2	2	1	3
<b>CO5</b>	3	3	3	2	2	1	1
<b>CO6</b>	3	3	3	2	2	1	3

MODULE NO	MODULE CONTENTS	HRS	COs
1	<b>Introduction to Training and Training need analysis</b> -Important concepts and meanings Training, Development, Education; Objectives of training; Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output .	9	CO1
2	<b>Understanding Training Process and Methods</b> : Training Process-Training methods: On the job and Off the Job training; On the Job Training ,Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Behavior Modeling; Cross Cultural Training.	9	CO2
3	<b>Evaluation of Training:</b> Follow Up of Training- Importance of Evaluation, Different Models of evaluation, Types of evaluation data collected- Outcome data; Cost Benefit Analysis of Training program; ROI on Training.	9	CO3 CO6
4	<b>Management Development-</b> Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Training for Executive Level Management- Knowledge, Skills, Traits and leadership style, Strategies for development of Executives, Career & Succession Planning.	9	CO4
5	<b>Training in Current times</b> :: Training with latest tools and techniques. Model of training effectiveness and issues relating resulting from external and internal environment. Types, benefits and challenges in using emerging trends in training and development. Concerns in implementation of training and development. Training and development initiatives of some selected companies from private, public and MNC'S. Use of emerging trends in training and development.	9	CO5

#### Suggested Case Studies:

1. TNA at Bank of Baroda :<https://www.scribd.com/document/381019154/Tna-Baroda>
2. Case Study: On the job training at Toyota Motors, <https://www.citehr.com/352797-training-development-case-study.html>
3. Case Study : Training Designed to Change Behavior and Attitude, Effective Training, P, Nick Blanchard, James W Thacker, V Anand Ram, Page 330
4. Case Study: Will Teams Work? Effective Training, P. Nick Blanchard, James W Thacker, V Anand Ram, Page 476
5. Case Study: <https://businesscasestudies.co.uk/building-a-workforce-for-the-future/>

**TEXT BOOKS:**

1. Employee Training & Development, Noe A Raymond, Mc. Graw Hill Publication, 6<sup>/</sup>E, 2010.
2. Effective HR Training Development Strategy, Dr.Ratan Reddy, HPH.2005
3. Dayal Ishwar, Management Training in Organizations. Prentice Hall.

**REFERENCE BOOKS:**

1. Goldstein Training In Organizations, Cengage Learning, 4/E, 2001
2. Effective Training-Systems, Strategies and Practices, Blanchard, Pearson Education, 2/E, 2007

**Assessment Pattern****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>Term paper</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

### LEGAL ASPECTS OF BUSINESS

<b>Course Code</b>	<b>20MBAHR333A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

#### **COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand Industrial Relation dynamics in India and the system of collective bargaining.
<b>CO2</b>	Understand fundamentals of trade unionism, grievance procedure in industrial setup, disciplinary mechanisms and resolving industrial conflicts
<b>CO3</b>	Develop insights on Factories act and Karnataka Shops and commercial Establishments Act
<b>CO4</b>	Gain Knowledge on Consumer Protection Act and Cyber Laws
<b>CO5</b>	Understand and be aware of the social security acts like ESI, PF, gratuity and maternity act
<b>CO6</b>	Be Aware of Social Security acts and develop insights on prevention of sexual harassment at workplace

#### **MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	-	2	2	3	2
<b>CO2</b>	3	3	3	2	2	3	2
<b>CO3</b>	3	3	3	2	-	3	2
<b>CO4</b>	3	3	3	2	2	3	2
<b>CO5</b>	3	3	3	2	2	3	2
<b>CO6</b>	3	3	3	2	2	3	2



MODULE NO	CONTENTS OF MODULE	HRS	COs
1	<p><b>Indian Industrial Relations</b> – An overview –, need, importance, objectives and principles of legal environment. Main approaches to IR. Labor and Indian constitution, code of Discipline. Government policies relating to labor in 5 year plans, Legal Enactments, ILO and its influence on Legal Enactments in India.</p> <p><b>Collective Bargaining in India:</b> Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, prerequisites for collective bargaining, trends and conclusions, Workers Participation in Management. Techniques of negotiation.</p>	10	CO1
2	<p><b>Trade Unions:</b> Meaning, Historical perspective of trade union movement in India, functions of trade unions, objectives of important trade unions, problems of trade unions, measures to strengthen trade union movement in India, Rights and responsibilities, future trends of trade union movement in India</p> <p><b>Grievance procedure and Discipline management:</b> Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure.</p> <p>Discipline - Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry.</p> <p>Industrial Conflicts: Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts, and settlement of Industrial conflicts.</p>	10	CO2
3	<p><b>The Factories Act, 1948</b> Approval, Licensing and Registration-Inspecting Staff – Health – Welfare Working Hours - Annual Leave with wages - Periodical Returns Registers and Records.</p> <p><b>Karnataka Shops and Commercial Establishments Act 1961,</b> Registration of Establishments –Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses –Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages –Health and Safety – Maintenance of Registers, Records and Annual Report.</p>	8	CO3 CO5
4	<p><b>Consumer protection act:</b> Consumer Protection Act – Consumer rights, Procedures for Consumer grievances Redressal, Types of consumer Redressal Machineries and Forums, Case Studies</p> <p><b>Introduction of cyber laws :</b> Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.</p>	7	CO4 CO5

5	<p><b>Law Relating to Social Security:</b> ESI Act, Maternity Benefit Act 1961, Employees Provident Fund and Miscellaneous Provisions act 1952, Payment of Gratuity Act 1972</p> <p><b>Prevention of Sexual harassment at workplace:</b> Meaning, Significance, Supreme Court verdict in Vishaka Vs State of Rajasthan Case, Employer Responsibility to create Harassment free work place, Training employees for good Behaviour.</p>	10	CO5 CO6
---	---	----	------------

## SUGGESTED CASE STUDIES:

### CASE STUDY:

- 1) Labour unrest Maruti Suzuki Plant Manesar (<https://www.india-briefing.com/news/labor-unrest-maruti-suzuki-india-plant-manesar-2-11963.html/>)
- 2) Labour unrest at Honda motor cycle and scooters (<https://economictimes.indiatimes.com/industry/auto/two-wheelers-three-wheelers/labour-unrest-honda-denies-sacking-of-workers/articleshow/54508752.cms?from=mdr#:~:text=MUMBAI%3A%20India's%20second%20largest%20two,been%20hit%20by%20labour%20unrest.>)
- 3) HAL Vs Workmen AIR1975 SC 1737(<https://indiankanoon.org/doc/690699/>)
- 4) Om Prakash v. Reliance General Insurance (2017)(<https://indiankanoon.org/doc/122441541/>)
- 5) Tuka Ram And Anr vs State of Maharashtra, AIR 1979 SC 185 (Mathura Case) (<https://indiankanoon.org/doc/1092711/>)

### TEXT BOOKS:

1. Mamoria & Mamoria – ‘Dynamics of Industrial Relations’, Himalaya Publishing house, 2012
2. Arun Monappa – Industrial Relations and Labour laws, McGraw Hill Publishing Company Ltd, 2/e, 2013.
3. Industrial Relations, Trade Unions and Labour Legislation, Sinha P R N, Sinha I. B and Shekhar S. P, Pearson education, 2013
4. Industrial Jurisprudence and Labour Legislation, Sarma A.M, 5/e, HPH. 2011

### REFERENCE BOOKS:

- 1) Industrial and Labour Legislation - Porwal L. M. and Sanjeev Kumar, Vrinda Publications, 2010.
- 2) Industrial Relations – Ratna Sen, Macmillan Publishers, *Vrinda Publication* (P) Ltd, 2010
- 3) Bare Acts
- 4) Labour Laws for managers – B D Singh
- 5) Industrial & Labour Laws – S P Jain

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (out of 50)</b>	<b>Tests</b>	<b>Assignments</b>	<b>Quizzes</b>	<b>Term Paper 10</b>
	<b>25</b>	<b>10</b>	<b>5</b>	
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
<b>Remember</b>	5
<b>Understand</b>	10
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	5
<b>Create</b>	5

## RECRUITMENT AND SELECTION

<b>Course Code</b>	<b>20MBAHR334A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Understand job analysis functions and HRP practices.
<b>CO2</b>	Analyze Legal aspects in Recruitment.
<b>CO3</b>	Understand and Evaluate sources of Recruitment.
<b>CO4</b>	Compare and Evaluate Internal and External Hiring.
<b>CO5</b>	Understand how to assess candidates in interview and select the best candidate
<b>CO6</b>	Develop insights of SAP an over view in HR

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	2	2	2	3	2
<b>CO2</b>	3	3	2	2	2	3	2
<b>CO3</b>	3	3	-	2	2	3	2
<b>CO4</b>	3	3	2	2	2	3	2
<b>CO5</b>	3	3	2	2	2	3	2
<b>CO6</b>	3	3	2	2	1	3	2

MODULE NO.	MODULE CONTENTS	HRS	COs
1	<b>Designing and Developing HR System:</b> Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion, Separation.	9	CO1 CO2
2	<b>Legal Aspects and Organization Policy:</b> Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions, organizational policy on hiring.	9	CO2 CO4
3	<b>Recruitment:</b> Meaning and significance, principles of recruitment, strategic choices in recruitment- automating, out sourcing, contracting and recruiting. Targeting right source, internal recruitment- meaning and significance, advantages and disadvantages. External recruitment- meaning and significance, advantages and disadvantages. Online Job Portals: LinkedIn, Naukri portals.	9	CO3
4	<b>Medium of external and Internal recruitment-</b> Right Medium and how to choose it? Importance, Procedures and Policies, Approaches & Stages of Recruitment, Equal Opportunity and Recruitment. Recruitment in Fluctuating Labor Markets and in Different Organizations. Social Media Recruitment.	6	CO4
5	<p><b>Assessing candidates for selection:</b> Testing for aptitude and Skills, assessing approaches- application blanks, skill tests, aptitude tests etc, reliability and validity of tests, testing methods, testing conditions and procedure, evaluating test scores, short listing ratio, short listing criteria- benchmark approach and descending order approach.</p> <p><b>Interviewing</b> -Meaning and significance, methods, advantages and limitations. Interviewers and their preparedness. Interview content and process. Antecedent Verification, Joining Formalities, Induction and deployment. Tools for interviews.</p> <p><b>SAP-Overview</b>, Create position, create career, define requirements, hire employee, display, organizational plan, post job advertisement, enter applicant master data, prepare hiring, hiring applicant, proof hiring, maintain qualification profile, execute career planning, create an event, book the event, follow up event, execute career planning, prepare appraisal, performance appraisal, transfer of employee and HCM1 challenge.</p>	12	CO5 CO6

**Suggested CASE STUDIES:**

- 1) HRM Case Study Approach: Muuler Came, Croucher, Leigh Page no 134-135
- 2) Succession Planning for Federal Express Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-82 3rd Edition
- 3) Different Rules for Different People Source Cases in OB, Mathew J manimala, Vijaya, Ajit Page no 359-361
- 4) Recruitment: Muuler Came, Croucher, Leigh Page no 139
- 5) The Geographical Area of Recruitment Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-141 3rd Edition
- 6) Selection HRM Case Study Approach: Muuler Came, Croucher, Leigh Page no 161

**TEXT BOOKS:**

1. Human Resource Selection, Robert D. Gatewood and Hubert S. Feild, South Western Cengage Learning, Mason, 7th Edition 2011.
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, McGraw Hill International, 5th Edition, 2014.

**REFERENCE BOOKS:**

1. Managing Human Resources, Bohlander George W, Scott A. Snell, Cengage Learning; 16 edition, January 1, 2012
2. Effective Recruitment and Selection Practices, Compton R.L, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Co-Curricular Participation
	25	10	5	
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
<b>Remember</b>	5
<b>Understand</b>	10
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	5
<b>Create</b>	5

## STRATEGIC MANAGEMENT OF SERVICE OPERATIONS

<b>Course Code</b>	<b>20MBAOM341A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the Importance of operations in service sector
<b>CO2</b>	Analyze Service Operations strategies to achieve competitive advantage
<b>CO3</b>	Understand operational and administrative processes with respect to the roles and responsibilities of operations managers in different organizational contexts
<b>CO4</b>	Apply Total Quality Management principles in Operations area to manage supply and demand through
<b>CO5</b>	Create, design and deliver operations to achieve competitive advantage in services through quality.
<b>CO6</b>	Understanding of predicting and managing services

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>CO2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>CO3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>CO4</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>CO5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>CO6</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>



<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COS</b>
<b>1</b>	<b>Introduction</b> Service & Society-Nature of services & service Encounters - Customers as the focus of service Management.	<b>9</b>	<b>CO1</b>
<b>2</b>	<b>Service Strategy</b> Service Management in the international Arena -Service Strategy and Competitiveness	<b>9</b>	<b>CO2</b>
<b>3</b>	<b>Human Resource Management in Services</b> Technology & its Impact - Service Design & Systems Delivery - Human Resource Management in services - work measurement in services - locating facilities and designing their layout.	<b>9</b>	<b>CO3</b>
<b>4</b>	<b>Demand and Supply in Services</b> Managing Demand and supply in services - Queuing and simulation – Service Quality and continuous improvement - Tools and techniques of total quality management - Service productivity and measurement of performance. -IATF 16949F	<b>9</b>	<b>CO4</b>
<b>5</b>	<b>Service Inventory System</b> Forecasting demand for service - vehicle routing and scheduling – Project Management - Linear and Goal applications for service - service inventory system.-Inventory risk Management	<b>9</b>	<b>CO5 CO6</b>

#### **SUGGESTED CASE STUDIES:**

1. Case study: HBR “ Mumbai’s Models of service excellence- Dabbawalas” by Stefan Thomke
2. Case study: HBR “ Four ways to reinvent service delivery” by kamalini Ramdas, Elizabeth Teisberg& Amy L.Tucker
3. Case study: HBR “ Designing services that deliver” by Lynn Shostack
4. Case study: HBR “Match Supply & Demand in service industries” by W. Earl Sasser
5. Case study: HBR “ How one Boston Hospital Built a COVID-19 Forecasting System” by Jennifer P. Stevens, Stevens Horng, Ashely o’Donoghue, Sarah Moravick and Antony Weiss.

#### **TEXT BOOKS:**

1. Johnston Robert (Author), Clark Graham (Author), Shulver Michael (Author) “Service Operations Management: Improving Service Delivery”, - Pearson (Kindle Edition), Fourth Edition
2. Hollins Shinkins, “Managing Service Operations: Design and Implementation” -Sage Publications, ISBN: 9781412929523, 1412929520
3. Mona J. Fitzsimmons, James A. Fitzsimmons , “Service Management : Operations, Strategy, Information Technology”, 7th Edition , Mc Graw Hill Education

#### **REFERENCE RESEARCH PAPER:**

1. Robert Johnston, Graham Clark., “Service Operations Management”, 3<sup>rd</sup> Edition, 2008, Paperback, 552 pages - ISBN13: 9781405847322 - ISBN10:140584732
2. Richard D. Metters (Author), Kathryn H. King-Metters (Author), Madeleine Pullman

(Author) "Successful Service Operations Management with CDROM\*Hardcover+" South-Western College Pub; 1st edition 2002 -- ISBN-10: 0324135564 -- ISBN-13: 978-0324135565.

3. Fitzsimmons, James A., and Mona J. Fitzsimmons, "Service Management: Operations, Strategy and Information Technology", 3rd Ed., Irwin/McGraw-Hill, 2001.

#### **ASSESSMENT PATTERN:**

##### **CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>Co-Curricular Participation</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

##### **SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Test</b>
<b>Remember</b>	5
<b>Understand</b>	10
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	5
<b>Create</b>	5

## DEMAND ANALYSIS AND FORECASTING

<b>Course Code</b>	<b>20MBAOM342A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Understand the importance of demand in real business life
<b>CO2</b>	Estimate Demand based on statistics
<b>CO3</b>	Apply Forecasting techniques to assess business Decisions.
<b>CO4</b>	Apply Trend Analysis to analyze in different business cases
<b>CO5</b>	Understand the nature of time series data
<b>CO5</b>	Understand and minimize the risk related to decision making
<b>CO6</b>	Apply the applications of demand forecasting methods

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	2	2	3	2
<b>CO2</b>	3	2	2	2	2	3	2
<b>CO3</b>	3	2	2	2	2	3	2
<b>CO4</b>	3	2	2	2	2	3	2
<b>CO5</b>	3	2	2	2	2	3	2
<b>CO6</b>	3	2	2	2	2	3	2

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COS</b>
<b>1</b>	<b>Demand Analysis</b> An Overview, Significance of Demand Analysis and Forecasting Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm	<b>9</b>	<b>CO1</b>
<b>2</b>	<b>Estimation of Demand</b> Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores, Statistical Estimation, Variable Identification, Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics	<b>9</b>	<b>CO2</b>
<b>3</b>	<b>Forecasting Demand</b> Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques, Survey and Opinion Polling Techniques	<b>9</b>	<b>CO3 CO6</b>
<b>4</b>	<b>Time Series Analysis</b> Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques Moving Averages, Exponential Smoothing and Other Advanced Techniques, Barometric Techniques Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Accuracy of Forecast, Short Run Forecast, Long Term Forecast	<b>9</b>	<b>CO4</b>
<b>5</b>	<b>Time Series Analysis II</b> Nature of time series data, difference equations, Stochastic process: Stationary versus Non-Stationary Stochastic Process, Tests of Stationary: Correlogram, Unit Root Tests, And Random Walk Models.	<b>9</b>	<b>CO5</b>

### **SUGGESTED CASE STUDIES**

1. In supply chain management in L & T Practice in managerial economics, D N Dwivedi 6th edition Vikas publication
2. Dominos India logistics Management in managerial economics, D N Dwivedi 6th edition Vikas publication
3. Nike failure in Demand forecasting in supply chain management topics in Harvard university case studies page no 457
4. JIT concept In the India auto industry in managerial economics H. L Ahuja, S. Chand, 2011 8th edition
5. Transportation and warehouses facilitate at Gait in managerial economics H. L Ahuja, S. Chand, 2011 8th edition

**TEXT BOOKS:**

- 1) Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- 2) Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication.
- 3) Managerial Economics, H. L Ahuja, S. Chand, 2011
- 4) Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication.
- 5) Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

**REFERENCE BOOKS:**

- 1) Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010
- 2) Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
- 3) Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self Study Assessment 10
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## TOTAL QUALITY MANAGEMENT

<b>Course Code</b>	<b>20MBAOM343A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand Total Quality Management
<b>CO2</b>	Understand Philosophies of Quality Management
<b>CO3</b>	Create new or improved statistical process control and capability
<b>CO4</b>	Analyze tools and techniques of Quality Management
<b>CO5</b>	Understand Quality systems implementation
<b>CO6</b>	Understand the concept of leadership, change and quality culture

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	2	2	3	2
<b>CO2</b>	3	2	2	2	2	3	2
<b>CO3</b>	3	2	2	2	2	3	2
<b>CO4</b>	3	2	2	2	2	3	2
<b>CO5</b>	3	2	2	2	2	3	2
<b>CO6</b>	3	2	2	2	2	3	2

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
<b>1</b>	<b>INTRODUCTION TO QUALITY MANAGEMENT</b> Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.	<b>9</b>	<b>CO1</b>
<b>2</b>	<b>PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT</b> Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.	<b>9</b>	<b>CO2</b>
<b>3</b>	<b>STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY</b> Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, and product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.	<b>9</b>	<b>CO3</b>
<b>4</b>	<b>TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT</b> Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.	<b>9</b>	<b>CO4</b>
<b>5</b>	<b>QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION</b> Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.	<b>9</b>	<b>CO5 CO6</b>

#### **SUGGESTED CASE STUDIES:**

1. Toyota -TQM strategies: [https://www.youtube.com/watch?v=AD-B\\_cgl01w](https://www.youtube.com/watch?v=AD-B_cgl01w)
2. TQM success story for Motorola <https://www.youtube.com/watch?v=jUV2mdpV-IU>
3. TQM implementation in Tata steel : <https://www.youtube.com/watch?v=naUvRqkDhf0>
4. Implementation of TQM case study British airways [https://www.youtube.com/watch?v=aPFUVIAZ\\_yc](https://www.youtube.com/watch?v=aPFUVIAZ_yc)
5. TQM at Xerox a case study: <https://www.youtube.com/watch?v=qdhZoPhZTDo>

**TEXT BOOKS:**

1. Dale H. Besterfield et al, Total Quality Management, third edition, Pearson education (2014).
2. Shridhara Bhat k, Total quality management – text and cases, Himalaya publishing house, 2012.
3. Quality Management, Donna C. Summers, 2<sup>nd</sup> Edition, Pearson Publishing, 2015
4. Total Quality Management :Text and cases, B Janakiraman and R K Gopal, PHI

**REFERENCE PAPERS:**

1. Total Quality Management, Poornima M, Charantimath, Third Edition, 2017, Pearson Education
2. Total Quality management, P. Saravanel & S. Balakumar, Magnum Publications, 2010
3. Total Quality Management, Anshu Chauhan, Dr. Deepika S. Joshi, Aayu Publication, 2015

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5



## SUPPLY CHAIN MANAGEMENT

<b>Course Code</b>	<b>20MBAOM344A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the key drivers of Supply chain Management
<b>CO2</b>	Apply logistics and purchasing concepts to improve supply chain operations
<b>CO3</b>	Understand modes of Transportation and its importance in SCM
<b>CO4</b>	Understand Warehouse Management Concepts and Apply the principles of Strategic planning of resource into SCM
<b>CO5</b>	Understand the concept of outsourcing and agility
<b>CO6</b>	Create a framework to design and analyze global supply chains that meet or exceed customer quality, deliver, cost and service requirements.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	2	2	3	2
<b>CO2</b>	3	2	2	2	2	3	2
<b>CO3</b>	3	2	2	2	2	3	2
<b>CO4</b>	3	2	2	2	2	3	2
<b>CO5</b>	3	2	2	2	2	3	2
<b>CO6</b>	3	2	2	2	2	3	2

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
<b>1</b>	<b>Introduction Supply Chain Management</b> : Supply Chain definition – Objectives – Types – Various definitions – Drivers of SCM – Need for SCM – SCM as a profession – SCM decisions and skills –Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits e-business and SCM -. Recent issues in SCM.	9	CO1

2	<b>Logistics system</b> : Concept, objectives and scope – Logistics interface with Marketing – Logistics system elements – Importance ,Logistics of part of SCM, logistics costs, different models, logistics sub-systems, inbound and out bound logistics bullwhip effects in logistics	9	CO2
3	<b>Modes of Transportation</b> : Concept of multi modal transport – Different transport modes – Modal interfaces –Intermodal systems – road/rail/sea; sea/air; road/air; road/rail, sea/rail, sea/road –Inland Container Depot (ICD) & Container Freight Station (CFS) Terminals- Milk run in Logistics	9	CO3
4	<b>Strategies in SCM</b> : Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix, Supply chain Integrates- Push, Pull strategies -Reverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR – agile systems – sources of variability – characteristics – supplier interface – internal processes Demand driven strategies –Impact on grocery industry – retail industry – distribution strategies .Procurement and Outsourcing: Outsourcing – benefits and risks – framework for make/buy decision – e-procurement – frame work of e-procurement- Lean Production System	9	CO4 CO5
5	<b>Ware House Management</b> : Meaning of Warehousing - Importance – Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services - Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording- Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes	9	CO6

#### SUGGESTED CASE STUDIES

1. Flipkart SCM  
<https://www.youtube.com/watch?v=xN5scjazLE8>
2. DHL International Logistic Management  
[https://www.youtube.com/watch?v=DvEh04LNJ\\_I&t=256s](https://www.youtube.com/watch?v=DvEh04LNJ_I&t=256s)
3. Walmart SCM  
<https://www.youtube.com/watch?v=ee1V7FVvMa4>
4. Dell SCM Strategies (JIT)  
<https://www.youtube.com/watch?v=le7tDr6gPcM&t=73s>
5. Amazon Warehouse Management  
<https://www.youtube.com/watch?v=dAXdeqcHBp4&t=138s>

#### TEXT BOOKS:

1. Text book of Logistics and Supply Chain Management, Agarwal D.K., Laxmi Publications, First Edition, 2016,ISBN-109385750046
2. Logistics Management World Seaborne Trade, Dr.KrishnaveniMuthiah, Himalaya Publishing House , 2011,ISBN-10: 817866996X

3. Supply Chain Logistics Management, Donald Bowersox , David Closs , M. Bixby Cooper, Tata Mc Graw Hill ,2015
4. Logistics Management: Supply Chain Imperative, Sople, V. V.,Pearson Publishing House, 2014
5. Supply Chain Management , S. Chopra and P. Meindl, Prentice Hall, 2010 (4th Edition)

**REFERENCE BOOKS:**

1. Supply Chain Management- Concepts and Cases, Rahul V. Altekar, Prentice Hall of India, 2013
2. Designing and Managing the Supply Chain Concepts, Strategies and Case Studies'; Simchi, D.Kaminsky, P McGraw-Hill Companies, 2015
3. Supply Chain Management, Mohanty R.P, S.G Deshmuki, Biztantra, New Delhi.2015

**ASSESSMENT PATTERN:**

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## DATA SCIENCE

<b>Course Code</b>	<b>20MBABA351A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the basics of data science, probability and statistics
<b>CO2</b>	Apply sampling techniques on the dataset as data preprocessing
<b>CO3</b>	Estimate the Confidence Interval for the given situation and dataset
<b>CO4</b>	Analyze the development, representation and application using Hypothesis testing
<b>CO5</b>	Develop the model in Linear Regression for applications
<b>CO6</b>	Build the techniques, tools and importance of Multiple Linear Regression

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	3	2	2	2
<b>CO2</b>	3	2	2	3	2	2	2
<b>CO3</b>	3	2	2	3	2	2	2
<b>CO4</b>	3	2	2	3	2	2	2
<b>CO5</b>	3	2	2	3	2	2	2
<b>CO6</b>	3	2	2	3	2	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	<b>Introduction Data Science:</b> Need for Data Science, Introduction to Descriptive Analytics, Central tendency and Dispersion, Introduction to Probability, Probability Distributions	09	CO1
2	<b>Sampling and Estimation:</b> Introduction, Population Parameters and Sample Statistic, Sampling, Probabilistic Sampling, Non-Probability Sampling, Sampling Distribution, Central Limit Theorem (CLT), Sample Size Estimation for Mean of the Population <b>Confidence Intervals:</b> Introduction, Confidence Interval for Population Mean and Population Proportion, Confidence Interval for Population Mean When Standard Deviation is Unknown, Confidence Interval for Population Variance	09	CO2, CO3
3	<b>Hypothesis Testing:</b> Setting Up a Hypothesis Test, One-Tailed and Two-tailed Test, Type I Error, Type II Error and Power of The Hypothesis Test, Hypothesis Testing for Population mean with Known Variance: Z-Test, Hypothesis Testing for Population Proportion: Z-Test for Proportion, Hypothesis Test for Population mean under Unknown Population Variance: t-Test, Paired Sample t-Test, Comparing Two Populations, Hypothesis Test for Difference in Population Proportion under Large Samples, Effect Size, Hypothesis Test for Equality of Population Variances, Non-Parametric Tests	09	CO4
4	<b>Simple Linear Regression:</b> Introduction, Simple Linear Regression Model Building, Interpretation of Model parameters, Estimation of Parameters Using Ordinary Least Squares, Validation of the Simple Linear Regression Model, Outlier Analysis, Confidence Interval for Regression Coefficients $b_0$ and $b$ , Confidence Interval for the Expected Value of Y for a Given X, Prediction Interval for the Value of Y for a Given X.	09	CO5
5	<b>Multiple Linear Regression:</b> Introduction, Ordinary Least Squares Estimation for Multiple Linear Regression, Model Building, Part (Semi-Partial) Correlation and Regression Model Building, Interpretation of MLR Coefficients, Standardized Regression Coefficient, Regression Models with Qualitative Variables, Validation of Multiple Regression Model, R-Square and Adjusted R-Square, t-Test, F-Test, Partial F-Test, Residual Analysis, Multi-Collinearity and Variance Inflation Factor, Auto-correlation, Outliers Diagnostics, Variable Selection	09	CO6

#### SUGGESTED CASE STUDIES

1. Descriptive Analytics using Python, Probability distribution for a given problem using python
2. Estimation of Confidence Interval for a given problem and dataset
3. Conduction of Hypothesis tests on a given dataset and the assumptions given using python
4. Simple Linear Regression Model Development and Validation using Python for a given dataset
5. Multiple Linear Regression Model Development and Validation using Python for a given dataset

**TEXT BOOKS:**

1. U Dinesh Kumar, "Business Analytics :The Science of Data Driven decisionmaking", First Edition, Wiley Publishers, 2017
2. Manaranjan Pradhan, U Dinesh Kumar, "Machine Learning using Python", First Edition, Wiley Publishers, 2019

**REFERENCE BOOKS:**

1. Douglas C. Montgomery, Douglas C. Montgomery, George C. Runger, "Applied Statistics and Probability for Engineers", 6<sup>th</sup> Edition, Wiley Publishers, 2016
2. Gilbert Strang, "Introduction to Linear Algebra, Fifth Edition (2016)", Wellesley-Cambridge Press and SIAM
3. Jiawei Han, Micheline Kamber, Jian Pei Professor, "Data Mining: Concepts and Techniques", Third Edition, Morgan Kaufmann Series.
4. McKinney W. "Python for data analysis: Data wrangling with Pandas, NumPy, and IPython." O'Reilly Media, Inc., 2012.

**WEB RESOURCES:**

1. <https://machinelearningmastery.com/>
2. <https://towardsdatascience.com/data-science/home>
3. <https://mastersindatascience.com/resources/top-100-data-science-resources/>

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Term Paper  10
	25	10	5	
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## BUSINESS DATA MINING

<b>Course Code</b>	<b>20MBABA352A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the concepts and usage of data Mining tools, techniques and best practices
<b>CO2</b>	Develop, evaluate, and execute Predictive data modeling techniques like decision tree, regression & Cluster analysis
<b>CO3</b>	Understand the development, representation and application of artificial neural networks
<b>CO4</b>	To Understand the concept and application of text and web mining
<b>CO5</b>	To understand the techniques, tools and importance of big data in data analytics.
<b>CO6</b>	Analyze the application of Association Rule Mining

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	3	2	2	2
<b>CO2</b>	3	2	2	3	2	2	2
<b>CO3</b>	3	2	2	3	2	2	2
<b>CO4</b>	3	2	2	3	2	2	2
<b>CO5</b>	3	2	2	3	2	2	2
<b>CO6</b>	3	2	2	3	2	2	2

MODULE NO	CONTENTS OF MODULE	HRS	COs
1	<b>Introduction to Data Mining:</b> Data Mining Gathering and Selecting Data, Data Cleansing and Preparation - Outputs of Data Mining - Evaluating Data Mining Results Data Mining Techniques - Tools and Platforms for Data Mining - Data Mining Best Practices Myths about Data Mining Data Mining Mistakes	9	CO1, CO5
2	<b>Association Rule Mining:</b> Business Applications of Association Rules, Representing Association Rules, Algorithms for Association Rule, Apriori Algorithm Association Rules Exercise, Creating Association Rules.	9	CO6
3	<b>Decision Trees:</b> Decision Tree Problem, Decision Tree Construction Lessons from Constructing Trees, Decision Tree Algorithms.	9	CO2
4	<b>Cluster Analysis:</b> Applications of Cluster Analysis, Definition of a Cluster Representing Clusters, Clustering Techniques.	9	CO3
5	<b>Text Mining:</b> Text Mining Applications, Text Mining Process, Mining the TDM, Comparing Text Mining and Data Mining Text Mining Best Practices. <b>Web Mining:</b> Web Content Mining, Web Structure Mining, Web Usage Mining, Web Mining Algorithms.	9	CO4

#### SUGGESTED CASE STUDIES:

1. Practical Data Mining approaches in Python
2. Rule generation by Apriori Algorithm
3. Decision Tree Construction in Python
4. Clustering techniques using skikit-learn
5. Sentiment Analysis using text mining & web scrapping.

#### TEXT BOOKS:

1. James Taylor, "Decision Management Systems-A Practical guide to using Business rules and Predictive Analytics", IBM Press, 2016.
2. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014.
3. Data Mining – Concepts & Techniques, Jiawei Han, Micheline Kamber, Jian pei

#### REFERENCES

1. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, "Decision Support Systems & Intelligent Systems", 9th edition, Prentice Hall, 2016.
2. Data, data everywhere, "Special report on managing information, Economist", February 27th, 2016.
3. Liberatore and Luo, "The Analytics Movement, Interfaces, Articles in Advance"



**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (out of 50)</b>	<b>Tests</b>	<b>Assignments</b>	<b>Quizzes</b>	<b>Term Paper 10</b>
	<b>25</b>	<b>10</b>	<b>5</b>	
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
<b>Remember</b>	5
<b>Understand</b>	5
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	10
<b>Create</b>	5

## FUNCTIONAL ANALYTICS

<b>Course Code</b>	<b>20MBABA353A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

CO1	Understand the HP Vertica database and Hadoop ecosystem
CO2	Analyze the involvement and applications of analytics work in Marketing stream.
CO3	Evaluate how HR analytics work in talent management through predictive models
CO4	Apply data analytics tool in finance stream.
CO5	Analyze the application of predictive data analysis in supply chain.
CO6	Evaluate the ability of students in application of HP Vertica Analytics tool in different domains

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	3	2	2	2
<b>CO2</b>	3	2	2	3	2	2	2
<b>CO3</b>	3	2	2	3	2	2	2
<b>CO4</b>	3	2	2	3	2	2	2
<b>CO5</b>	3	2	2	3	2	2	2
<b>CO6</b>	3	2	2	3	2	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	<b>INTRODUCTION TO FUNCTIONAL ANALYTICS</b> Marketing Analytics as an enabler of Marketing Strategy STATISTICAL, Technology Enablers - Business Rules Management Systems, Predictive Analytics Workbenches, Optimization Systems, Pre-Configured Decision Management Systems, Data Infrastructure, A Service-Oriented Platform	9	CO1 CO6
2	<b>PRODUCT And CUSTOMER ANALYTICS</b> <u>Pricing and Revenue Management</u> : Point-of-sale Data - Deciding on the “Right” Pricing Approach, a.k.a Strategic Pricing - Implementing tools to support pricing strategy - Managing the prices to meet revenue goals, a.k.a. Tactical Pricing <u>Assortment Optimization</u> : Panel and Point-of-Sale data - Customer meets product - A retailer’s nightmare: shelf-space optimization - Site-to-store - Product meets customer. <u>Customer Lifetime Value</u> : Loyalty Data - What is a customer’s lifetime? - How can we predict it? <u>Market Basket Analysis</u> : Market-Basket Data - Product Affinities	9	CO2
3	<b>Hr Analytics:</b> Defining HR Analytics, Connecting HR Analytics to business benefit – Obtaining data, cleaning data and supplementing data. When to use Predictive analytics in HR – Predictive talent Models and HR Analytics, Business driven talent analytics, Integrated talent management and workforce planning. Recruiting, learning and performance measurement.	9	CO3
4	<b>Finance Analytics:</b> Analytics in Finance: Discounted Cash Flows (DCF), Profitability Analysis. Asset performance: Sharpe ratio, Calmar ratio, Value at risk (VaR), Pricing options and Black-Scholes Formula. Game Theory: Insurance loss models, Discrete time ruin models and continuous time ruin models.	9	CO4
5	<b>LOGISTCS And SUPPLY CHAIN ANALYTICS:</b> Logistics and multinomial regression: Logistics function, Estimation of profitability using logistic regression, Deviance, Wald Test and Hosmer Lemshow Test. Integrated supply chain. Application of predictive analytics in supply chain. Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components.	9	CO5

#### SUGGESTED CASE STUDIES:

1. Business analytics: Deloitte Analytics,  
<https://www2.deloitte.com/us/en/pages/deloitte-analytics/articles/business-analytics-case-studies.html>
2. Coca - Cola Enterprises (CCE) Case Study: The Thirst for HR Analytics Grows.  
[https://www.cipd.co.uk/Images/case-study-coca-cola\\_tcm18-19987.pdf](https://www.cipd.co.uk/Images/case-study-coca-cola_tcm18-19987.pdf)
3. Business Analytics and Business Value: A Case Study:  
<https://pdfs.semanticscholar.org/424f/d6ca4dc4f36588da1aed6ccced98f829151.pdf>

4. Building an Analytics-Driven Organization: Accenture  
[https://www.accenture.com/us-en/~media/accenture/conversion-assets/dotcom/documents/global/pdf/industries\\_2/accenture-building-analytics-driven-organiza](https://www.accenture.com/us-en/~media/accenture/conversion-assets/dotcom/documents/global/pdf/industries_2/accenture-building-analytics-driven-organiza)
5. HR Analytics: A case study on the internal employee mobility in a large multinational  
[:http://arno.uvt.nl/show.cgi?fid=144935](http://arno.uvt.nl/show.cgi?fid=144935)

#### TEXT BOOKS:

1. James Taylor, "Decision Management Systems-A Practical guide to using Business rules and Predictive Analytics", IBM Press, 2016.
2. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014.

#### REFERENCE BOOKS :

1. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, "Decision Support Systems & Intelligent Systems", 9th edition, Prentice Hall, 2016.
2. Data, data everywhere, "Special report on managing information, Economist", February 27th, 2016.
3. Liberatore and Luo, "The Analytics Movement, Interfaces, Articles in Advance"

#### ASSESSMENT PATTERN:

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Term Paper  10
	25	10	5	
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

##### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## DATA ANALYSIS FOR MANAGERS

<b>Course Code</b>	<b>20MBABA354A</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Understand the various types of data warehousing and its model.
<b>CO2</b>	Analyze the various ETL tools available in Data warehousing.
<b>CO3</b>	Evaluate between business intelligence and information through value chain.
<b>CO4</b>	Analyze the various essentials of business intelligence.
<b>CO5</b>	Evaluate & Recommend the right type of business intelligence tools used for different scenario.
<b>CO6</b>	Evaluate students understanding the importance and role of Hadoop in Big Data Analytics and their ability to apply that in different business scenarios.

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	2	2	2	2	2	1	1
<b>CO2</b>	2	2	2	2	2	2	1
<b>CO3</b>	2	2	2	2	2	2	1
<b>CO4</b>	2	2	2	2	2	2	1
<b>CO5</b>	2	2	2	2	2	2	1
<b>CO6</b>	2	2	2	2	2	2	1

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
1.	<b>Data Modeling:</b>  Modeling techniques, modeling for data marts, overview of the Data Warehouse and Data mart modeling process. Dimensional Modeling, Snowflake and Star Schema. Detailed Dimensional modeling approach. Aggregate Fact Tables, Fact Constellation Schema, and the strengths of Dimensional Modeling. The characteristics of dimension table and fact table. Keys in Data warehouse (Star) Schema: Primary Keys, Surrogate Keys, Foreign Keys, Importance of Metadata.	9	CO1

2.	<p><b>Introduction to Data Analytics:</b></p> <p>Fundamentals of Data analytics, Phases in Data Analytics, Types of Data Analytics, Challenges in Data Analytics,</p> <p><b>Introduction to SQL:</b></p> <p>Introduction to Structured Query Language, Types of SQL, Data Types, Select, Insert, Delete and Update statements in SQL.</p> <p><b>Hands on sessions</b></p> <ul style="list-style-type: none"> <li>a) Creation of databases, Creation of schema, Creation of tables</li> <li>b) Inserting values to the table, select operations</li> <li>c) Delete and update operations</li> </ul>	9	CO2
3.	<p><b>SQL2 and Introduction to HP Vertica:</b></p> <p>Constraints, JOINS, Group by, Having, Order by, Where Clause with examples, Views, aggregate functions.</p> <p>Introduction to HP-Vertica Database, Vertica Analytics Platform, Columnar Orientation, Advanced Compression, High Availability, Automatic Database design, Massively Parallel Processing, Application Integration</p> <p><b>Hands on sessions</b></p> <ul style="list-style-type: none"> <li>a) Creation of tables with constraints and insertion of values into tables</li> <li>b) Hands-on DML commands to apply different aggregate function, Group by-Having-Order by clause, Operators.</li> <li>c) Creation of views and working with joins.</li> </ul>	9	CO3
4.	<p><b>HP Vertica:</b></p> <p>Creation of Schema, Creation of tables and executing SQL statements in vertica</p> <p><b>Projection Design:</b> Projection fundamentals, Projection types, Projection properties, Replication and Segmentation, Hybrid data store – WOS &amp; ROS, K-safety concept, Working with Vertica Management Console.</p> <p>Database Designer, Comprehensive mode, Incremental mode, Sample data, Sample queries, DBD Advantages</p> <p><b>Hands on sessions</b></p> <ul style="list-style-type: none"> <li>a) Creation of Schema, execution of SQL statements on Vertica Database,</li> <li>b) Running Database designer</li> <li>c) Hands-on projections</li> </ul>	9	CO4

5.	<p><b>Big Data Analytics:</b></p> <p>Big data overview, Introduction to Hadoop, Big data related to Hadoop, Installation of Hadoop step by step, Hadoop Distribution File Systems[HDFS] overview and operations, Map reduce Operations, Multi node clustering in Hadoop. Hand-On sessions on Practical Applications in Data Analytics. Exploring Hive, Exploring Pig and Exploring Oozie.</p> <p><b>Installation of Hadoop:</b> With three optional modes of installation,</p> <p>1. Local/standard mode. 2. Pseudo distributed mode. 3. Fully distributed mode.</p> <p>Verifying Hadoop installation:</p> <ul style="list-style-type: none"> <li>• Name Node setup.</li> <li>• Verifying hadoopdfs.</li> <li>• Verifying yarn scripts.</li> <li>• Accessing Hadoop on browser.</li> </ul> <p>Verifying all Applications for cluster</p>	9	CO5 CO6
----	--	---	------------

#### SUGGESTED CASE STUDIES:

1. Data Management and Analysis:<https://www.springer.com/gp/book/9783030325862>
2. We believe in creating sustainable impact for our customers.:  
<https://www.tredence.com/case-studies/>
3. Big Data Analytics of Twitter Data and Its Application for Physician Assistants: Who Is Talking About Your Profession in Twitter?::<https://www.springer.com/gp/book/9783030325862>

#### TEXT BOOKS:

1. The Data Warehouse Lifecycle Toolkit Second Edition, by Ralph Kimball, Margy Ross, Warren Thornthwaite, Joy Mundy and Bob Becker, 2008. ISBN: 978-0-470-14977-5.

#### REFERENCES:

1. Kimball Group's site: <http://www.kimballgroup.com/html/designtips.html>
2. SQL Server 2012 Product Documentation:  
[http://technet.microsoft.com/en/library/bb418433\(v=sql.10\).aspx](http://technet.microsoft.com/en/library/bb418433(v=sql.10).aspx)
3. Business Intelligence for SQL Server 2012: [http://msdn.microsoft.com/en-us/library/ee229548\(v=sql.10\).aspx](http://msdn.microsoft.com/en-us/library/ee229548(v=sql.10).aspx)

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (out of 50)</b>	<b>Tests</b>	<b>Assignments</b>	<b>Quizzes</b>	<b>Self Study Assessment  10</b>
	<b>25</b>	<b>10</b>	<b>5</b>	
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
<b>Remember</b>	5
<b>Understand</b>	10
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	5
<b>Create</b>	5



# DECISION SCIENCE

<b>Course Code</b>	<b>21MBABA354</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Explain the concepts the concepts and applications of decision science
<b>CO2</b>	Apply knowledge of linear programming and Markov chains in decision making
<b>CO3</b>	Analyze varying probability distributions and their role in decision making
<b>CO4</b>	Identify critical path and the relationship between time and cost
<b>CO5</b>	Evaluate and compare the solutions by various machine learning approach for a given problem

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	1	2	2	1	-	2	-
<b>CO2</b>	1	2	2	1	-	2	-
<b>CO3</b>	1	2	2	1	-	2	-
<b>CO4</b>	1	2	2	1	-	2	-
<b>CO5</b>	1	2	2	1	2	2	-

MODULE	CONTENTS OF MODULE	HR S	CO'S
1	<p><b>Introduction:</b> Importance of Decision Sciences &amp; Role of Quantitative Techniques in Decision Making. Assignment Models: Concept, Flood's Technique/ Hungarian Method, Applications Including Restricted, Multiple Assignments and Maximization Objective.</p> <p><b>Problem Types:</b> Balanced, Unbalanced, Restriction and Maximization, Basic Initial Solution Using North West Corner, Optimal Solution Using MODI</p>	9	CO1
2	<p><b>Linear Programming:</b> Concept, Formulation &amp; Graphical Solution.</p> <p><b>Markov Chains:</b> Applications Related to Management Functional Areas, Estimation of Transition Probabilities.</p> <p><b>Simulation Techniques:</b> Monte Carlo Simulation, Scope, and Limitations.</p>	9	CO2
3	<p><b>Probability</b> – Random variable, frequency distribution of data. Bernoulli distribution, Uniform distribution, Binomial distribution, Normal distribution, Poisson distribution and Exponential distribution.</p> <p><b>Queuing Theory:</b> Concept, Single Server (M/M/I, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO)</p>	9	CO3
4	<p><b>CPM &amp; PERT:</b> Concept, Drawing Network, Identifying Critical Path, Floats &amp; Probability of Project Completion in Case of PERT.</p> <p><b>Network Crashing:</b> Concept of Project Cost and its Components, Time and Cost Relationship, Crashing of CPM Network.</p>	9	CO4
5	<p><b>Decision Theory:</b> Concept, Decision Making Under Uncertainty Maximax, Maximin, Minimax Regret, Decision Making Under Risk (EMV, EVPI) for Items with and Without Salvage Value.</p> <p><b>Game Theory:</b> Concept, <math>2 \times 2</math> Zero Sum Game, Pure &amp; Mixed Strategy, Solution of Games with Dominance.</p> <p><b>Algorithms:</b> Decision tree, Random forest, Knowledge discovery using K-Means clustering (Role of machine learning algorithms in decision making)</p>	9	CO5

### TEXT BOOKS:

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4<sup>th</sup> Edition
2. Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner
3. Operations Research Theory & Applications by J K Sharma-MacMillan Publishers India Ltd., 4<sup>th</sup> Edition
4. Quantitative techniques & statistics By K L Sehgal Himalaya Publications

### REFERENCE BOOKS:

1. An introduction to management science: Quantitative approach for decision making-Cengage Learning-Anderson
2. Introduction to Operations Research by Billy E. Gillett, TMGH

### WEB RESOURCES:

1. <https://machinelearningmastery.com/>

2. [https://www.tutorialspoint.com/machine\\_learning\\_with\\_python/index.htm](https://www.tutorialspoint.com/machine_learning_with_python/index.htm)

## ASSESSMENT PATTERN:

### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes
	25	15	10
<b>Remember</b>			
<b>Understand</b>	8		5
<b>Apply</b>	8	5	5
<b>Analyze</b>	9	5	
<b>Evaluate</b>		5	
<b>Create</b>			

### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
<b>Remember</b>	5
<b>Understand</b>	5
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	10
<b>Create</b>	5

## **FOURTH SEMESTER (SYLLABUS)**

## DIGITAL MARKETING

<b>Course Code</b>	<b>21MBAMM411</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Remember the latest digital technologies and marketing strategies.
<b>CO2</b>	Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
<b>CO3</b>	Apply the concepts of Remarketing strategies
<b>CO4</b>	Analyze the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, email and social media.
<b>CO5</b>	Develop, evaluate, and execute a comprehensive social media strategy's to solve business problem.
<b>CO6</b>	Create a platform for various payment and billing gateways in digital marketing.

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>
<b>CO3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>
<b>CO4</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>
<b>CO5</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>CO6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

MODULE	CONTENTS OF MODULE	HRS	COS
1	<b>Overview Of Digital Marketing</b> Digital marketing overview and meaning- benefits – platform & strategies- comparing digital with traditional marketing- latest digital marketing trends- case studies of digital marketing trends. Content Marketing, Handling Traffic. Digital advertising market in India.	9	CO1 CO2
2	<b>Online Advertising And SEO</b> Internet and Search Engine Basics, Web analytics, online Advertising, Importance of online Advertising, Types of online Marketing and advertising Methods. Importance of Search Engines, How the search engine works, Understanding the SERP, Using Search Operators, Search Engine Algorithms. On page optimization- webmaster tools, domain name in SEO, optimization of- URL, Title Tags, Meta Tags, and Content. Off page optimization- Link Building, Types of Linking Methods, Link building Guidelines & Methodology, off page optimization strategies- Social Bookmarking, Using Classifieds for Inbound traffic, Blogging & Commenting, Link Building Resources.	9	CO2 CO5
3	<b>Social Media And Email Marketing</b> What is Social Media, SMM Vs. SMO, Benefits of using SMM, Social Media Strategy, and Impact of Social Media on SEO. Marketing strategy, Benefits, Promotional tools for- Facebook, YouTube, Twitter, Google, LinkedIn, hashtags, Instagram, Social Media analytics. Email Marketing- Email Marketing concept, Importance, Popular Email Marketing Software's, Email Marketing Goals and strategies, Types of Email marketing campaigns, Creating an Email Campaign, What is Newsletter, Design a Newsletter. Micro Blogging.	9	CO4 CO5
4	<b>Ecommerce And Re-Marketing Strategy</b> Ecommerce Business Planning, e-Commerce Website, Product Placements, Product Grouping, Promoting e-Commerce Website, Remarketing Products: Re-Marketing Flow, Email, Facebook Re-Marketing. Understanding Coupon System, Appointing Affiliates for Products, Cross/Up/Down Selling, Introduction to payment gateway- Application and Documentation. QR codes , Augmented Reality.	9	CO3 CO6

5	<b>Mobile Marketing And Remarketing</b> Overview of the B2B and B2C Mobile Marketing, Mobile Sites, Apps (Applications) and Widgets and their relevant to marketing, opportunities and pitfalls of Mobile Marketing, user interfaces and architectures. Trends in Mobile Social Media, Mobile Commerce, Mobile Payments and Billing, integration of mobile marketing into marketing plan, Mobile analytics.	9	CO3 Co6
---	--	---	------------

#### TEXT BOOKS:

1. Digital Marketing: Strategy, Implementation & Practice, Dave Chaffey & Fiona Ellis-Chadwick
2. Convert!: Designing Websites For Traffic and Conversions, Ben Hunt
3. The Social Media Bible: Tactics, Tools, & Strategies for Business Success, Lon Safko

#### REFERENCE BOOKS:

1. Digital Marketing: Strategies for Online Success, [Godfrey Parkin](#)
2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, [Damian Ryan](#)

#### ASSESSMENT PATTERN:

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Practical Component
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

##### SEE SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## INTEGRATED MARKETING COMMUNICATION

<b>Course Code</b>	<b>21MBAMM412</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Identify communications effects and results of an IMC campaign to determine its success.
<b>CO2</b>	Understand the role of IMC in marketing and create an IMC plan. To evaluate the roles and importance of the advertisement agencies.
<b>CO3</b>	Apply the various aspects of advertising objectives & Budgeting and apply the advertising concepts professionally.
<b>CO4</b>	Analyze media strategies and its applications.
<b>CO5</b>	Evaluate the effectiveness of advertising and other promotional activities.
<b>CO6</b>	Creating the impact of global environment on Advertising and the influence of technology in advertising.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>CO2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>
<b>CO3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>CO4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO5</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>
<b>CO6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>

<b>MODU LE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
<b>1</b>	<b>Introduction To IMC</b> Role of IMC in marketing process, IMC planning model, Communication process, steps involved in developing IMC program, Advertising vs. Marketing mix, Advertising appeal in various stages of PLC, Damage control and communication, Type of advertising	<b>9</b>	<b>CO1 CO6</b>



	agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.		
<b>2</b>	<b>Module2: Advertising</b> Advertising objectives and budgeting (numerical on budgeting), DAGMAR approach, various budgeting methods used Support media in advertising, Measurement in advertising, Co-operative advertising, Role of advertising agency in advertisement planning, Advertisement planning: An international perspective.	<b>9</b>	<b>CO2 CO6</b>
<b>3</b>	<b>Module 3: Media Strategy</b> Developing Media plan, Problems encountered, Media Evaluation, print, broadcast media, Media strategy and creativity, Elements of creative strategies and its implementation, Importance of headline and body copy. Art direction and production - Illustration, design and layout Production in print advertising, Art direction and production in television advertising.	<b>9</b>	<b>CO3 CO5</b>
<b>4</b>	<b>Public Relations, Publicity and Direct Marketing</b> Public relation: Objectives, tools of public relations, Public relation strategies, various methods used for evaluation. Promotion and its Importance, tools used, push pull strategies, Publicity, Integration with advertising and publicity, Direct Marketing- Features, Functions, Growth, Advantages/Disadvantages, and Direct Marketing Strategies.	<b>9</b>	<b>CO4 CO6</b>
<b>5</b>	<b>Module 5: International, Industrial and Internet Advertising</b> Global environment in advertising, Decision areas in international advertising, Industrial advertising. Glimpse of Online and social Marketing, internet advertising advantages and disadvantages.	<b>9</b>	<b>CO5 CO6</b>

#### Suggested case studies:

1. Integrated Marketing Communication Case Study – Microsoft:  
<https://www.paperflite.com/blogs/integrated-marketing-communication-case-studies>
2. Case Study: Coca Cola Integrated Marketing Communications:  
<https://printtek.com/case-study-coca-cola-integrated-marketing-communications/>
3. Integrated Marketing Communication Case Study – Emirates:  
<https://www.paperflite.com/blogs/integrated-marketing-communication-case-studies>
4. Case study of Titan integrated Marketing communication Strategies:  
<https://www.scribd.com/doc/51372739/Case-study-of-Titan-integrated-Marketing-communication-Strategies>
5. Integrated Marketing Communication Case Study #3 - Wells Fargo:  
<https://www.paperflite.com/blogs/integrated-marketing-communication-case-studies>

**TEXT BOOKS:**

1. Advertising and Promotions IMC Perspectives, Belch and Belch, 10/e, 2014, Tata McGraw Hill.
2. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 6/e, 2014, Pearson.

**REFERENCE BOOKS:**

1. Advertising management - Rajeev Batra, John G Myers & Aaker, 7/e, 2014, PHI.
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, 7/e, 2014, Cengage Learning.
3. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning.

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self Study Assessment
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## INTERNATIONAL FINANCIAL MANAGEMENT

<b>Course Code</b> : 21MBAFM421	<b>Credits</b> : 03
<b>L: T: P</b> : 3-0-0	<b>CIE Marks</b> : 50
<b>Exam Hours</b> : 03	<b>SEE Marks</b> : 50

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>C01</b>	Recognize the importance of International Financial system and its impact on international business
<b>C02</b>	Summarize the Balance of Payment Statement and its impact on inflow and outflow of funds
<b>C03</b>	Interpret the type of foreign exchange transactions and differentiate them in foreign exchange markets
<b>C04</b>	Analyze the various sources of finance in International Financial Market
<b>C05</b>	Appraise the various foreign exchange rate forecasting techniques
<b>C06</b>	Design international parity relationships

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>C01</b>	2	2	-	3	1	2	-
<b>C02</b>	2	3	-	3	1	-	-
<b>C03</b>	2	2	-	2	1	2	-
<b>C04</b>	1	2	-	2	1	2	-
<b>C05</b>	2	2	-	2	1	-	-
<b>C06</b>	2	2	-	2	1	1	1

MODULE NO.	Contents of Module	Hrs	Cos
1	<b>International Financial System:</b> Importance, rewards and risk of international finance, Goals of MNC-International business methods, Exposure to international risk, International monetary system- The Exchange Rate Regimes, International Liquidity, The Adjustment Process the Currency blocks and unions like the Economic and Monetary Union (EMU) and European Currency Union (ECU), Multilateral financial institutions: International Monetary Fund (IMF), World Bank, European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Global Environmental Fund (GEF).(Only Theory)	9	CO1
2	<b>International Flow of funds:</b> Balance of Payments (BOP), Fundamentals of Balance of Payments (BOP), Accounting components of BOP, Factors affects international trade and capital flows, agencies that facilitate international flows, BOP equilibrium and disequilibrium, Trade deficits, capital account convertibility. (Theory and Problems)	9	CO2 CO6
3	<b>Foreign Exchange Markets:</b> Functions and Structure of foreign exchange markets, foreign exchange market participants, types of transactions and settlement dates. Exchange rate quotations, Nominal and Real and effective exchange rates (NEER, REER), Determination of exchange rates in spot market , in forward market, Cross rates, Arbitrage profit in foreign exchange markets, Exchange Rate behavior, SWIFT mechanism. (Theory and Problems)	9	CO3 CO6
4	<b>International Financial Markets and Instruments:</b> Foreign portfolio investment, International Bond and equity market, GDR, ADR, Global registered shares, cross listing of shares, international financial instruments- Foreign bonds and euro bonds, global bonds, floating rate notes, zero coupon bonds, International money market, International banking services, correspondent bank, representative offices, foreign branches, forward rate agreements.(Only Theory)	9	CO4
5	<b>International Parity Relationship and fore casting of exchange rates:</b> Measuring exchange rate movements, exchange rate equilibrium, factors effecting foreign exchange rate, forecasting foreign exchange rates, interest rate parity, purchasing power parity and international fisher effects, covered interest arbitrage.(Theory and Problems)	9	CO5 CO6

### Suggested Case Studies:

- The Great Depression in the US:  
<https://courses.lumenlearning.com/boundless-ushistory/chapter/the-great-depression/>
- Indian Economic Crisis:  
[https://en.wikipedia.org/wiki/1991\\_Indian\\_economic\\_crisis#:~:text=India's%20economic%20problems%20started%20worsening,on%20a%20large%20fiscal%20deficit](https://en.wikipedia.org/wiki/1991_Indian_economic_crisis#:~:text=India's%20economic%20problems%20started%20worsening,on%20a%20large%20fiscal%20deficit)
- Exchange Rate Regimes:  
<https://books.google.co.in/books?id=9UgibWFSCSIC&pg=PA88&lpg=PA88&dq=exchange+rate#v=onepage&q=exchange%20rate&f=false>
- Indian Rupee Finally Managed Float:  
<https://www.extraveltmoney.com/blog/how-are-foreign-exchange-rates-in-india-determined/>
- Indian Rupee against USD over different Time Frames:  
<https://www.bookmyforex.com/blog/1-usd-to-inr-in-1947-2019/>
- Currency Fluctuations and Its Impacts-A case of RIL and Facebook :  
<https://www.financialexpress.com/industry/deal-in-local-currency-a-win-win-for-jio-facebook/1936998/>

### List of Textbooks/Reference books

Sl.No	Title	Author	Publication with edition
1	International Financial Management	P G Apte , Sanjeevan Kapshe	Mcgraw Hill, 8 <sup>th</sup> Edition, 2020
2	International Financial Management	Apte	McGraw Hill Education, 7 edition, 2017
3	International Financial Management	Cheol S. Eun, Bruce G. Resnick)	Mcgraw Higher Ed, 7 <sup>th</sup> Edition, 2017
4	International Financial Management	Alan C. Shapiro, Peter Moles, Jayanta Kumar Seal	WILEY, 2016
5	Fundamentals of International Financial Management	Kevin S.	PHI Learning, 2012
6	International Financial Management	Sharan Vyuptakesh	PHI Learning , 2012
7	International Financial Management	V. K. Bhalla	Anmol Publications Pvt. Ltd, 11th Edition , 2012
8	International Financial	Madhuvij	Excel Books India, 2010

	Management		
9	International Financial Management	V.A. Avadhani	Himalaya Publishing House, 2011
10	International Financial Management	Jeff Madura, Roland Fox	Cengage Learning, 2012

#### **CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>Co-Curricular Participation</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

#### **SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## ORGANIZATION DESIGN AND DEVELOPMENT

<b>Course Code</b> : 21MBAHR431	<b>Credits</b> : 03
<b>L: T: P</b> : 3:0:0	<b>CIE Marks</b> : 50
<b>Exam Hours</b> : 03	<b>SEE Marks</b> : 50

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Understand and apply insights of planned change using the theoretical principles of organization development.
<b>CO2</b>	Analyze the relationship between contracting and diagnosing the problem behind OD process.
<b>CO3</b>	Classify and evaluate, and create models of change Management.
<b>CO4</b>	Apply OD and HR Interventions principles in a variety of contexts, and in an ethical manner.
<b>CO5</b>	Understand the various components and constraints involved in change management, Special applications of OD in the organization.
<b>CO6</b>	Analyze the role of OD practitioners.

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	3	2	2	2	1
<b>CO2</b>	3	3	3	3	2	2	1
<b>CO3</b>	2	3	3	3	3	0	2
<b>CO4</b>	3	2	3	2	2	1	3
<b>CO5</b>	3	3	3	2	2	1	1
<b>CO6</b>	3	3	2	2	1	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	<b>Introduction to organizational Design &amp; Development:</b> Definition, growth and relevance. General model of planned change, different types of planned change and critique of planned change. Types of organization structure. OD practitioner role, competencies and professional ethics.	9	CO1 CO6
2	<b>OD process:</b> Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; Designing OD interventions: Techno structural interventions:- Structural design , downsizing, reengineering, employee involvement.	9	CO2 CO4
3	<b>Change Management</b> :Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change, strategic planning, creating support systems and managing transition, process oriented strategies and competitor oriented strategies and customer oriented strategies.	9	CO3 CO4
4	<b>HR and Strategic interventions:</b> HRM Interventions: - performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change.	9	CO4
5	<b>Special applications of OD:</b> OD in IT & ITES organizations, service sector, and public sector and future directions in OD. Case study on OD interventions	8	CO5

#### Suggested case studies:

1. Organizing for Success, pg no 321, Managing Organization, Shridhar Bhat, Himalya Publishing house.
2. Pitfalls of Micro-Managing Model of Business: Tutorial Point
3. Managing Change :Open Your Organization to HonestConversations, HBR Review ,13 FEB 2020,Dina Gerdeman,
4. Goal Setting, Managing Organization, Shridhar Bhat, Himalya Publishing house.
5. Strategic Interventions, MC Graw Hill, Raymond Noe
6. Case Studies in Different sectors: Employee Training , MC Graw Hill, Raymond Noe



**TEXT BOOKS:**

1. Organizational Development, Ralphs Lenny.T, 2<sup>nd</sup> edition, 2017, Revised; ISBN : 9789176496759.
2. Organizatin Development, Burhe.W, Edition 2017, ISBN : 9780134818351
3. Managing organizational change Palmer, Dunford and Akin,McGraw-Hill Higher Education, 2<sup>nd</sup> edition ,Paperback 2011.

**REFERENCE BOOKS:**

1. Organizational development, Ramnarayan S and Rao T V, Sage Publication, 2011.
2. Change Management, RadhaSharma,Tata McGraw Hill, 2010.
3. Organizational Change and DevelopmentKavithaSingh,Excel Books,2010

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

### LEGAL ASPECTS OF BUSINESS

<b>Course Code</b>	<b>21MBAHR333</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

#### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Understand Industrial Relation dynamics in India and the system of collective bargaining.
<b>CO2</b>	Understand fundamentals of trade unionism, grievance procedure in industrial setup, disciplinary mechanisms and resolving industrial conflicts
<b>CO3</b>	Develop insights on Factories act and Karnataka Shops and commercial Establishments Act
<b>CO4</b>	Gain Knowledge on Consumer Protection Act and Cyber Laws
<b>CO5</b>	Understand and be aware of the social security acts like ESI, PF, gratuity and maternity act
<b>CO6</b>	Be Aware of Social Security acts and develop insights on prevention of sexual harassment at workplace

#### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	-	2	2	3	1
<b>CO2</b>	3	-	3	2	3	3	2
<b>CO3</b>	3	3	3	2	-	3	2
<b>CO4</b>	3	3	3	2	2	3	2
<b>CO5</b>	3	3	3	2	2	3	2
<b>CO6</b>	3	-	3	2	2	3	2

MODULE NO	CONTENTS OF MODULE	HRS	COs
1	<p><b>Indian Industrial Relations</b> – An overview –, need, importance, objectives and principles of legal environment. Main approaches to IR. Labor and Indian constitution, code of Discipline. Government policies relating to labor in 5 year plans, Legal Enactments, ILO and its influence on Legal Enactments in India.</p> <p><b>Collective Bargaining in India:</b> Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, prerequisites for collective bargaining, trends and conclusions, Workers Participation in Management. Techniques of negotiation.</p>	10	CO1
2	<p><b>Trade Unions:</b> Meaning, Historical perspective of trade union movement in India, functions of trade unions, objectives of important trade unions, problems of trade unions, measures to strengthen trade union movement in India, Rights and responsibilities, future trends of trade union movement in India</p> <p><b>Grievance procedure and Discipline management:</b> Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure.</p> <p>Discipline - Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry.</p> <p>Industrial Conflicts: Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts, and settlement of Industrial conflicts.</p>	10	CO2
3	<p><b>The Factories Act, 1948</b> Approval, Licensing and Registration-Inspecting Staff – Health – Welfare Working Hours - Annual Leave with wages - Periodical Returns Registers and Records.</p> <p><b>Karnataka Shops and Commercial Establishments Act 1961,</b> Registration of Establishments –Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses –Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages –Health and Safety – Maintenance of Registers, Records and Annual Report.</p>	8	CO3 CO5
4	<p><b>Consumer protection act:</b> Consumer Protection Act – Consumer rights, Procedures for Consumer grievances Redressal, Types of consumer Redressal Machineries and Forums, Case Studies</p> <p><b>Introduction of cyber laws :</b> Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.</p>	7	CO4

5	<p><b>Law Relating to Social Security:</b> ESI Act, Maternity Benefit Act 1961, Employees Provident Fund and Miscellaneous Provisions act 1952, Payment of Gratuity Act 1972</p> <p><b>Prevention of Sexual harassment at workplace:</b> Meaning, Significance, Supreme Court verdict in Vishaka Vs State of Rajasthan Case, Employer Responsibility to create Harassment free work place, Training employees for good Behaviour.</p>	10	CO5 CO6
---	---	----	------------

## SUGGESTED CASE STUDIES:

### CASE STUDY:

- 6) Labour unrest Maruti Suzuki Plant Manesar (<https://www.india-briefing.com/news/labor-unrest-maruti-suzuki-india-plant-manesar-2-11963.html/>)
- 7) Labour unrest at Honda motor cycle and scooters (<https://economictimes.indiatimes.com/industry/auto/two-wheelers-three-wheelers/labour-unrest-honda-denies-sacking-of-workers/articleshow/54508752.cms?from=mdr#:~:text=MUMBAI%3A%20India's%20second%20largest%20two,been%20hit%20by%20labour%20unrest.>)
- 8) HAL Vs Workmen AIR1975 SC 1737(<https://indiankanoon.org/doc/690699/>)
- 9) Om Prakash v. Reliance General Insurance (2017)(<https://indiankanoon.org/doc/122441541/>)
- 10) Tuka Ram And Anr vs State of Maharashtra, AIR 1979 SC 185 (Mathura Case) (<https://indiankanoon.org/doc/1092711/>)

### TEXT BOOKS:

1. Mamoria&Mamoria – ‘Dynamics of Industrial Relations’, Himalaya Publishing house, 2012
2. Arun Monappa – Industrial Relations and Labour laws, McGraw Hill Publishing Company Ltd, 2/e, 2013.
3. Industrial Relations, Trade Unions and Labour Legislation, Sinha P R N, Sinha I. B and Shekhar S. P, Pearson education, 2013
4. Industrial Jurisprudence and Labour Legislation, Sarma A.M, 5/e, HPH. 2011

### REFERENCE BOOKS:

- 6) Industrial and Labour Legislation - Porwal L. M. and Sanjeev Kumar, Vrinda Publications, 2010.
- 7) Industrial Relations – Ratna Sen, Macmillan Publishers, *Vrinda Publication* (P) Ltd, 2010
- 8) Bare Acts
- 9) Labour Laws for managers – B D Singh
- 10) Industrial &Labour Laws – S P Jain

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (out of 50)</b>	<b>Tests</b>	<b>Assignments</b>	<b>Quizzes</b>	<b>Term Paper 10</b>
	<b>25</b>	<b>10</b>	<b>5</b>	
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
<b>Remember</b>	5
<b>Understand</b>	10
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	5
<b>Create</b>	5

## STRATEGIC MANAGEMENT OF SERVICE OPERATIONS

<b>Course Code</b>	<b>21MBAOM341</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the basic concepts of services.
<b>CO2</b>	Analyze Service design & HRP
<b>CO3</b>	Understand the basics of service Quality & TQM Tools.
<b>CO4</b>	Apply the facility layout in designing service layouts.
<b>CO5</b>	Create, design and deliver operations to achieve competitive advantage in services through resource and work force scheduling.
<b>CO6</b>	Evaluation of forecasting demand in services, Inventory Management and Supply Chain.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	1	2	2	3	2
<b>CO2</b>	3	2	1	2	2	3	2
<b>CO3</b>	3	2	1	2	2	3	2
<b>CO4</b>	3	2	0	2	2	3	2
<b>CO5</b>	3	2	1	2	2	3	2
<b>CO6</b>	3	2	1	0	2	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	<b>Introduction</b> Introduction and imperatives of services, Nature and characteristics of service, Classification of services and analyzing service operations, introduction to Service Strategy, Competitive Service Strategies – Strategic Service Vision.	9	CO1
2	<b>New Service design and development -</b> Service system design and delivery process, Technology & automation in services, Service encounter, Human resource planning & employee selection, Managing people in Services organization, Work measurement in Services.	9	CO2
3	<b>Service Quality</b> - Defining Service Quality, Quality Service by Design, Service process control, Total quality management tools, Quality philosophy and performance excellence, service recovery and service guarantee.	9	CO3
4	<b>Service facility design</b> - Service facility design, process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location: Service facility on a line or on a plane, Quantitative models for facility location : Based on different objective functions of optimization criteria, Quantitative models for multiple service facilities.	9	CO4
5	Forecasting Demand in Services, Smoothing Customer Demand in Services, Service Capacity Management, Yield management, Resource and Workforce Scheduling in Services, Introduction to Queuing System, Characteristics of Queuing system, Queuing Models, Service Inventory Management, Service Supply Chains, Processes in Service Supply Chain, Data Envelopment Analysis.	9	CO5 CO6

#### SUGGESTED CASE STUDIES:

6. Case study: HBR “ Mumbai’s Models of service excellence- Dabbawalas” by Stefan Thomke
7. Case study: HBR “ Four ways to reinvent service delivery” by kamalini Ramdas, Elizabeth Teisberg& Amy L.Tucker
8. Case study: HBR “ Designing services that deliver” by Lynn Shostack
9. Case study: HBR “Match Supply & Demand in service industries” by W. Earl Sasser
10. Case study: HBR “ How one Boston Hospital Built a COVID-19 Forecasting System” by Jennifer P. Stevens, Stevens Horng, Ashely o’Donoghue, Sarah Moravick and Antony Weiss.

#### TEXT BOOKS:

1. Johnston Robert (Author), Clark Graham (Author), Shulver Michael (Author) “Service Operations Management: Improving Service Delivery”, - Pearson (Kindle Edition), Fourth Edition
2. Hollins Shinkins, “Managing Service Operations: Design and Implementation” -Sage Publications, ISBN: 9781412929523, 1412929520
3. Mona J. Fitzsimmons, James A. Fitzsimmons , “Service Management : Operations, Strategy,

**REFERENCE RESEARCH PAPER:**

4. Robert Johnston, Graham Clark., “Service Operations Management”, 3<sup>rd</sup> Edition, 2008, Paperback, 552 pages - ISBN13: 9781405847322 - ISBN10:140584732
5. Richard D. Metters (Author), Kathryn H. King-Metters (Author), Madeleine Pullman (Author) “Successful Service Operations Management with CDROM\*Hardcover+” South-Western College Pub; 1st edition 2002 -- ISBN-10: 0324135564 -- ISBN-13: 978-0324135565.
6. Fitzsimmons, James A., and Mona J. Fitzsimmons, “Service Management: Operations, Strategy and Information Technology”, 3rd Ed., Irwin/McGraw-Hill, 2001.

**ASSESSMENT PATTERN:**

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom’s Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom’s Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5



## DEMAND ANALYSIS AND FORECASTING

<b>Course Code</b>	<b>21MBAOM342</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Understand the importance of demand in real business life
<b>CO2</b>	Estimate Demand based on statistics
<b>CO3</b>	Apply Forecasting techniques to assess business Decisions.
<b>CO4</b>	Analyze the Trend Analysis to analyze in different business cases
<b>CO5</b>	Evaluating how to minimize the risk related to decision making
<b>CO6</b>	Apply the applications of demand forecasting methods

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	1	2	1	3	1
<b>CO2</b>	2	2	1	2	2	1	2
<b>CO3</b>	3	2	1	1	2	2	2
<b>CO4</b>	3	1	2	2	0	3	1
<b>CO5</b>	2	1	2	1	2	1	1
<b>CO6</b>	3	2	2	2	1	3	2

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COS</b>
<b>1</b>	<b>Demand Analysis</b> An Overview, Significance of Demand Analysis and Forecasting Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm.	<b>9</b>	<b>CO1</b>
<b>2</b>	<b>Estimation of Demand</b> Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores, Statistical Estimation, Variable Identification, Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics (Numerical Problem).	<b>9</b>	<b>CO2</b>
<b>3</b>	<b>Forecasting Demand</b> Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques, Survey and Opinion Polling Techniques.	<b>9</b>	<b>CO3 CO6</b>
<b>4</b>	<b>Time Series Analysis</b> Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques Moving Averages, Exponential Smoothing and Other Advanced Techniques, Barometric Techniques Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Accuracy of Forecast, Short Run Forecast, Long Term Forecast (Numerical Problem).	<b>9</b>	<b>CO4</b>
<b>5</b>	<b>Time Series Analysis II</b> Nature of time series data, difference equations, Stochastic process: Stationary versus Non-Stationary Stochastic Process, Tests of Stationary: Correlogram, Unit Root Tests, And Random Walk Models (Theory only).	<b>9</b>	<b>CO5</b>

### **SUGGESTED CASE STUDIES**

6. In supply chain management in L & T Practice in managerial economics, D N Dwivedi, 8th edition, Vikas publication.
7. Dominos India logistics Management in managerial economics, D N Dwivedi, 9th edition, Vikas publication.
8. Nike failure in Demand forecasting in supply chain management topics in Harvard university case studies page no.358.
9. JIT concept In the India auto industry in managerial economics H. L Ahuja, S. Chand, 2018 9th edition.
10. Transportation and warehouses facilitate at Gait in managerial economics H. L Ahuja, S. Chand, 2018 9th edition.

**TEXT BOOKS:**

- 6) Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- 7) Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication.
- 8) Managerial Economics, H. L Ahuja, S. Chand, 2018.
- 9) Indian Economy, K P M Sundharam and Dutt, 65th Edition, S Chand Publication.
- 10) Business Environment Text and Cases by Justin Paul, 4th Edition, McGraw-Hill Companies.

**REFERENCE BOOKS:**

- 4) Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 8e, 2019.
- 5) Managerial Economics, Atmanand, Excel Books, 4/e, 2018.
- 6) Managerial Economics, Yogesh Maheshwari, PHI, 3/e, 2017.

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self Study Assessment 10
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## TOTAL QUALITY MANAGEMENT

<b>Course Code</b>	<b>21MBAOM343</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the basic concepts of Total Quality Management.
<b>CO2</b>	Understand the Philosophies of Quality Management.
<b>CO3</b>	Create and apply new or improved statistical process control and capability in real time situations.
<b>CO4</b>	Analyze tools and techniques of Quality Management.
<b>CO5</b>	Understand Quality systems implementation.
<b>CO6</b>	Understand the concepts of leadership, motivation and empowerment.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	0	2	3	2	1
<b>CO2</b>	3	2	1	0	2	2	1
<b>CO3</b>	3	2	1	2	2	3	2
<b>CO4</b>	3	2	1	2	2	3	2
<b>CO5</b>	3	2	1	0	2	3	2
<b>CO6</b>	3	2	2	2	1	3	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	<b>INTRODUCTION TO QUALITY MANAGEMENT</b> Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.	9	CO1
2	<b>PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT</b> Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.	9	CO2
3	<b>PROCESS CAPABILITY</b> Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Six Sigma – Meaning, benefit, Six Sigma principles and Focus Areas, Methodology – DMAIC, DMADV, DFSS, Belts of Six Sigma, Criticism of Six Sigma. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.	9	CO3
4	<b>TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT</b> Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.	9	CO4
5	<b>QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION</b> Introduction to IS/ISO concepts ISO 14,000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.	9	CO5 CO6

#### SUGGESTED CASE STUDIES:

6. Toyota -TQM strategies: [https://www.youtube.com/watch?v=AD-B\\_cgI01w](https://www.youtube.com/watch?v=AD-B_cgI01w)
7. TQM success story for Motorola <https://www.youtube.com/watch?v=jUV2mdpV-IU>
8. TQM implementation in Tata steel : <https://www.youtube.com/watch?v=naUvRqkDhf0>
9. Implementation of TQM case study British airways [https://www.youtube.com/watch?v=aPFUVIAZ\\_yc](https://www.youtube.com/watch?v=aPFUVIAZ_yc)
10. TQM at Xerox a case study: <https://www.youtube.com/watch?v=qdhZoPhZTDo>

**TEXT BOOKS:**

1. Dale H.Besterfield et al, Total Quality Management, Revised third edition, Pearson education (2014).
2. Shridhara Bhat k, Total quality management – text and cases, Himalaya publishing house, 2012.
3. Quality Management, Donna C. Summers, 2<sup>nd</sup> Edition, Pearson Publishing, 2015.
4. Total Quality Management :Text and cases, B Janakiraman and R K Gopal, PHI.

**REFERENCE PAPERS:**

4. Total Quality Management, Poornima M, Charantimath, Third Edition, 2017, Pearson Education.
5. Total Quality management, P. Saravanel& S. Balakumar, Margham Publications, 2010.
6. Total Quality Management, Anshu Chauhan, Dr. Deepika S. Joshi, Aayu Publication, 2015.

**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## SUPPLY CHAIN MANAGEMENT

<b>Course Code</b>	<b>21MBAOM344</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the key drivers of Supply chain Management.
<b>CO2</b>	Apply logistics and purchasing concepts to improve supply chain operations.
<b>CO3</b>	Understand modes of Transportation and its importance in SCM.
<b>CO4</b>	Understand and Apply the principles of Strategy Formulation and planning in SCM.
<b>CO5</b>	Understand the concept of outsourcing and agility.
<b>CO6</b>	Create and understand the concept of Warehouse Management.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	0	3	3	3	2
<b>CO2</b>	3	2	2	2	2	3	2
<b>CO3</b>	3	2	1	0	3	3	2
<b>CO4</b>	3	2	2	2	2	3	2
<b>CO5</b>	3	2	2	2	2	3	2
<b>CO6</b>	3	2	2	2	2	3	2

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
<b>1</b>	<b>Introduction Supply Chain Management</b> : Supply Chain definition – Objectives – Types – Various definitions – Drivers of SCM – Need for SCM – SCM as a profession – SCM decisions and skills –Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits e-business and SCM -. Recent issues in SCM, Interwined SCM with IoT.	9	CO1

2	<b>Logistics system</b> : Concept, objectives and scope – Logistics interface with Marketing – Logistics system elements – Importance ,Logistics of part of SCM, logistics costs, different models, logistics sub-systems, inbound and out bound logistics bullwhip effects in logistics	9	CO2
3	<b>Modes of Transportation</b> : Concept of multi modal transport – Different transport modes – Modal interfaces –Intermodal systems – road/rail/sea; sea/air; road/air; road/rail, sea/rail, sea/road –Inland Container Depot (ICD) & Container Freight Station (CFS) Terminals- Milk run in Logistics	9	CO3
4	<b>Strategies in SCM</b> : Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix, Supply chain Integrates- Push, Pull strategies -Reverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR – agile systems – sources of variability – characteristics – supplier interface – internal processes Demand driven strategies –Impact on grocery industry – retail industry – distribution strategies .Procurement and Outsourcing: Outsourcing – benefits and risks – framework for make/buy decision – e-procurement – frame work of e-procurement- Lean Production System	9	CO4 CO5
5	<b>Ware House Management</b> : Meaning of Warehousing - Importance – Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services - Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording- Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes	9	CO6

#### SUGGESTED CASE STUDIES

6. Flipkart SCM  
<https://www.youtube.com/watch?v=xN5scjazLE8>
7. DHL International Logistic Management  
[https://www.youtube.com/watch?v=DvEh04LNJ\\_I&t=256s](https://www.youtube.com/watch?v=DvEh04LNJ_I&t=256s)
8. Walmart SCM  
<https://www.youtube.com/watch?v=ee1V7FVvMa4>
9. Dell SCM Strategies (JIT)  
<https://www.youtube.com/watch?v=le7tDr6gPcM&t=73s>
10. Amazon Warehouse Management  
<https://www.youtube.com/watch?v=dAXdeqcHBp4&t=138s>

#### TEXT BOOKS:

6. Text book of Logistics and Supply Chain Management, Agarwal D.K., Laxmi Publications, First Edition, 2016,ISBN-109385750046
7. Logistics Management World Seaborne Trade, Dr.KrishnaveniMuthiah, Himalaya Publishing House , 2011,ISBN-10: 817866996X



8. Supply Chain Logistics Management, Donald Bowersox , David Closs , M. Bixby Cooper, Tata Mc Graw Hill ,2015
9. Logistics Management: Supply Chain Imperative, Sople, V. V.,Pearson Publishing House, 2014
10. Supply Chain Management , S. Chopra and P. Meindl, Prentice Hall, 2010 (4th Edition)

#### REFERENCE BOOKS:

4. Supply Chain Management- Concepts and Cases, Rahul V. Altekar, Prentice Hall of India, 2013
5. Designing and Managing the Supply Chain Concepts, Strategies and Case Studies'; Simchi, D.Kaminsky, P McGraw-Hill Companies, 2015
6. Supply Chain Management, Mohanty R.P, S.G Deshmuki, Biztantra, New Delhi.2015

#### ASSESSMENT PATTERN:

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

##### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

# DATA SCIENCE

<b>Course Code</b>	<b>21MBABA351</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P:S</b>	<b>3:0:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the basics of Python language, Numpy, Pandas and Matplotlib
<b>CO2</b>	Apply Descriptive Analytics techniques on the dataset as data preprocessing
<b>CO3</b>	Apply sampling techniques on the dataset ,Estimate the Confidence Interval for the given situation and dataset
<b>CO4</b>	Evaluate the assumptions to build the model using Hypothesis testing
<b>CO5</b>	Apply data preprocessing techniques to prepare the datafor analytics
<b>CO6</b>	Apply Exploratory Data Analysis for analyzing the data

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	1	2	2	1	-	2	-
<b>CO2</b>	1	2	2	1	-	2	-
<b>CO3</b>	1	2	2	1	-	2	-
<b>CO4</b>	1	2	2	1	-	2	-
<b>CO5</b>	1	2	2	1	-	2	-
<b>CO6</b>	1	2	2	1	-	2	-

MODULE	CONTENTS OF MODULE	HRS	CO'S
1	<p><b>Introduction to python:</b> Data types, Data structures, Operators, decision making statements, loops, strings, comprehension, Numpy, Pandas, Matplotlib</p> <p><b>Introduction Data Science:</b> Need for Data Science, Introduction to Descriptive Analytics, Population and Sample, Central tendency and Dispersion, Measures of shape,</p> <p><b>CASE STUDY:</b> Descriptive Analytics using Python, Probability distribution for a given problem using python.</p>	9	CO1
2	<p>Introduction to Probability, Probability Distributions, <b>Sampling and Estimation:</b> Introduction, Population Parameters and Sample Statistic, Sampling, Probabilistic Sampling, on-Probability Sampling, Sampling Distribution, Central Limit Theorem (CLT), Sample Size Estimation for Mean of the Population, Confidence intervals</p> <p><b>CASE STUDY :</b> Estimation of Confidence Interval for a given problem and dataset.</p>	9	CO2, CO3
3	<p>Hypothesis Testing: Setting Up a Hypothesis Test, One-Tailed and Two-tailed Test, Type I Error, Type II Error and Power of The Hypothesis Test, Hypothesis Testing for Population mean with Known Variance: Z-Test, Hypothesis Testing for Population Proportion: Z-Test for Proportion</p> <p><b>CASE STUDY :</b> Hypothesis testing for a given assumption using python.</p>	9	CO4
4	<p>Regression analysis – Feature space, Feature vectors, Conversion of data into feature vectors, Dependent variable and Independent variable, Loss function, Line fitting, Predictive modeling.</p> <p><b>CASE STUDY :</b> Design a predictive model using simple and multiple linear regression to forecast business curve of an enterprise.</p>	9	CO5
5	<p>Data preprocessing: Data transformation, Projection, algebra for data science, Principal component analysis, Linear discriminate Analysis, feature selection</p> <p><b>CASE STUDY :</b> Demonstration of PCA &amp; Data transformation using python model.</p>	9	CO6

#### TEXT BOOKS:

1. U Dinesh Kumar, "BusuessAnalytics :The Science of Data Driven decissionmaking", First Edition, Wiley Publishers, 2017
2. Manaranjan Pradhan, U Dinesh Kumar, "Machine Learning using Python", First Edition, Wiley Publishers, 2019

#### REFERENCE BOOKS:

1. Douglas C. Montgomery, Douglas C. Montgomery, George C. Runger, "Applied Statistics and Probability for Engineers", 6<sup>th</sup> Edition, Wiley Publishers, 2016

2. Gilbert Strang, "Introduction to Linear Algebra, Fifth Edition (2016)", Wellesley-Cambridge Press and SIAM
3. Jiawei Han, Micheline Kamber, Jian Pei Professor, "Data Mining: Concepts and Techniques", Third Edition, Morgan Kaufmann Series.
4. McKinney W. "Python for data analysis: Data wrangling with Pandas, NumPy, and IPython." O'Reilly Media, Inc., 2012

#### WEB RESOURCES:

3. <https://machinelearningmastery.com/>
4. <https://towardsdatascience.com/data-science/home>
5. <https://mastersindatascience.com/resources/top-100-data-science-resources/>

## ASSESSMENT PATTERN:

### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes
	25	15	10
<b>Remember</b>			
<b>Understand</b>	8		5
<b>Apply</b>	8	5	5
<b>Analyze</b>	9	5	
<b>Evaluate</b>		5	
<b>Create</b>			

### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
<b>Remember</b>	5
<b>Understand</b>	5
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	10
<b>Create</b>	5

## BUSINESS DATA MINING

<b>Course Code</b>	<b>21MBABA352</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the importance data mining and how it's give value to business
<b>CO2</b>	Develop classification models for real time data using Decision trees, logistic regression
<b>CO3</b>	Apply clustering techniques to group the data elements into number of clusters
<b>CO4</b>	Analyze the application of Association Rule Mining in Business context
<b>CO5</b>	Understand the concepts and usage of data Mining tools, techniques and best practices
<b>CO6</b>	Understand the concept and application of Neural Networks

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	3	-	1	-
<b>CO2</b>	3	2	2	3	-	1	-
<b>CO3</b>	3	2	2	3	-	1	-
<b>CO4</b>	3	2	2	3	-	1	-
<b>CO5</b>	3	2	2	3	-	1	-
<b>CO6</b>	3	2	2	3	-	1	-

<b>SL. NO</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>CO'S</b>
<b>1</b>	Introduction to Data Mining Data Mining Gathering and Selecting Data - Data Cleansing and Preparation - Outputs of Data Mining - Evaluating Data Mining Results Data Mining Techniques - Tools and Platforms for Data Mining - Data Mining Best Practices Myths about Data Mining Data Mining Mistakes CASE STUDY : Usage of Weka / Orange tool for Data mining	9	CO1
<b>2</b>	Decision Trees: Decision Tree Problem - Decision Tree Construction ,Decision Tree Algorithms – ID3 & CART Nonlinear Regression Exercise - Logistic Regression - Advantages and Disadvantages , Evaluation metrics for classification CASE STUDY: Demonstration of classification models using Weka/ orange	9	CO2, CO5

<b>3</b>	Cluster Analysis: Applications of Cluster Analysis - Definition of a Cluster - Representing Clusters - Clustering Techniques - Clustering Exercise - K-Means Algorithm for Clustering - Selecting the Number of Clusters - Advantages and Disadvantages of K-Means Algorithm, Agglomerative hierarchical clustering, Evaluation metrics for clustering CASE STUDY: Demonstration of clustering models using Weka/ orange	9	CO3 CO5
<b>4</b>	Association Rule Mining: Business Applications of Association Rules - Representing Association Rules - Algorithms for Association Rule - Apriori Algorithm - Association Rules Exercise - Creating Association Rules, FP Growth CASE STUDY: Demonstration of Association rule mining models using Weka/ orange	9	CO4, CO5
<b>5</b>	Neural networks: MP Neuron, Perceptron learning, Gradient descent rule, Multilayer feed forward networks with backpropagation CASE STUDY: Demonstration of Neural network models using suitable tools	9	CO5, CO6

#### TEXT BOOKS:

1. James Taylor, "Decision Management Systems-A Practical guide to using Business rules and Predictive Analytics", IBM Press, 2016.
2. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014.
3. Data Mining – Concepts & Techniques, 3rd edition, Jiawei Han, Micheline Kamber, Jian Pei

#### REFERENCES

1. Efraim Turban, Jay E. Aronson, Ting-Peng Liang, "Decision Support Systems & Intelligent Systems", 9th edition, Prentice Hall, 2016.
2. Data, data everywhere, "Special report on managing information, Economist", February 27th, 2016.
3. Liberatore and Luo, "The Analytics Movement, Interfaces, Articles in Advance"

#### ASSESSMENT PATTERN:

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes
	25	15	10
<b>Remember</b>			
<b>Understand</b>	8		5
<b>Apply</b>	8	5	5
<b>Analyze</b>	9	5	
<b>Evaluate</b>		5	
<b>Create</b>			

##### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
<b>Remember</b>	5
<b>Understand</b>	5
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	10

Create	5
--------	---

## NATURAL LANGUAGE PROCESSING

**Course Code:21MBABA354**

**L:P:T : 3:0:0**

**Exam Hours: 3**

**Credits: 03**

**CIE Marks: 50**

**SEE Marks: 50**

**Course Outcomes: At the end of the Course, the student will be able to:**

CO1	Understand the basic concepts of natural language
CO2	Analyze the natural language text, speech and tag a text with basic language features
CO3	Analyze the text and extract the relations from the text
CO4	Apply text mining techniques to generate mining diagnostic reports
CO5	Apply various methods to word matching, identifying different text types and evaluate the results of the methods
CO6	Analyze the applications of NLP

**Mapping of Course Outcomes to Program Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	1	2	3	1	-	1	-
<b>CO2</b>	2	3	3	1	-	1	-
<b>CO3</b>	2	3	3	1	-	1	-
<b>CO4</b>	3	3	3	1	-	1	-
<b>CO5</b>	3	3	3	1	-	1	-
<b>CO6</b>	2	3	3	1	-	1	-

Module No.	Module Contents	Hours	COs
1	<b>Overview and language modeling:</b> Overview: Origins and challenges of NLP Language and Grammar-Processing Indian Languages- NLP Applications-Information Retrieval. Language Modelling: Various Grammar- based Language Models-Statistical Language Model.	9	CO1
2	<b>Word Level Analysis:</b> Introduction, Regular expressions, Finite state automata, Morphological parsing, spelling error detection & correction, words & word classes, Parts of speech tagging Syntactic Analysis: Context free grammar, Constituency, Parsing, probabilistic parsing, Indian Languages	9	CO2
3	<b>Semantic Analysis</b> : Meaning representation, lexical semantics, ambiguity, word sense disambiguation <b>Discourse Processing</b> : Cohesion, Reference resolution, Discourse coherence & structure	9	CO3, CO4

4	<b>Machine Translation:</b> Problems in Machine Translation, Characteristics of Indian Language, Machine Translation Approaches, Direct Machine Translation, Rule based machine translation, corpus based machine translation, Translation involving indian languages	9	CO5
5	<b>Applications</b> -Information Extraction - Question Answering and Text Summarization <b>Lexical Resources:</b> WordNet, FrameNet, Stemmers, Parts of speech tagger,	9	CO6

#### TEXT BOOKS:

1. Tanveer Siddiqui, U.S. Tiwary, “Natural Language Processing and Information Retrieval”, Oxford University Press, 2008.
2. James Allen, “Natural Language Understanding”, 2nd edition, Benjamin/Cummings publishing company, 1995.
3. Steven Bird, Ewan Klien, Edward Loper, "Natural Language Processing using Python", Orielly publications
4. Daniel Jurafsky, —Speech and Language Processing: An Introduction to Natural Language Processing, Computational Linguistics and Speechl, Pearson Publication, 2014.
5. Steven Bird, Ewan Klein and Edward Loper, —Natural Language Processing with Pythonl, First Edition, O'Reilly Media, 2009.

#### REFERENCES:

1. Breck Baldwin, —Language Processing with Java and LingPipe Cookbookl, Atlantic Publisher, 2015.
2. Richard M Reese, —Natural Language Processing with Javal, O'Reilly Media, 2015.
3. Nitin Indurkha and Fred J. Damerau, —Handbook of Natural Language Processingl, Second Edition, Chapman and Hall/CRC Press, 2010.
4. Anne Kao and Stephen R. Poteet (Eds), “Natural Language Processing and Text Mining”, Springer-Verlag London Limited 2007.

#### CIE - Continuous Internal Evaluation (50 Marks)

Bloom's Taxonomy	Tests	Assignments	Quizzes
<b>Marks (Out of 50)</b>	<b>25</b>	<b>15</b>	<b>10</b>
Remember	-	-	-
Understand	5	-	
Apply	10	5	10
Analyze	10	10	
Evaluate	-	-	-
Create	-	-	-

#### SEE – Semester End Examination (50 Marks)

Bloom's Taxonomy	Tests
Remember	
Understand	10
Apply	20



Analyze	20
Evaluate	-
Create	-

## FOURTH SEMESTER (SYLLABUS)

### DIGITAL MARKETING

Course Code	21MBAMM411	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

#### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Remember the latest digital technologies and marketing strategies.
<b>CO2</b>	Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
<b>CO3</b>	Apply the concepts of Remarketing strategies
<b>CO4</b>	Analyze the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, email and social media.
<b>CO5</b>	Develop, evaluate, and execute a comprehensive social media strategy's to solve business problem.
<b>CO6</b>	Create a platform or app for various payments & billing gateways in digital marketing.

#### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	1	2	0	3	3	3	3
<b>CO2</b>	2	2	0	3	1	3	3
<b>CO3</b>	2	2	2	2	3	3	1
<b>CO4</b>	2	0	2	3	3	1	3
<b>CO5</b>	2	3	3	3	2	3	3
<b>CO6</b>	2	3	3	3	3	3	3

MODULE	CONTENTS OF MODULE	HRS	COS
1	<b>Overview Of Digital Marketing</b> Digital marketing overview and meaning- benefits – platform & strategies- comparing digital with traditional marketing- latest digital marketing trends- case studies of digital marketing trends. Content Marketing, Handling Traffic. Digital advertising market in India.	9	CO1 CO2
2	<b>Online Advertising And SEO</b> Internet and Search Engine Basics, web analytics, online Advertising, Importance of online Advertising, Types of online Marketing and advertising Methods. Importance of Search Engines, How the search engine works, Understanding the SERP, Using Search Operators, Search Engine Algorithms. On page optimization- webmaster tools, domain name in SEO, optimization of- URL, Title Tags, Meta Tags, and Content. Off page optimization- Link Building, Types of Linking Methods, Link building Guidelines & Methodology, off page optimization strategies- Social Bookmarking, Using Classifieds for Inbound traffic, Blogging & Commenting, Link Building Resources.	9	CO2 CO5
3	<b>Social Media And Email Marketing</b> What is Social Media, SMM Vs. SMO, Benefits of using SMM, Social Media Strategy, and Impact of Social Media on SEO. Marketing strategy, Benefits, Promotional tools for- Facebook, YouTube, Twitter, Google, LinkedIn, hashtags, Instagram, Social media analytics. Email Marketing- Email Marketing concept, Importance, Popular Email Marketing Software's, Email Marketing Goals and strategies, Types of Email marketing campaigns, Creating an Email Campaign, What is Newsletter, Design a Newsletter. Micro Blogging.	9	CO4 CO5
4	<b>Ecommerce And Re-Marketing Strategy</b> Ecommerce Business Planning, e-Commerce Website, Product Placements, Product Grouping, Promoting e-Commerce Website, Remarketing Products: Re-Marketing Flow, Email, Facebook Re-Marketing. Understanding Coupon System, Appointing Affiliates for Products, Cross/Up/Down Selling, Introduction to payment gateway- Application and Documentation. QR codes , Augmented Reality.	9	CO3 CO6
5	<b>Mobile Marketing And Remarketing</b> Overview of the B2B and B2C Mobile Marketing, Mobile Sites, Apps (Applications) and Widgets and their relevant to marketing, opportunities and pitfalls of Mobile Marketing, user interfaces and architectures. Trends in Mobile Social Media, Mobile Commerce, Mobile Payments and Billing, integration of mobile marketing into marketing plan, Mobile analytics.	9	CO3 CO6

#### TEXT BOOKS:

1. Digital Marketing: Strategy, Implementation & Practice, Dave Chaffey & Fiona Ellis-

Chadwick

2. Convert!: Designing Websites For Traffic and Conversions, Ben Hunt

3. The Social Media Bible: Tactics, Tools, & Strategies for Business Success, Lon Safko

**REFERENCE BOOKS:**

1. Digital Marketing: Strategies for Online Success, [Godfrey Parkin](#)
2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, [Damian Ryan](#)

**ASSESSMENT PATTERN:**

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Practical Component
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE SEMESTER END EXAMINATION (50 MARKS)**

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## INTEGRATED MARKETING COMMUNICATION

<b>Course Code</b>	<b>21MBAMM412</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Identify the communications effects and results of an IMC campaign to determine its success.
<b>CO2</b>	Understand the role of IMC in marketing and create an IMC plan. To evaluate the roles and importance of the advertisement agencies.
<b>CO3</b>	Apply the various aspects of advertising objectives & Budgeting and apply the advertising concepts professionally.
<b>CO4</b>	Analyze media strategies and its applications.
<b>CO5</b>	Evaluate the effectiveness of advertising and other promotional activities.
<b>CO6</b>	Creating the impact of global environment on Advertising and the influence of technology in advertising.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>CO2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>
<b>CO3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>CO4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO5</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>
<b>CO6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>

<b>MODU LE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
----------------------------	---------------------------	------------	------------

<b>1</b>	<b>Introduction To IMC</b> Role of IMC in marketing process, IMC planning model, Communication process, steps involved in developing IMC program, Advertising vs. Marketing mix, Advertising appeal in various stages of PLC, Damage control and communication, Type of advertising agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.	<b>9</b>	<b>CO1 CO6</b>
<b>2</b>	<b>Module2: Advertising</b> Advertising objectives and budgeting, DAGMAR approach, various budgeting methods used Support media in advertising, Measurement in advertising, Co-operative advertising, Role of advertising agency in advertisement planning, Advertisement planning: An international perspective.	<b>9</b>	<b>CO2 CO6</b>
<b>3</b>	<b>Module 3: Media Strategy</b> Developing Media plan, Problems encountered, Media Evaluation, print, broadcast media, Media strategy and creativity, Elements of creative strategies and its implementation, Importance of headline and body copy. Art direction and production - Illustration, design and layout Production in print advertising, Art direction and production in television advertising.	<b>9</b>	<b>CO3 CO5</b>
<b>4</b>	<b>Public Relations, Publicity and Direct Marketing</b> Public relation: Objectives, tools of public relations, Public relation strategies, various methods used for evaluation. Promotion and its Importance, tools used, push pull strategies, Publicity, Integration with advertising and publicity, Direct Marketing- Features, Functions, Growth, Advantages/Disadvantages, and Direct Marketing Strategies.	<b>9</b>	<b>CO4 CO6</b>
<b>5</b>	<b>Module 5: International ,Industrial and Internet Advertising</b> Global environment in advertising, Decision areas in international advertising, Industrial advertising. Glimpse of Online and social Marketing, internet advertsing advantages and disadvantages.	<b>9</b>	<b>CO5 CO6</b>

**Suggested case studies:**

6. Integrated Marketing Communication Case Study –Microsoft:h
7. Case Study: Coca Cola Integrated Marketing Communications: <https://printtek.com/case-study-coca-cola-integrated-marketing-communications/>
8. Integrated Marketing Communication Case Study – Emirates: <https://www.paperflite.com/blogs/integrated-marketing-communication-case-studies>

9. Case study of Titan integrated Marketing communication Strategies: <https://www.scribd.com/doc/51372739/Case-study-of-Titan-integrated-Marketing-communication-Strategies>
10. Integrated Marketing Communication Case Study #3 - Wells Fargo: <https://www.paperflite.com/blogs/integrated-marketing-communication-case-studies>

#### TEXT BOOKS:

3. Advertising and Promotions IMC Perspectives, Belch and Belch, 10/e, 2014, Tata McGraw Hill.
4. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 6/e, 2014, Pearson.

#### REFERENCE BOOKS:

4. Advertising management - Rajeev Batra, John G Myers & Aaker, 7/e, 2014, PHI.
5. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, 7/e, 2014, Cengage Learning.
6. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning.

#### ASSESSMENT PATTERN:

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self Study Assessment
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

##### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5

Create	5
--------	---



## INTERNATIONAL FINANCIAL MANAGEMENT

<b>Course Code : 21MBAFM421</b>	<b>Credits : 03</b>
<b>L: T: P : 3-0-0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>C01</b>	Recognize the importance of International Financial system and its impact on international business
<b>C02</b>	Summarize the Balance of Payment Statement and its impact on inflow and outflow of funds
<b>C03</b>	Interpret the type of foreign exchange transactions and differentiate them in foreign exchange markets
<b>C04</b>	Analyze the various sources of finance in International Financial Market
<b>C05</b>	Appraise the various foreign exchange rate forecasting techniques
<b>C06</b>	Design international parity relationships

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>C01</b>	2	2	-	3	1	2	-
<b>C02</b>	2	3	-	3	1	-	-
<b>C03</b>	2	2	-	2	1	2	-
<b>C04</b>	1	2	-	2	1	2	-
<b>C05</b>	2	2	-	2	1	-	-
<b>C06</b>	2	2	-	2	1	1	1

MODULE NO.	Contents of Module	Hrs	Cos
1	<b>International Financial System:</b> Importance, rewards and risk of international finance, Goals of MNC-International business methods, Exposure to international risk, International monetary system- The Exchange Rate Regimes, International Liquidity, The Adjustment Process the Currency blocks and unions like the Economic and Monetary Union (EMU) and European Currency Union (ECU), Multilateral financial institutions: International Monetary Fund (IMF), World Bank, European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Global Environmental Fund (GEF).(Only Theory)	9	CO1
2	<b>International Flow of funds:</b> Balance of Payments (BOP), Fundamentals of Balance of Payments (BOP), Accounting components of BOP, Factors affects international trade and capital flows, agencies that facilitate international flows, BOP equilibrium and disequilibrium, Trade deficits, capital account convertibility. (Theory and Problems)	9	CO2
3	<b>Foreign Exchange Markets:</b> Functions and Structure of foreign exchange markets, foreign exchange market participants, types of transactions and settlement dates. Exchange rate quotations, Nominal and Real and effective exchange rates (NEER, REER), Determination of exchange rates in spot market , in forward market, Cross rates, Arbitrage profit in foreign exchange markets, Exchange Rate behavior, SWIFT mechanism. (Theory and Problems)	9	CO3
4	<b>International Financial Markets and Instruments:</b> Foreign portfolio investment, International Bond and equity market, GDR, ADR, Global registered shares, cross listing of shares, international financial instruments- Foreign bonds and euro bonds, global bonds, floating rate notes, zero coupon bonds, International money market, International banking services, correspondent bank, representative offices, foreign branches, forward rate agreements.(Only Theory)	9	CO4
5	<b>International Parity Relationship and fore casting of exchange rates:</b> Measuring exchange rate movements, exchange rate equilibrium, factors effecting foreign exchange rate, forecasting foreign exchange rates, interest rate parity, purchasing power parity and international fisher effects, covered interest arbitrage.(Theory and Problems)	9	CO5 CO6

### Suggested Case Studies:

- The Great Depression in the US:  
<https://courses.lumenlearning.com/boundless-ushistory/chapter/the-great-depression/>
- Indian Economic Crisis:  
[https://en.wikipedia.org/wiki/1991\\_Indian\\_economic\\_crisis#:~:text=India's%20economic%20problems%20started%20worsening,on%20a%20large%20fiscal%20deficit](https://en.wikipedia.org/wiki/1991_Indian_economic_crisis#:~:text=India's%20economic%20problems%20started%20worsening,on%20a%20large%20fiscal%20deficit)
- Exchange Rate Regimes:  
<https://books.google.co.in/books?id=9UgibWFSCSIC&pg=PA88&lpg=PA88&dq=exchange+rate#v=onepage&q=exchange%20rate&f=false>
- Indian Rupee Finally Managed Float:  
<https://www.extravelsmoney.com/blog/how-are-foreign-exchange-rates-in-india-determined/>
- Indian Rupee against USD over different Time Frames:  
<https://www.bookmyforex.com/blog/1-usd-to-inr-in-1947-2019/>
- Currency Fluctuations and Its Impacts-A case of RIL and Facebook :  
<https://www.financialexpress.com/industry/deal-in-local-currency-a-win-win-for-jio-facebook/1936998/>

### List of Textbooks/Reference books

Sl.No	Title	Author	Publication with edition
1	International Financial Management	P G Apte , Sanjeevan Kapshe	Mcgraw Hill, 8 <sup>th</sup> Edition, 2020
2	International Financial Management	Apte	McGraw Hill Education, 7 edition, 2017
3	International Financial Management	Cheol S. Eun, Bruce G. Resnick)	Mcgraw Higher Ed, 7 <sup>th</sup> Edition, 2017
4	International Financial Management	Alan C. Shapiro, Peter Moles, Jayanta Kumar Seal	WILEY, 2016
5	Fundamentals of International Financial Management	Kevin S.	PHI Learning, 2012
6	International Financial Management	Sharan Vyuptakesh	PHI Learning , 2012
7	International Financial Management	V. K. Bhalla	Anmol Publications Pvt. Ltd, 11th Edition , 2012
8	International Financial	Madhuvij	Excel Books India, 2010

	Management		
9	International Financial Management	V.A. Avadhani	Himalaya Publishing House, 2011
10	International Financial Management	Jeff Madura, Roland Fox	Cengage Learning, 2012

#### **CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>Co-Curricular Participation</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

#### **SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## FINANCIAL DERIVATIVES & RISK MANAGEMENT

<b>Course Code : 21MBAFM422</b>	<b>Credits : 03</b>
<b>L: T: P : 3:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE Marks : 50</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Summarize the basic risk management principles and the conceptual and practical framework of the functioning of derivative markets.
<b>CO2</b>	Evaluate the investment decision using futures & forwards.
<b>CO3</b>	Examine the investment strategies using Options.
<b>CO4</b>	Apply Risk management techniques by using Swaps
<b>CO5</b>	Understand the concept of Credit risk and Value at Risk
<b>CO6</b>	Create strategies using different derivative instruments

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	1	2	2	3	1
<b>CO2</b>	3	3	2	2	2	3	3
<b>CO3</b>	3	3	2	2	2	3	3
<b>CO4</b>	3	3	2	2	2	3	3
<b>CO5</b>	3	3	2	2	2	3	1
<b>CO6</b>	3	3	2	2	2	2	1

MODULE No.	CONTENTS OF MODULE	HRS.	COs	Text Books:
1	<b>Introduction to Risk:</b> Risk Vs uncertainty, types of risk, Risk management process <b>Derivatives:</b> Derivatives Products -Classification of Derivatives- Participants in Derivative Markets- Evolution of Derivatives- Functions of Derivatives Markets- Misuse and Criticism of Derivatives.	9	CO1	ptions Futures & Other Derivativ
2	<b>Risk Management using futures &amp; forwards:</b> Introduction- Forward Contract- Futures Contract- Differences - Specifications of Futures Contract- Commodity futures, Index futures interest rate futures, Forward rate agreement, Forward Market Commission Mechanics of buying & selling futures, Margins, valuation of futures, valuation of long and short forward contract. Hedging using futures, arbitrage opportunities	9	CO2 CO6	- John C. Hull, 6/e, Pearson Education
3	<b>Risk Management using Options:</b> Types of options, option pricing, factors affecting option pricing, mechanics of options- stock options- options on stock index- options on futures – interest rate options. Concept of exotic option, call and put options on dividend and non-dividend paying stocks put-call parity- Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.	9	CO3 CO6	ptions & Futures- Vohra& Bagri, 2/e TMH
4	<b>Swap Interest Rate and Currency Swap</b> Introduction- Interest Rate Swaps- Features of Swap- Need of Swap Intermediary- Types of Interest Rate Swaps, valuation of interest rate swap	9	CO4 CO6	erivatives Valuation Risk Managem t - Dubofsky Miller, Oxford University
5	<b>Credit risk:</b> Bond prices and the probability of default, Historical default experience, ways to mitigate Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.  Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, Stress testing and Back Testing	9	CO5 CO6	Pr s, 2005.

Referenc

books:

1. Financial Derivatives – Mishra V, Excel Books.
2. Derivative and Risk management, Sundaram Janakiram, Pearson, 2011.
3. Financial Derivatives – SSS Kumar , Prentice Hall India Learning Private Limited

**CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (Out Of 50)</b>	<b>Test</b>	<b>Assignment</b>	<b>Quizzes</b>	<b>Term Paper 10</b>
	25	10	5	10
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## ORGANIZATION DESIGN AND DEVELOPMENT

<b>Course Code : 21MBAHR431</b>	<b>Credits : 03</b>
<b>L: T: P : 3:0:0</b>	<b>CIE Marks : 50</b>
<b>Exam Hours : 03</b>	<b>SEE : 50 Marks</b>

**Course Outcomes: At the end of the Course, the Student will be able to:**

<b>CO1</b>	Understand and apply insights of planned change using the theoretical principles of organization development.
<b>CO2</b>	Analyze the relationship between contracting and diagnosing the problem behind OD process.
<b>CO3</b>	Classify, evaluate and create models of change Management.
<b>CO4</b>	Apply OD and HR Interventions principles in a variety of contexts, and in an ethical manner.
<b>CO5</b>	Understand the various components and constraints involved in change management, Special applications of OD in the organization.
<b>CO6</b>	Understand and Analyze the role of OD practitioners.

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	3	2	2	2	1
<b>CO2</b>	3	3	3	3	2	2	1
<b>CO3</b>	2	3	3	3	3	0	2
<b>CO4</b>	3	2	3	2	2	1	3
<b>CO5</b>	3	3	3	2	2	1	1
<b>CO6</b>	3	3	2	2	1	2	2



MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	<b>Introduction to organizational Design &amp; Development:</b> Definition, growth and relevance. General model of planned change, different types of planned change and critique of planned change. Types of organization structure. OD practitioner role, competencies and professional ethics.	9	CO1 CO6
2	<b>OD process:</b> Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; Designing OD interventions: Techno structural interventions:- Structural design , downsizing, reengineering, employee involvement.	9	CO2 CO4
3	<b>Change Management :</b> Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change, strategic planning, creating support systems and managing transition, process oriented strategies and competitor oriented strategies and customer oriented strategies.	9	CO3 CO4
4	<b>HR and Strategic interventions:</b> HRM Interventions: - performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change.	9	CO4
5	<b>Special applications of OD:</b> OD in IT & ITES organizations, service sector, and public sector and future directions in OD. Case study on OD interventions	8	CO5

#### Suggested case studies:

1. Organizing for Success, pg no 321, Managing Organization, Shridhar Bhat, Himalya Publishing house.
2. Pitfalls of Micro-Managing Model of Business: Tutorial Point
3. Managing Change :Open Your Organization to Honest Conversations, HBR Review,, 13 FEB 2020,Dina Gerdeman,
4. Goal Setting, Managing Organization, Shridhar Bhat, Himalya Publishing house.
5. Strategic Interventions, MC Graw Hill, Raymond Noe
6. Case Studies in Different sectors: Employee Training , MC Graw Hill, Raymond Noe

**TEXT BOOKS:**

1. Organization Development, Ralphs Lenny.T, 2<sup>nd</sup> edition, 2017, Revised; ISBN : 9788176496759.
2. Organization Development, Burkeiw, Edition 2017, ISBN : 9780134818351.
3. Managing organizational change Palmer, Dunford and Akin, McGraw-Hill Higher Education, 2<sup>nd</sup> edition ,Paperback 2011.

**REFERENCE BOOKS:**

4. Organizational development, Ramnarayan S and Rao T V, Sage Publication, 2011.
5. Change Management, RadhaSharma, Tata McGraw Hill, 2010.
6. Organizational Change and Development KavithaSingh, Excel Books, 2010

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## PEOPLE AND PERFORMANCE MANAGEMENT IN ORGANIZATIONS

Course Code	21MBAHR432	Credits	03
L:T:P	3:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand and apply insights of Personal Growth and personal change
<b>CO2</b>	Analyze Johari Window and Transactional analysis concepts
<b>CO3</b>	Understand Individuals interpersonal needs through FIRO-B
<b>CO4</b>	Understand and apply theoretical principles of Performance Appraisal system
<b>CO5</b>	Analyze and apply the concepts of Career planning and Succession Planning
<b>CO6</b>	Analyze the conflict resolution techniques mapping

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	2	2	2	3	3
<b>CO2</b>	3	3	1	2	2	2	0
<b>CO3</b>	3	3	3	2	2	3	0
<b>CO4</b>	3	3	0	2	2	3	0
<b>CO5</b>	3	3	0	2	2	3	0
<b>CO6</b>	3	3	1	2	3	2	0

<b>MODULE NO.</b>	<b>MODULE CONTENTS</b>	<b>HRS</b>	<b>COs</b>
<b>1</b>	<b>Personal growth:</b> Meaning, nature and scope of personal growth. Self- awareness and self esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanisms; developing a self improvement plan.  <b>Personal change-</b> meaning, nature and requisites.	9	CO1

<b>2</b>	<p><b>Interpersonal Trust:</b> Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self reflection and practicing new behaviors.</p> <p><b>Transactional Analysis:</b> Ego states, types of transactions and time structuring. Life position, scripts and games; strokes</p> <p><b>Activity:</b> Johari Window Questionnaire , TA Questionnaire, Strokes and Games</p>	9	CO2
<b>3</b>	<p><b>Interpersonal relations:</b> Interpersonal needs for inclusion and control and affection. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, Time management and honoring the commitments</p> <p><b>Activity: FIRO-B</b></p>	9	CO3 <b>CO6</b>
<b>4</b>	<p><b>Introduction to Performance Appraisal system</b> – concept and definition of Performance appraisal; Benefits of performance appraisal; Evolution of performance appraisal; Process of Performance Appraisal method, Methods of Performance Appraisal- Traditional &amp; Modern methods, Balance Score Card Method</p>	9	CO4 CO5
<b>5</b>	<p><b>Career and Succession Planning:</b> Meaning, significance and process of career planning , career stages- Career Development Plan - Employees and Employers Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping, Career Counseling,</p> <p><b>Succession Planning:</b> Meaning, Significance and process of succession planning , continuity of leadership and its impact on business, Case studies</p>	9	CO5

#### SUGGESTED CASE STUDIES:

1. Turbulence of the Taciturn Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page no 2-30
2. Different Strokes for Different People Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page no 398-401
3. At the cross Roads Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page no 312-317
4. Developing A Performance Appraisal & **Case Study 2:** Is a Satisfactory rating satisfactory? Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-260 3rdEdition

5. Misfit for the New Role Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page no 280-284
6. Algorithm for career success Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page no 229-234

#### TEXT BOOKS:

1. Essentials of Human Resource Management and Industrial Relations-P Subba Rao, HPH, 2012.
2. Performance Appraisal and Compensation Management: A Modern Approach, Goel Dewkar, PHI, 2nd Edition, 2012.,
3. Organization Behaviour: Human Behaviour at work – John W. Newstrom and Keith Davis, 12/e , TMH, 2017.
4. Transaction analysis in Psychotherapy, 2009.

#### REFERENCE BOOKS:

1. Training in Interpersonal Skills- Stephen Robbins, Pearson Education, 2011.
2. Human Relations in organizations- Robert N Lussier, 11/e, Mc Graw Hill Publication, 2019.

#### ASSESSMENT PATTERN:

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Self Study Assessment
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

##### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## BUSINESS PROCESS IMPROVEMENT

<b>Course Code</b>	<b>21MBAOM441</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Understand BPM as a technique in Business decision making.
<b>CO2</b>	Analyze Process Discovery Models and Industry Practices to support a company's strategic objectives.
<b>CO3</b>	Understand new or improved innovative business processes from gap analysis through process design in support of a company's strategic objectives in a socially responsible manner.
<b>CO4</b>	Analyze the key business processes that drive the value chain of an organization throughout the entire product life cycle.
<b>CO5</b>	Evaluate appropriate information and other technologies, both existing and emerging, in developing business processes and business models.
<b>CO6</b>	Understand modeling tools and their capabilities

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	1	1	1	3	3	2
<b>CO2</b>	3	2	2	2	2	3	2
<b>CO3</b>	3	2	2	2	2	3	2
<b>CO4</b>	3	2	2	2	2	3	2
<b>CO5</b>	3	2	2	2	2	3	2
<b>CO6</b>	3	0	1	2	3	3	2

<b>MODULE NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COs</b>
<b>1</b>	<b>Introduction</b> : Background, history, concepts of BPM. BPM as a management Discipline versus a methodology. Possible benefits while practicing BPM. Organizational performance. BPM Process, BPM life cycle-Process identification, Process architecture.	<b>9</b>	<b>CO1</b>

<b>2</b>	<b>Process Discovery and Modeling</b> : Process discovery – Objectives, Approaches, techniques, strength and weakness of various techniques, Process Modeling -Process, Principles, Process modeling technique and tools, identifying value chain, value stream, Process classification framework , Different ways to express process knowledge, Maps Vs Models, Different types of diagram, Modeling Pitfall.	<b>9</b>	<b>CO2</b>
<b>3</b>	<b>Process Improvement (Analysis &amp; Design)</b> : Process analysis - Concept, stages, Techniques qualitative and quantitative analysis, Process design principles. Characteristics of a well-designed process. Different tools, techniques of process improvement.	<b>9</b>	<b>CO3</b>
<b>4</b>	<b>Process Measurement</b> : Process measurement, Concepts, Principles, Dimensions process performance measurement. Validation of measurement data. Manage by measurement. Definition a tops-down measurement system. Defining organizational, process and activity level measures. Measurement techniques, tools, Different methods of process measurement. Different methods to define specific metrics	<b>9</b>	<b>CO4</b>
<b>5</b>	<b>Business Process Technologies</b> : Capabilities of modeling tools and support for different notations. Standalone process modeling tool versus an enterprise modeling tool. Capabilities and use of process simulation. The concepts, design and capabilities of BPMN. (Business Process Model and Notation). The concepts, design and functional capabilities of a BPMS. analytical and executable models creation.	<b>9</b>	<b>CO5 CO6</b>

#### SUGGESTED CASE STUDIES:

1. Implementation of BPI by Infosys (<https://www.infosysbpm.com/>)
2. Implementation of BPR by NIKE (<https://www.studocu.com/en-us/document/kennesaw-state-university/business-process-management/assignments/nike-case-study/6788430/view>)
3. BPM practices in IBM  
([https://www.ibm.com/inen/services/process?p1=Search&p4=43700052661433460&p5=b&cm\\_mmc=Search\\_Google\\_-1S\\_1S\\_-AS\\_IN\\_-\\_%2Bibm%20%2Bbusiness%20%2Bprocess\\_b&cm\\_mmca7=71700000065177164&cm\\_mca8=aud-309367918490:kwd-370454796363&cm\\_mmca9=Cj0KCQjw3ZX4BRDmARIsAFYh7ZKT9LWlojZQ60i1jmqNGoaTy-WEF1HOKiVi\\_U1gnvWcVXRLCtdv5x0aAiXPEALw\\_wcB&cm\\_mmca10=428171961962&cm\\_mmca11=b&gclid=Cj0KCQjw3ZX4BRDmARIsAFYh7ZKT9LWlojZQ60i1jmqNGoaTy-WEF1HOKiVi\\_U1gnvWcVXRLCtdv5x0aAiXPEALw\\_wcB&gclsrc=aw.ds](https://www.ibm.com/inen/services/process?p1=Search&p4=43700052661433460&p5=b&cm_mmc=Search_Google_-1S_1S_-AS_IN_-_%2Bibm%20%2Bbusiness%20%2Bprocess_b&cm_mmca7=71700000065177164&cm_mca8=aud-309367918490:kwd-370454796363&cm_mmca9=Cj0KCQjw3ZX4BRDmARIsAFYh7ZKT9LWlojZQ60i1jmqNGoaTy-WEF1HOKiVi_U1gnvWcVXRLCtdv5x0aAiXPEALw_wcB&cm_mmca10=428171961962&cm_mmca11=b&gclid=Cj0KCQjw3ZX4BRDmARIsAFYh7ZKT9LWlojZQ60i1jmqNGoaTy-WEF1HOKiVi_U1gnvWcVXRLCtdv5x0aAiXPEALw_wcB&gclsrc=aw.ds))
4. BPM practices in Amazon. (<http://www.jasminemina.com/wp-content/uploads/2016/01/Amazon-Presentation.pdf>)

5. BPI practices in Manufacture sector([http://businessknowledgesource.com/manufacturing/the\\_principles\\_of\\_bpi\\_029925.html](http://businessknowledgesource.com/manufacturing/the_principles_of_bpi_029925.html))

#### **TEXT BOOKS:**

1. Marlon Dums, Marcello la rosa ; Fundamentals of Business process management; Springer 2012
2. Franz and Kirchner; Value-Driven Business Process Management; McGraw-Hill; 2014.
3. Jeston and Nelis; Business Process Management: Practical Guidelines to Successful Implementations; Routledge, 2011.
4. Silver, Bruce; BPMN Method & Style, 2nd Edition; Cody-Cassidy Press; 2011.
5. Smith and Fingar; Business Process Management: The Third Wave; Meghan-Kiffer Press; 2013.
6. Spanyi, Andrew; More for Less: The Power of Process Management; Meghan-Kiffer Press, 2015.
7. Burlton, Roger; Business Process Management: Profiting From Process; SAMS, 2011.

#### **REFERENCE PAPERS:**

1. Fingar, Peter; Systems Thinking: The "Core" Core Competency for BPM, BP Trends, September 2005
2. Rosemann, Michael; Potential Pitfalls of Process Modeling - Part A, Business Process Management Journal, Vol. 12 No. 2, 2006, pp. 249-254 (fees may apply)
3. Rosemann, Michael; Potential Pitfalls of Process Modeling - Part B, Business Process Management Journal, Vol. 12 No. 3, 2006, pp. 377-384 (fees may apply)
4. Silver, Bruce; Three Levels of Process Modeling with BPMN, BPMS Watch, April 2008.
5. Madison, Daniel J.; Becoming A Process-Focused Organization, BPM Institute, 2007.
6. Verner, Laury; The Challenge of Process Discovery, BP Trends, May 2004.

#### **OMG SPECIFICATIONS**

1. Business Process Maturity Model Specification, V1.0
2. Business Process Modeling Notation (BPMN), V1.1
3. Business Process Modeling Notation (BPMN), V2.0

#### **INDUSTRY FRAMEWORKS**

BPM practitioners should be aware of these frameworks.

1. APQC Process Classification Framework  
<http://www.apqc.org>
2. Supply Chain Council's Supply-Chain Operations Reference model (SCOR), v9.0  
<http://supply-chain.org>
3. Introduction to the Value Reference Model (VRM)  
<http://www.value-chain.org/en/cms/1960/>



**ASSESSMENT PATTERN:****CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category Marks (out of 50)</b>	<b>Tests</b>	<b>Assignments</b>	<b>Quizzes</b>	<b>Term Paper  10</b>
	<b>25</b>	<b>10</b>	<b>5</b>	
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- SEMESTER END EXAMINATION (50 MARKS)**

<b>Bloom's Category</b>	<b>Tests</b>
<b>Remember</b>	5
<b>Understand</b>	5
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	10
<b>Create</b>	5

## PROJECT MANAGEMENT

<b>Course Code</b>	<b>21MBAOM442</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### **COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the importance of PM in most industries and businesses and to apply specific tools, models and processes
<b>CO2</b>	Understand project identification process and evaluation using feasibility study
<b>CO3</b>	Apply concept of project planning to manage cost, quality and delivery
<b>CO4</b>	Understand the importance of Leadership specifically in heterogeneous and virtual teams as well as governance and approaches to conflict resolutions
<b>CO5</b>	Evaluate projects using statistical techniques like PERT & CPM
<b>CO6</b>	Develop Project Management Techniques

### **MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	2	2	3	2
<b>CO2</b>	2	2	2	2	1	3	1
<b>CO3</b>	3	2	1	0	2	2	2
<b>CO4</b>	3	2	2	2	2	1	0
<b>CO5</b>	2	1	2	2	1	3	2
<b>CO6</b>	3	2	1	2	1	3	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	<b>Introduction to Project Management:</b> Definition, Need, Contribution of Knowledge area, Project management Life cycle, Project management process, Principles of project management, Impact of delay on projects, phases of PMLC.	9	CO1
2	<b>Project Identification and Selection:</b> Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point.	9	CO2
3	<b>Project Planning:</b> Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibilities of project manager, Project Planning Process, Work Breakdown Structure (WBS), Project Planning Template (Numerical Problem).	9	CO3
4	<b>Organizational Structure and Organizational Issues:</b> Introduction, Types of organizational Structure, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.	9	CO4 CO5
5	<b>PERT and CPM:</b> Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, (Numerical Problems), PERT Model, Measures of variability, CPM Model. Crashing time cost trade off.	9	CO6

(Theory 80%, Numerical Problems 20%)

#### SUGGESTED CASE STUDIES:

#### CASE STUDY:

1. **Project management a study on Delhi metro, Metro Rail Projects in India: A Study in Project Planning Hardcover – 21 October 2011, M. Ramachandran, Pg248**
2. Project management a study on GMR Shamshabad airport, <https://www.arup.com/projects/rajiv-gandhi-international-airport>
3. PPP projects in India  
<https://www.managementstudyguide.com/public-private-partnership-projects-in-india.htm>
4. A study on Bengaluru Metro  
[https://www.railway-technology.com/projects/bangalore\\_metro/](https://www.railway-technology.com/projects/bangalore_metro/)
5. India Infrastructure  
<https://indianinfrastructure.com/2018/08/23/20-landmark-projects/#:~:text=Commissioned%20in%20February%202001%2C%20the,a%20PPP%20basis%20in%20India.&text=In%202016%2C%20the%20Allahabad%20High,already%20recovered%20its%20reasonable%20dues.>

#### TEXT BOOKS:

1. Prasanna Chandra - Project Planning: Analysis, Selection, Implementation and Review - TMH, 8/e.
2. Narendra Singh - Project Management and Control - HPH, 2019
3. Ahuja, G K & Gupta, Ravi. Systematic Approach to Income Tax, Allahabad, Bharat Law House.
4. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol.

5. Bhalla, V.K. Financial Management and Policy, New Delhi, Anmol.
6. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westville.

#### REFERENCE BOOKS:

1. Clifford Gray, Erik Larson and Gautam Desai, "Project Management, The Managerial Process", 4th edition, Tata McGraw Hill 2016.
2. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", 7th edition, Tata McGraw Hill, 2014.
3. Clifford Gray, Erik Larson and Gautam Desai, "Project Management, The Managerial Process", 4th edition, Tata McGraw Hill 2015.
4. Project management Institute, "The Guide to the Project Management Body of Knowledge" (PMBOK Guide), 5th Edition, PMI Publication, 2014.
5. Harold Kerzner, Project Management, "A Systems approach to Planning, Scheduling and Controlling", 10th edition, Wiley India, 2016.
6. John Nicholas, Herman Steyn, "Project Management for Business, Engineering and Technology", 4th edition, Routledge or CRC India, 2014.
7. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, "Project Management, Core Textbook", 1st Indian edition, Wiley India, 2013.

#### ASSESSMENT PATTERN:

##### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Co-Curricular Participation
	25	10	5	
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

##### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

## PREDICTIVE ANALYTICS

<b>Course Code</b>	<b>21MBABA451</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

**COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the different strategic tools used for predictive analysis.
<b>CO2</b>	Apply quantitative & qualitative methods used in Linear Regression
<b>CO3</b>	Analyze Linear regression models with suitable performance metrics & model diagnostics
<b>CO4</b>	Apply various tools and techniques which help in predicting the future decision making w.r.t. classification
<b>CO5</b>	Analyze the importance of predictive analysis through forecasting techniques like time series analysis.
<b>CO6</b>	Evaluate the ability of students to build the predictive analytics models in different business scenarios through example projects.

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	2	3	2	3	-	1	-
<b>CO2</b>	2	3	2	3	-	1	-
<b>CO3</b>	2	3	2	3	-	1	-
<b>CO4</b>	2	3	2	3	-	1	-
<b>CO5</b>	2	3	2	3	-	1	-
<b>CO6</b>	2	3	2	3	-	1	-

<b>SL. NO.</b>	<b>CONTENTS OF MODULE</b>	<b>HRS</b>	<b>COS</b>
<b>1</b>	<b>Introduction to Predictive Analysis:</b> Need for Predictive analytics, game changers, Analytics in marketing, Gradient Descent, Bias Variance tradeoff, Regularization, Bagging and Boosting, Correlation analysis <b>CASE STUDY :</b> Exploratory Data Analysis and usage of Optimization in prediction	9	CO1
<b>2</b>	<b>Simple Linear Regression:</b> Introduction, Simple Linear Regression Model Building, Interpretation of Model parameters, Estimation of Parameters Using Ordinary Least Squares, Validation of the Simple Linear Regression Model, Residual Analysis <b>CASE STUDY :</b> Simple Linear Regression Model Development	9	CO2 CO3

	and Validation using Python for a given dataset		
<b>3</b>	<b>Multiple Linear Regression:</b> Introduction, Ordinary Least Squares Estimation for Multiple Linear Regression, Model Building, Part (Semi-Partial) Correlation and Regression Model Building, Interpretation of MLR Coefficients, Standardized Regression Co-efficient, Regression Models with Qualitative Variables, Validation of Multiple Regression Model, R-Square and Adjusted R-Square, Hypothesis testing, Residual analysis <b>CASE STUDY :</b> Multiple Linear Regression Model Development and Validation using Python for a given dataset	9	CO2 CO3
<b>4</b>	<b>Classification:</b> Naïve bayes, Random forest, KNN classifier, Support Vector machines, Kernel functions, Support Vector Machines <b>CASE STUDY :</b> classification Model Development and Validation using Python for a given dataset	9	CO3 CO4
<b>5</b>	<b>Forecasting and Time series Analysis:</b> Forecasting, Time Series Analysis, Additive & Multiplicative models, Exponential smoothing techniques, Forecasting Accuracy, Auto-regressive and Moving average models, Demo using Python Programming.  <b>CASE STUDY :</b> Forecasting Model Development and Validation using Python for a given dataset	9	CO5 CO6

### TEXT BOOKS:

1. U Dinesh Kumar, “Busuness Analytics :The Science of Data Driven decission making”,First Edition, Wiley Publishers, 2017
2. Manaranjan Pradhan, U Dinesh Kumar, “Machine Learning using Python”, First Edition, Wiley Publishers, 2019

### REFERENCE BOOKS:

1. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die by Eric Siegel
2. Predictive Analytics For Dummies by Anasse Bari, Mohamed Chaouchi and Tommy Jung
3. Modeling Techniques in Predictive Analytics with Python and R: A Guide to Data Science (FT Press Analytics) by Thomas W. Miller

### ASSESSMENT PATTERN:

#### CIE- Continuous Internal Evaluation (50 Marks)

Bloom’s Category Marks (out of 50)	Tests	Assignments	Quizzes
	25	15	5
Remember			

<b>Understand</b>	8	5	5
<b>Apply</b>	8	5	5
<b>Analyze</b>	9	5	
<b>Evaluate</b>			
<b>Create</b>			

### SEE- SEMESTER END EXAMINATION (50 MARKS)

<b>Bloom's Category</b>	<b>Tests</b>
<b>Remember</b>	5
<b>Understand</b>	10
<b>Apply</b>	15
<b>Analyze</b>	10
<b>Evaluate</b>	5
<b>Create</b>	5

### DATA VISUALIZATION

<b>Course Code</b>	<b>21MBABA452</b>	<b>Credits</b>	<b>03</b>
<b>L:T:P</b>	<b>3:0:0</b>	<b>CIE Marks</b>	<b>50</b>
<b>Exam Hours</b>	<b>03</b>	<b>SEE Marks</b>	<b>50</b>

### COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

<b>CO1</b>	Understand the need of Exploratory Data Analysis using Data Visualization
<b>CO2</b>	Apply MapPlotLib and Seaborn library to various datasets and infer the insights through visualizations
<b>CO3</b>	Analyze the various visualizations for a dataset using seaborn library
<b>CO4</b>	Apply Visual analytics techniques using tableau for Multidimensional datasets
<b>CO5</b>	Identify and explore the concept and application of interaction techniques, colour, animation and mapping and cartography in Visualization of data.
<b>CO6</b>	Create the Interactive data related applications using Bokeh

### MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	1	-	2	-
CO2	3	2	2	1	-	2	-
CO3	3	2	2	1	-	2	-
CO4	3	2	2	1	-	2	-
CO5	3	2	2	1	-	2	-
CO6	3	2	2	1	-	2	-

SL. NO	CONTENTS OF MODULE	HRS	CO'S
1.	Introduction to Data Visualization, Introduction to NumPy, Data organization with pandas and Basic Plotting with Matplotlib <b>CASE STUDY:</b> Creating suitable Visualization for a given data using NumPy,Pandas and Matplotlib / Seaborn	9	CO1
2	Exploratory Data Analysis: data cleaning, transformation, feature selection, Waffle Charts, Word Clouds, Introduction to Folium and Map Styles, Maps with Markers, Choropleth Maps <b>CASE STUDY:</b> Development of word clouds for a given dataset to understand the trends in the market	9	CO2
3	Seaborn : Strip plot,pair grid plot, violin plots, cluster map, heat map, facet grid, KDE plot, join plot, Seaborn and Regression Plots, pair plots. Visualizing data using Altair, Pygal and plotly <b>CASE STUDY:</b> Development of Visualizations for a given dataset to understand the correlation of the variable	9	CO3
4	Visual analytics using Tableau: Understanding the basics, connecting to data, data transformation, Calculations in tableau, more calculations <b>CASE STUDY :</b> Usage of Tableau for data transformation & calculations	9	CO4
5	Visual analytics using Tableau : Filters and parameters, sorting, groups & sets, formatting, creating maps, Creating visualizations, Dashboards & Visual story, server deployment, Interactive Data Visualization With Bokeh <b>CASE STUDY :</b> Interactive dashboard building using Tableau/ Bokeh library	9	CO5,CO6

#### TEXT BOOKS:



1. Python Data Visualization: An Easy Introduction to Data Visualization in Python with Matplotlib, Pandas, and Seaborn: Samuel Burns, Kindle Edition
2. Hands-On Data Visualization with Bokeh: Interactive web plotting for Python using Bokeh, Kevin Jolly, Packt Publications
3. Mastering Tableau: Smart Business Intelligence techniques to get maximum insights from your data , David Baldwin, Packt Publications
4. Tableau 10 for Beginners version 10.x,Chandraish sinha,Ohio computer academy,2018

## REFERENCES

1. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, “Decision Support Systems & Intelligent Systems”, 9th edition, Prentice Hall, 2016.
2. Data, data everywhere, “Special report on managing information, Economist”, February 27th, 2016.
3. Liberatore and Luo, “The Analytics Movement, Interfaces, Articles in Advance”

## ASSESSMENT PATTERN:

### CIE- Continuous Internal Evaluation (50 Marks)

Bloom’s Category Marks (out of 50)	Tests	Assignment	Quiz	Case study (Mini Project)
	25	10	5	10
Remember				
Understand	5	5		
Apply	10	5	5	
Analyze	5			
Evaluate				
Create	5			10

### SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom’s Category	Tests
Remember	5
Understand	5
Apply	20
Analyze	5
Evaluate	5
Create	10

### PROJECT WORK

<b>Course Code</b>	<b>21MBA41</b>	<b>Credits</b>	<b>15</b>
<b>L:T:P:S</b>	<b>0:0:15:0</b>	<b>CIE Marks</b>	<b>100</b>
<b>Exam Hours</b>	<b>01</b>	<b>SEE Marks</b>	<b>100</b>

#### **COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:**

<b>CO1</b>	Understand the methods of problem identification and approach to solve the problem
<b>CO2</b>	Develop proper synopsis.
<b>CO3</b>	Apply appropriately research methods and process.
<b>CO4</b>	Apply the concepts of research methodology learnt in the previous semester.
<b>CO5</b>	Evaluate the research problem through hypothesis testing.
<b>CO6</b>	Create a research report systematically

#### **MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	3	3	2	2
<b>CO2</b>	3	2	2	3	3	2	2
<b>CO3</b>	3	2	2	3	3	2	2
<b>CO4</b>	3	2	2	3	3	2	2
<b>CO5</b>	3	2	2	3	3	2	-

The project work shall be for a period of <sup>122</sup>**eight weeks** immediately after the completion of third

semester end exams but before the commencement of fourth semester classes. Students either on their own or in consultant with their Guides identify the problem for his/her study according to their interest.

On Finalization of the topic/problem, synopsis has to be prepared and submitted to the guide.

Synopsis should have problem statement, importance of the problem, objectives, research design and expected outcome.

Students can take up their project after getting their synopsis approved either by guide or the expert team. Periodical review of the project undertaken to be reported to the Guide and/or to Head of the department in person at the stated interval as given below.

### ACTIVITY CHART

Week	Activity to be done
1	Knowing about the company mission, vision, policies, culture, organization structure, products and services profile, functioning, important people with designation, knowing the problems of the organization / research problem.
2	Discussing the research problem with the guide and finalization of the topic of study.
3	Designing the research plan
4	Discussion with the guide and finalizing the data collection tool.
5	Discussion with the guide and finalizing the tools of data analysis.
6	Collection of data, tabulation and interpretation of data.
7	Submitting the first draft of the project report.
8	Submitting the final draft of the project report.

### GUIDELINES

#### General:

1. Continuous review with Respective guides is mandatory.
2. No two students shall work on the same research problem.
3. Choice of title / Research problem is completely open [In terms of choice and area] and freelance by nature.

#### Report:

1. Preliminary pages and the chapter separators [if any] and annexure (s) should not have page numbers.
2. Preliminary pages should be strictly as per the formats attached or informed by the department from time to time.
3. No header and footer [Project title, College name, Logo or pictures] are allowed.
4. Items given Italics within square brackets {i.e., [Student Name]} in the format(s) should be replaced by the appropriate aspects.
5. Questionnaire(s), financial statement(s) or any other data collection instrument [Whichever is applicable] used in the report should be given under Annexure(s).
6. Report should not exceed 70 pages.
7. Report should be printed in the A4 size sheet by allowing 1" margin on top and bottom 0.5" gutter margin and 0.5" margin from right.
8. Two copies of Hard Bound & CD to be submitted [One for Department and to student] as per the format attached. **[No spiral Binding allowed]**

#### Evaluation:

1. Internally the report would be evaluated by the panel of experts where internal guide would be part of evaluation.

2. External evaluation would be executed by the expert from the other institution/college/ industry proposed by the college in the form of viva-voce.
3. Viva-voce is mainly concerned with the understanding of research process and the appropriate use of the research methods in the real life business problem(s).
4. Data analysis part and the conclusion of the project carries more weight age in evaluation of the report.
5. Students may present their research findings in Seminars /Conference/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide and appropriate weight age would be given in internal evaluation.

#### FONT AND ALIGNMENT SPECIFICATION(S)

SL. NO.	ITEM(S)	SPECIFICATION(S)
1	Font [All the contents ]	Times New Roman <b>[Strictly No mix of fonts]</b>
2	Text	Body of the report: Times new Roman 12 pts, Justified. Space: 1.15 line spacing, before paragraph - 0 pts, after the paragraph – 6 pts.
3	Chapter name	All Caps, Centered, Bold and Sized to 16 pts.
4	Title of the chapter	All Caps, Centered, Bold and Sized to 15 pts.
5	Sub Heading Level – I	All Caps Left aligned Bold and Sized to 14 pts. To be numbered with chapter number. [For Ex, 1.1, 1.2, etc]
6	Sub Heading Level – II	All Caps Left aligned Bold and Sized to 13 pts. To be numbered with chapter and sub heading number. [For Ex, 1.1.1, 1.1.2, 1.1.3 etc]
7	Table(s)	[1] Tables name should be given on top with unit of measurement if any and numbered according to the chapter and should be given in a single line. [Ex. Table 1.1 – Exploration of Respondents Occupation] [2] Table should be centered [3] Text content of table should be left aligned. [4] Number content of table should be Right aligned [5] Stubs to be Aligned left and bold. [6] Captions to be aligned Center and bold. [7] Total [Row, Column and Grand] to be bold faced. [8] Source note is compulsory.
8	Chart(s), Graph(s), Diagram(s), Flow-Chart(s), Picture(s)	Name should be given on top along with unit of measurement, if any <b>[Should be part of graph/Chart – not as the part of your word document]</b> numbered according to the chapter and should be given in a single line. [Ex. Chat/Graph/Picture 1.1 – Exploration of Respondents Age]

#### CONTENTS OF THE PROJECT REPORT

- Cover page **[To be prepared strictly as per the format given by the department]**
- Inside page
- Certificate from the college / Institution. **[To get from the Department]**
- Declaration by the student **[To be prepared strictly as per the format given by the department]**
- Certificate of the company

- Acknowledgement
- List of contents **[Follow the format – from the department]**
- List of tables **[Follow the format –from the department]**
- List of Diagrams
- Executive Summary : It is a one/two page write-up of the entire project work of the student. The reader of the project report should get a complete idea about the project report at a glance. It should talk about the most important aspects of the research work like the title of the project report work, objective, scope, data collection tools, data analysis tools, major findings and suggestions.
- **Chapter 1:- Theoretical Background of the study:** This chapter should bring the background of the study based on the title of the study and the objectives. This chapter should introduce the topic of study.
- **Chapter 2:- Industry Profile& Company Profile:** This chapter should introduce the industry to which the company belongs. For example: Infosys is a company and IT is the industry to which Infosys belongs to.
- **Chapter 3:- Research Methodology:** This chapter should talk about how the research study was undertaken.
  - Literature survey (At least 10 research studies in the related areas)
  - Research gap
  - Statement of the Problem
  - Need for the study
  - Objective of the study
  - Hypothesis
  - Scope of the study
  - Sampling size
  - Sample Technique
  - Data collection tools
  - Statistical tools used
  - Limitation of the study
  - Chapter scheme.
- **Chapter 4:-Data Analysis and Interpretation:**

This chapter should mention the way in which the data was analyzed and interpreted. This chapter should include arrangement of data in the form of tables with rows and columns, table no., table title, table and analysis.
- **Chapter 5:- Summary of findings, Suggestions and Conclusion:** Findings are the achievements of the objectives. It should be based on data analysis and data interpretation.
- Suggestions should state what can be done to solve the problem and how the solution can be further improved.
- Conclusion is summing up of the entire research project in a paragraph or two.

- ❖ Bibliography **[To be prepared strictly as advised by the department]**
- ❖ This should contain all the references done during the course of project report preparation. It should be done in the following sequence.
- ❖ **Books:** Name of the Author, Title of the Book, Name of the Publisher, Edition, Year of Publication.
- ❖ **Articles:** Name of the Author, Title of the Article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (PP)
- ❖ **Webliography:** Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL
- ❖ **Annexure:** This is the concluding part of the report and should include, the Data collection tool, Technical details of the report, Complex tables, Glossary of new terms used in the report
- ❖ Questionnaire, if applicable.
- ❖ Statement(s), if any

#### Other General Guidelines:

- ▶ The project work should undergo plagiarism check before submission.
- ▶ The Project work will be of a 8 weeks duration.
- ▶ The project report should be between 80-100 pages.
- ▶ The Project report shall be prepared using MS word using Times New Roman font sized 12 on a page layout of A4 size with 1" margin on all the sides and 1.5 line spacing.
- ▶ 2 Hard bound copies and 1 soft copy of the project report in a CD should be submitted to the department.

The student is required to appear for the Viva-voce exam and present their project report in front of external faculty.

#### MARKS ALLOCATION FOR PROJECT REPORT

##### Evaluation by Internal Guide

SL. NO.	ASPECTS	MARKS
1	Review Meeting – I & II [Synopsis Submission]	20
2	Review Meeting – III & IV [Finalization of Data Collection tools & Data Analysis Mapping]	20
3	Review Meeting – V & VI [Data analysis]	20
4	Review Meeting –VII & VIII [Report Preparation & Draft copy Report]	40
	<b>Total</b>	<b>100</b>

##### External Evaluation: - [Viva voce]

SL. NO.	ASPECTS	MARKS
1	Presentation skill	10
2	Communication skills	10
3	Subject knowledge	20
4	Objective of the study or methodology	20
5	Analysis using statistical tools and statistical Packages	20
6	Finding and appropriate suggestions	20
	<b>Total</b>	<b>100</b>



# NEW HORIZON COLLEGE OF ENGINEERING

New Horizon Knowledge Park, Ring Road, Marathalli

Autonomous College Permanently Affiliated to VTU, Approved by AICTE & UGC

Accredited by NAAC with 'A' Grade, Accredited by NBA

## PROJECT REPORT

On

PROJECT TITLE

By

Name of the student

USN

Submitted to

DEPARTMENT OF MANAGEMENT STUDIES

NEW HORIZON COLLEGE OF ENGINEERING, OUTER

RING ROAD, MARATHALLI, BANGALORE

*In partial fulfilment of the requirement for the award of the degree of*

**MASTER OF BUSINESS ADMINISTRATION**

Under the guidance of

**Internal Guide**

**Designation**

**2021-2023**





**NEW HORIZON  
COLLEGE OF ENGINEERING**  
New Horizon Knowledge Park, Ring Road, Marathalli  
Autonomous College Permanently Affiliated to VTU, Approved by AICTE & UGC  
Accredited by NAAC with 'A' Grade, Accredited by NBA

## CERTIFICATE

This is to certify that Name of the student bearing USN\_\_\_\_\_, is a bonafide student of Master of Business Administration course of the institute 2021-23, autonomous program, affiliated to Visvesvaraya Technological University, Belgaum.

The project report on "Title of the project" is prepared by him under the guidance of Name of the Internal Guide, in partial fulfilment of requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belgaum Karnataka.

Signature of Internal Guide

Signature of HOD

Signature of Principal

Name of the Examiners with affiliation

Signature with date

1. External Examiner

2. Internal Examiner

## DECLARATION

I, Name of student, hereby declare that the project report titled “\_\_\_\_\_” with reference to “**Company Name**” prepared by me under the guidance of **Internal Guide with designation** faculty of M.B.A Department, New Horizon College of Engineering.

I also declare that this Internship is towards the partial fulfillment of the university regulations for the award of the degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum.

I have undergone an internship for a period of eight weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of a degree/diploma from any other University/Institution.

**Signature of Student**

Place:

Date:

## APPENDIX A

### OUTCOME BASED EDUCATION

**Outcome-based education** (OBE) is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience each student should have achieved the goal. There is no specified style of teaching or assessment in OBE; instead classes, opportunities, and assessments should all help students achieve the specified outcomes.

There are three educational Outcomes as defined by the National Board of Accreditation:

**Program Educational Objectives:** The Educational objectives of an engineering degree program are the statements that describe the expected achievements of graduate in their career and also in particular what the graduates are expected to perform and achieve during the first few years after graduation. [nbaindia.org]

**Program Outcomes:** What the student would demonstrate upon graduation. Graduate attributes are separately listed in Appendix C

**Course Outcome:** The specific outcome/s of each course/subject that is a part of the program curriculum. Each subject/course is expected to have a set of Course Outcomes

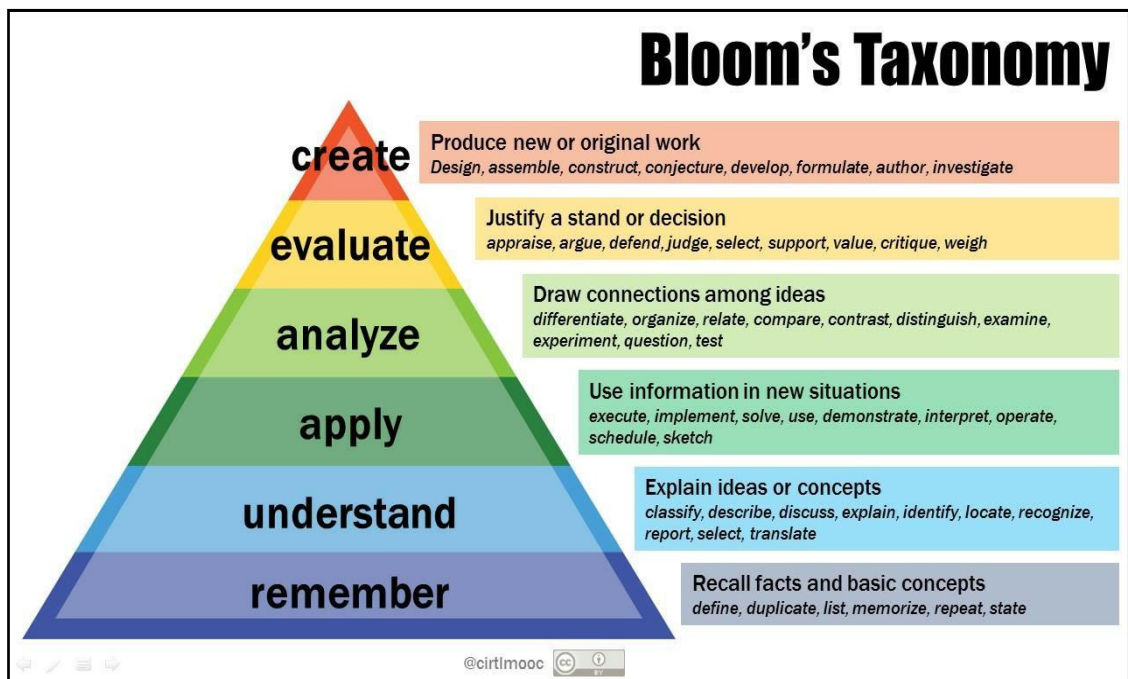
## MAPPING OF OUTCOMES



## APPENDIX C

### BLOOM'S TAXONOMY

**Bloom's taxonomy** is a classification system used to define and distinguish different levels of human cognition—i.e., thinking, learning, and understanding. Educators have typically used Bloom's taxonomy to inform or guide the development of assessments (tests and other evaluations of student learning), curriculum (units, lessons, projects, and other learning activities), and instructional methods such as questioning strategies. [eduglosarry.org]



\*\*\*\*\*