

ACHARYA NAGARJUNA UNIVERSITY

A State Government University, Accredited with "A" Grade by NAAC
Nagarjuna Nagar - 522 510, Guntur, Andhra Pradesh, India.



MASTER OF BUSINESS ADMINISTRATION

SYLLABUS

2022 - 2023 onwards

UNIVERSITY COLLEGE OF ARTS,
COMMERCE & LAW

PROGRAM CODE:
ANUCACL20





**ABOUT
UNIVERSITY**

ACHARYA NAGARJUNA UNIVERSITY (ANU)

- A Brief Profile

Acharya Nagarjuna University, a State University established in 1976, has been constantly striving towards achieving progress and expansion during its existence for over four decades, in terms of introducing new courses in the University Colleges, affiliated colleges and professional colleges. Spread over 300 acres of land on the National High Way (NH-16) between Vijayawada and Guntur of Andhra Pradesh, the University is one of the front ranking and fastest expanding Universities in the state of Andhra Pradesh. The University was inaugurated on 11th September, 1976 by the then President of India, Sri Fakhruddin Ali Ahmed and celebrated its Silver Jubilee in 2001. The National Assessment and Accreditation Council (NAAC) awarded “A” grade to Acharya Nagarjuna University and also has achieved 108 International ranks, 39 National ranks UI Green Metrics rankings and many more. It is named after Acharya Nagarjuna – one of the most brilliant preceptors and philosophers, whose depth of thought, clarity of perception and spiritual insight were such that even after centuries, he is a source of inspiration to a vast number of people in many countries. The University is fortunate to be situated on the very soil where he was born and lived, a soil made more sacred by the aspiration for light and a state of whole someness by generations of students. With campus student strength of over 5000, the University offers instruction for higher learning in 68 UG & PG programs and guidance for the award of M.Phil. and Ph.D. in 48 disciplines spread over six campus colleges and one PG campus at Ongole. It also offers 160 UG programs in 440 affiliated colleges in the regions of Guntur and Prakasam Districts. It has a Centre for Distance Education offering 87 UG & PG programs. Characterized by its heterogeneous students and faculty hailing from different parts of the state and the country, the University provides most hospitable environment for pursuing Higher Learning and Research. Its aim is to remain connected academically at the forefront of all higher educational institutions. The University provides an excellent infrastructure and on-Campus facilities such as University Library with over one lakh books & 350 journals; Computer Centre; University Scientific Instrumentation Centre; Central Research Laboratory with Ultra-modern Equipment; Well-equipped Departmental Laboratories; Career Guidance and Placement Cell; Health Centre; Sports Facilities with Indoor & Outdoor Stadiums and Multipurpose Gym; Sports Hostel; Separate hostels for Boys, Girls, Research Scholars and International Students; Pariksha Bhavan (Examinations Building); Computers to all faculty members; Wi-Fi connectivity to all Departments and Hostels; Canteen, Student Centre & Fast-food Centre; Faculty Club; Dr. H.H. Deichmann & Dr. S. John David Auditorium cum Seminar Hall; Post office; Telecom Centre; State Bank of India; Andhra Bank; Energy Park; Silver Jubilee Park; Fish ponds; internet center; xerox center; cooperative stores; Water harvesting structures.

A purple scroll graphic with white text. The scroll is unrolled at the top and bottom, with the text centered on the main body. The text is in a bold, white, sans-serif font.

**VISION,
MISSION &
OBJECTIVES
OF THE
UNIVERSITY**

ACHARYA NAGARJUNA UNIVERSITY

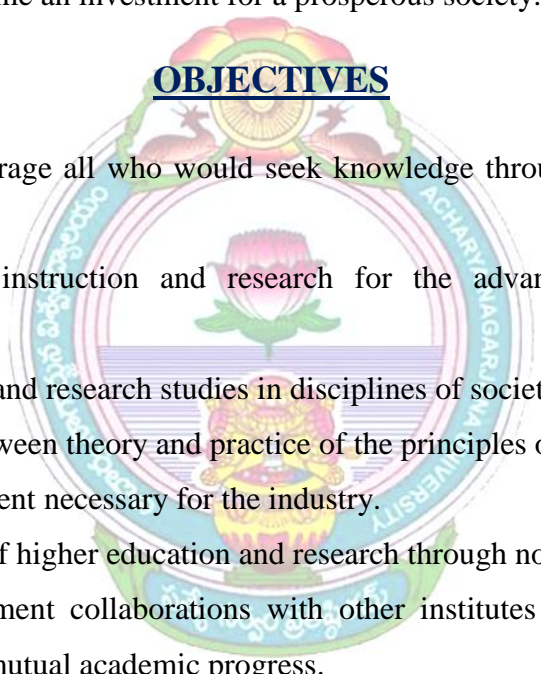
VISION

To generate sources of knowledge that dispels ignorance and establish truth through teaching, learning and research.

MISSION

To promote a bank of human talent in diversified faculties – Commerce & Management Studies, Education, Engineering & Technology, Humanities, Law, Natural Sciences, Pharmacy, Physical Education & Sports Sciences, Physical Sciences and Social Sciences that would become an investment for a prosperous society.

OBJECTIVES

- 
- To inspire and encourage all who would seek knowledge through higher education and research.
 - To provide quality instruction and research for the advancement of science and technology.
 - To promote teaching and research studies in disciplines of societal relevance.
 - To bridge the gap between theory and practice of the principles of higher education.
 - To develop human talent necessary for the industry.
 - To open up avenues of higher education and research through non-formal means.
 - To invite and implement collaborations with other institutes of higher learning on a continuous basis for mutual academic progress.
 - To motivate and orient each academic department/centre to strive for and to sustain advanced levels of teaching and research so that the university emerges as an ideal institute of higher learning.
 - To focus specially on the studies involving rural economy, justifying its existence in the rural setting.



**VISION
&
MISSION OF
THE COLLEGE**

ACHARYA NAGARJUNA UNIVERSITY

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

VISION AND MISSION OF THE COLLEGE:

University College of Arts, Commerce and Law presently consists of 19 teaching departments and seven research centres and running 27 courses. It had a very good team of qualified teachers with strong profiles. The vision of the college is to promote learning and research in the faculties of social sciences, humanities, law, education and management. It is intended to encourage research temperament and develop inputs for the betterment of the society. The mission of the college is to nurture the scholarship, leadership and produce outcome to promote the quality of life and address the challenges in human society.





**VISION
&
MISSION OF
THE
DEPARTMENT**

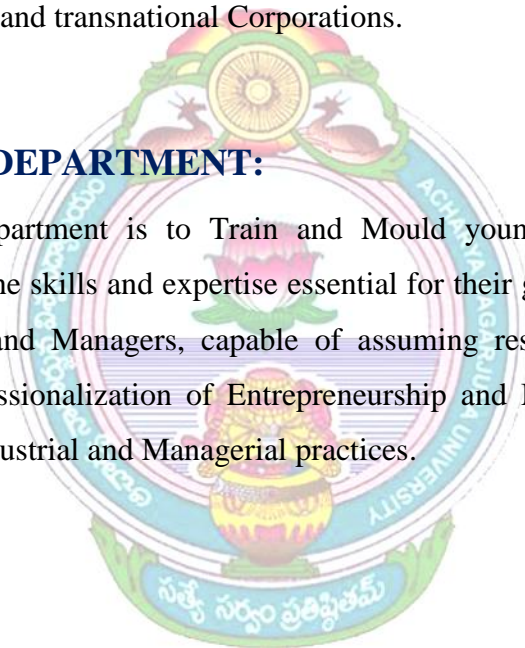
ACHARYA NAGARJUNA UNIVERSITY
UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW
DEPARTMENT OF COMMERCE & BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION

VISION OF THE DEPARTMENT:

Our Vision is to emerge as an internationally top ranked management institution that grooms and future leaders for India and the world through training and imparting the skills required to meet the international challenges and to create opportunities for gainful employment in Multinational Companies and transnational Corporations.

MISSION OF THE DEPARTMENT:

The Mission of the Department is to Train and Mould young men and women with opportunities to acquire the skills and expertise essential for their growth into competent and effective Entrepreneurs and Managers, capable of assuming responsibilities and thereby, contributing to the professionalization of Entrepreneurship and Management and to bring about improvement in Industrial and Managerial practices.



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MASTER OF BUSINESS ADMINISTRATION

PROGRAMME EDUCATIONAL OBJECTIVES (PEO's):

The MBA programme offered by the Department of Commerce and Business Administration at Acharya Nagarjuna University, prepares its graduates to be professionals. It provides students with the skills and knowledge necessary to become effective leaders. A MBA graduate can expect to achieve the following Programme Educational objectives and will be able to:

- ▲ Training the students to Manage Business and Non- Business Institutions with Professional, Technical, Human, Conceptual Skills, Analytical and Leading skills;
- ▲ Familiarizing the student with a broad range of problems and practices in the area of Commerce and Management;
- ▲ Developing knowledge through original research, both applied and conceptual and disseminating such knowledge for the development of the society and nation at large;
- ▲ Providing Leadership to the Teachers and Researchers in different functional areas of Commerce and Management;
- ▲ Describe the theories and principles of management to understand the human behaviour at work place
- ▲ Display competencies and knowledge in key business functional areas including accounting, finance, marketing, operations and HR management
- ▲ Apply the skills to communicate effectively, both verbally and in writing
- ▲ Understand and apply information system for business management issues
- ▲ Identification of business opportunity, decision to become entrepreneur
- ▲ Develop an understanding of the diverse and rapidly changing global business environment.

PROGRAMME OUTCOMES (PO's):

After two years of successful completion of MBA post graduate program, student will be able to:

- ✦ Ability to apply and acquire the knowledge in the core and applied fields of Business Administration.
- ✦ Students will be able to analyze and understand strategies, policies, regulations, and laws that affect Business organizations

- ✦ Students will be able to apply new concepts, tools and techniques for improving operational efficiency and effectiveness of Business organizations and they can resolve the problems
- ✦ Capability to work effectively as individual and in group (team), and able to lead the team.
- ✦ Maintains professional ethics and follows ethical principles.
- ✦ Ability to engage in life-long learning
- ✦ Students will develop critical thinking skills and ethical decision-making abilities that are essential for leadership positions in business organizations.
- ✦ Implements best practices that suits to improve the quality of patient care, risk management, and patient safety in business organization.
- ✦ Able to know the fundamentals of computer, operating system and types of network used in the various IT packages and DBMS and its use in the decision making, website designing and electronic payment system in dynamic business environment. Also enhance the computer expertise in business related software and their applications in E-commerce, E-Banking and Online marketing
- ✦ Students will be able to develop marketing strategies specific to organizations that creates competitive advantage to Business organisations.

Ability to create awareness on managerial applications among the populations along with providing understanding on global environmental and societal contents.

PROGRAMME SPECIFIC OUTCOMES (PSO's):

Upon successful completion of MBA program, the graduates are expected to

1. Able to Identify, understand and analyse professional issues in contexts of HR/ Market/ Finance and operations
2. Apply decision-making techniques, using both quantitative and qualitative analysis, to propose solutions for real life issues
3. Analyze and evaluate ethical problems that occur at all levels of business decision making
4. Conduct strategic analysis using both theoretical and practical applications
5. Construct and formulate business strategies to articulate a vision needed to motivate others and lead diverse teams of people
6. Implication of various research methods to develop full length research projects and write term papers.



STRUCTURE

ACHARYA NAGARJUNA UNIVERSITY
UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW
DEPARTMENT OF COMMERCE & BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE

SEMESTER-I

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS1.1 (R22)	Management & Organizational Behavior	CC	3	4	30+70	100
BUS1.2 (R22)	Quantitative Techniques for Management	CC	3	4	30+70	100
BUS1.3 (R22)	Business Environment and Legislation	CC	3	4	30+70	100
BUS1.4 (R22)	Fundamentals of Accounting	CC	3	4	30+70	100
COMPULSORY FOUNDATION						
BUS1.5 (R22)	Business Communication	CC	3	4	70	70
BUS 1.5.1 (R22)	Life Skills & Soft Skills	SEC	2	2	30 IE	30
BUS1.6 (R22)	IT Applications for Management	CC	3	4	70	70
BUS1.6.1 (R22)	MS Excel (Lab)	AEC	2	2	30 IE	30
ELECTIVE FOUNDATION (OPT-1)						
BUS1.7.1 (R22) BUS1.7.2 (R22) BUS1.7.3 (R22)	1.Managerial Economics 2.E- Business 3.Technology Management	GE	3	4	30+70	100
TOTAL CREDITS			25	32	700	700

SEMESTER-II

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS2.1 (R22)	Business Law	CC	3	4	30+70	100
BUS2.2 (R22)	Financial Management	CC	3	4	30+70	100
BUS2.3 (R22)	Marketing Management	CC	3	4	30+70	100
BUS2.4 (R22)	Production & Operations Management	CC	3	4	30+70	100
COMPULSORY FOUNDATION						
BUS2.5 (R22)	Human Resources Management	CC	3	4	70 SEE	70
BUS2.5.1 (R22)	Mentoring & Coaching Skills	SEC	2	2	30	30
BUS2.6 (R22)	Research Methodology	CC	3	4	70SEE	70
BUS2.6.1 (R22)	Minor Research Project using Statistical Packages	AEC	2	2	30 PE	30
ELECTIVE FOUNDATION (OPT-1)						
BUS2.7.1 (R22)	1. Entrepreneurship Development and Start Up Management	GE	3	4	30+70	100
BUS2.7.2 (R22)	2. Business Intelligence					
BUS2.7.3 (R22)	3. Cyber Security					
MOOC's						
TOTAL CREDITS			25	32	700	700
SUMMER INTERNSHIP FOR 8 WEEKS						

SEMESTER-III

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 3.1 (R22)	Business Policy & Strategic Management	CC	3	4	30+70	100
BUS 3.2 (R22)	Decision Support Systems & MIS	CC	3	4	30+70	100
BUS 3.3 (R22)	Business Ethics & Corporate Governance	GE	3	4	70 SEE	70
Bus 3.3.1 (R22)	Case Study - Presentation of CSR/Ethical practices of 2 companies	AEC	2	2	30 IE	30
ELECTIVE PAPERS (Choose any Two Specializations)						
MARKETING SPECILIZATION (Choose any Two Papers)						
BUS 3.4.M (R22)	1. Advertising & Brand Management	DSE	3	4	30+70	100
BUS 3.5M (R22)	2. Customer Relationship Management		3	4	30+70	100
BUS 3.6M (R22)	3. Retail Management					
FINANCE SPECILIZATION (Choose any Two Papers)						
BUS 3.4F (R22)	1. Security Analysis & Portfolio Management	DSE	3	4	30+70	100
BUS 3.5F (R22)	2. International Financial Management		3	4	30+70	100
BUS 3.6F (R22)	3. Basics of Taxation					
HRM SPECILIZATION (Choose any Two Papers)						
BUS 3.4HR (R22)	1. Industrial Relations & Labor Laws	DSE	3	4	30+70	100
BUS 3.5HR (R22)	2. Management Training & HRD		3	4	30+70	100
BUS 3.6HR (R22)	3. Organizational Change & Organizational Development					
BUSINESS ANALYTICS SPECILIZATION (Choose any Two Papers)						
BUS 3.4BA (R22)	1. Introduction to Business Analytics Tools		3	4	30+70	100
BUS 3.5BA (R22)	2. Data Visualization & Predictive Analysis		3	4	30+70	100
BUS 3.6BA (R22)	3. Big Data Analytics					
MOOC's						
TOTAL			23	30	700	700

Note: In III Semester the students shall opt any two specialization groups with 2+2 papers.
In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.

SEMESTER-IV

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 4.1 (R22)	Global Business	CC	3	4	30+70	100
BUS 4.2 (R22)	Knowledge Management	CC	3	4	30+70	100
BUS 4.3 (R22)	Business Analytics	GE	3	4	70 SEE	70
BUS 4.3.1 (R22)	Lab Data Analytics using Python	SEC	2	2	30 IE	30
ELECTIVE PAPERS (Choose any Two Specializations)						
BUS 4.4M (R22)	MARKETING SPECILIZATION 1. Logistics & Supply Chain Management	DSE	3	4	30+70	100
BUS 4.5M (R22)	2. Rural & Agricultural Marketing		3	4	30+70	100
BUS 4.6M (R22)	3. Social Media& Digital Marketing					
BUS 4.4F (R22)	FINANCE SPECILIZATION 1. Financial Derivatives	DSE	3	4	30+70	100
BUS 4.5F (R22)	2. Management of Financial Services		3	4	30+70	100
BUS 4.6F (R22)	3. Corporate Taxation					
BUS 4.4HR (R22)	HRM SPECILIZATION 1. International Human Resource Management	DSE	3	4	30+70	100
BUS 4.5HR (R22)	2. Talent Management		3	4	30+70	100
BUS 4.6HR (R22)	3. Compensation Management					
BUS 4.4BA (R22)	BUSINESS ANALYTICS SPECILIZATION 1. Enterprise Resource Planning		3	4	30+70	100
BUS 4.5BA (R22)	2. Business Forecasting & Business Optimization		3	4	30+70	100
BUS 4.6BA (R22)	3. Machine Learning & Data Mining					
	Internship/ Project	CC	4	2	50+50	100
	Project Viva-Voce	CC			100	100
	TOTAL		27	32	900	900

- All core papers are mandatory
- Foundation and common subjects in 1st & 2nd Semester
- Choose Major and Minor Specializations in 3rd & 4th Semester
- Skill Development & Skill enhancement courses are Mandatory in 2nd & 3rd Semester
- Candidates should register for SWAYAM/MOOCs for the award of the grade in the respective course
- Project work is mandatory either from Subject orientation/multi-Disciplinary.



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MASTER OF BUSINESS ADMINISTRATION
SEMESTER-I

**BUS 1.1 (R22): MANAGEMENT PROCESS & ORGANIZATIONAL
BEHAVIOUR**

COURSE OBJECTIVES:

- ✦ Understand the basic concepts of Management.
- ✦ Learn the importance of human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the basic concepts in Management- Levels, Skills, Role, Functions & Principles of Management

CO2: By the end of the course, students will be able to analyse the theoretical concepts - Forecasting – Techniques of Forecasting. Decision making, MBO

CO3: By the end of the course, students will be able to investigate the Functions & Responsibilities of Managers

CO4: By the end of the course, students will be able to evaluate the role of managers in Business Environment of the organization-, key elements in Organisational Behaviour, Challenges & Opportunities for OB

CO5: By the end of the course, students will be able to explain the principles of human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design.

Unit-I: Introduction: Management Definitions, Significance, Levels, Skills, Role, Functions & Principles of Management. Management as an Art, Science and Profession, Social responsibilities of business.

Unit-II: Planning: Nature, Importance, Types of Plans, Process of Planning, Forecasting – Techniques of Forecasting. Decision making: Types of Decisions, Decision Making process, MBO – Process.

Organizing: Concept, Importance, Departmentation : Bases of Departmentation, Formal & Informal organizations, Span of control: V.A. Gracuna’s theory. Delegation & Decentralisation, Line & Staff, Conflicts between line & staff.

Unit-III: Staffing: Importance, functions of HRM, Elements of staffing

Directing: Importance, Elements of Direction. Supervision – Need & Skills of a supervisor.

Motivation: Process, Theories of Motivation Maslow’s, MC Gregor, Herzbergs, MC Clelland, Porter & Lawler. Leadership: Leadership styles, Likert’s system 4 Management, Managerial Grid theory. Communication – Importance, Process & Barriers

Controlling: Process, Methods of control

Unit-IV: Organisational Behaviour: Nature & Scope, Importance, key elements in Organisational Behaviour, Challenges & Opportunities for OB, Contributing disciplines to OB, OB Model.

Individual Behaviour: Foundations of Individual Behaviour, Perception – Process, factors Influencing perception, Barriers in perception, Personality theories.

Unit-V: Group Dynamics: Types of groups, Group formation, Group Cohesiveness Transactional Analysis & Johari window.

Organisational change: Process, Factors, Resistance to change and overcoming Resistance to change.

REFERENCE BOOKS:

- 1) Management and organisational Behaviour, P. Subba Rao, Himalaya Publishing House
- 2) Koontz, H and wihrich. H, Management, 10th Edition MC Graw
- 3) Management text & cases – VSP Rao, Excel Book
- 4) Fred Luthans, Organisational Behaviour, Tata MC Graw Hill
- 5) Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
- 6) Aswathappa.K, Organisational Behaviour, Himalaya Publishing House, New Delhi.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	2	3	3	2	2	3	2
CO2	3	3	2	3	2	3	3	3	3	3
CO3	3	2	3	3	3	2	2	2	2	2
CO4	3	2	3	2	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	3	3	3

BUS 1.2 (R22): QUANTITATIVE TECHNIQUES FOR MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ To provide basic knowledge of analyzing data using various statistical and mathematical techniques for business decisions.
- ▲ To highlight the benefits as well as the limits of quantitative analysis in a real-world context.
- ▲ Apply the concepts of probabilistic distributions in solving problems.
- ▲ Recall the knowledge of hypothesis testing for large and small samples.
- ▲ Extend the ability to solve linear programming problems by graphical and simplex methods.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand various statistical and mathematical techniques for business decisions.

CO2: By the end of the course, students will be able to analyse the benefits as well as the limits of quantitative analysis in a real-world context.

CO3: By the end of the course, students will be able to investigate the probabilistic distributions in solving problems

CO4: By the end of the course, students will be able to evaluate the hypothesis testing for large and small samples

CO5: By the end of the course, students will be able to explain the linear programming problems by graphical and simplex methods

Unit I: Probability: –Concept of Probability—Meaning and Definition—Approaches to Probability Theorems of Probability—Addition Theorem—Multiplication Theorem—Conditional Probability—Inverse Probability—Bayes Theorem. Theoretical Distribution: Binomial Distribution – Basic Assumptions and Characteristics – Fitting of Binomial Distribution – Poisson Distribution – Characteristics - Fitting of Poisson Distribution – Normal Distribution – Features and Properties – Standard Normal Curve

Unit II: Hypothesis Testing:- Introduction, One sample test for testing, Mean and proportion of large and small samples, Two samples tests of difference between Mean for Large sample & Small samples, Hypothesis testing for Variance of populations, Paired sample t- test -Chi-Square test of Independence and Goodness of fitness.

Unit III : Correlation and Regression: Correlation: Concept, Significance and Types; Methods of Simple correlation - Karl Pearson's Coefficient of correlation, Spearman Rank correlation – Regression Concept and significance; Linear Regression, Regression lines, Regression vs. Correlation.

Unit IV: Time Series: Meaning and Significance –Utility, Components of Time Series- Measurement of Trend: Method of Least Squares, Linear trend, Parabolic trend, Method of moving averages ; Semi averages, Decision theory (Decision making under Certainty, Risk & Uncertainty) ; Decision tree

Unit V: Introduction to LPP -Graphical method- Simplex Method, Big M Method, Simulation.

REFERENCE BOOKS:

- 1) Sharma, J.K., Fundamentals of Business Statistics, Pearson.
- 2) Sancheti, Dc & VK Kapoor, Business Mathematics, Sultan Chand.
- 3) Arora, P.N., S.Arora Comprehensive Statistical Methods, S.Chand.
- 4) Sharma, J.K., Quantitative Methods-Theory & Applications, MacMillan.
- 5) Sharma JK., Operations Research: Theory & Applications, McMillan India Ltd.
- 6) Problems in operations research methods and solutions-Pk Gupta Manmohan, Sultan Chand & Son
- 7) Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, Latest Edition.
- 8) D.C..Sanchetti and Kapoor, Statistics, Sultan Chand.
- 9) G.C.Beri, Statistics for Management, Tata McGraw Hill. J.K. Sharma, Business Statistics: Pearson.
- 10) Research Methodology Methods and Techniques CR.Kothari. New Age International Publishers.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	3	3	2	2	3	2
CO2	3	1	3	3	2	3	3	3	3	3
CO3	2	2	3	3	2	3	2	2	2	2
CO4	3	2	3	2	3	3	3	3	3	3
CO5	2	2	3	3	3	3	3	3	3	3

BUS 1.3 (R22): BUSINESS ENVIRONMENT & LEGISLATIONS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ To understand how the economy is affected by internal and external factors and how this in turn affects the business.
- ▲ How consumption affects business and economy
- ▲ To study the Economic, Political, Legal and Global environment of business.
- ▲ To study the nature and dimensions of evolving Business Environment in India to influence managerial decisions

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand how the economy is affected by internal and external factors and how this in turn affects the business

CO2: By the end of the course, students will be able to analyse the consumption affects on business and economy

CO3: By the end of the course, students will be able to investigate the factors of the Economic, Political, Legal and Global environment of business

CO4: By the end of the course, students will be able to evaluate the Political and Legal Environment of Business

CO5: By the end of the course, students will be able to explain the Global Environment of Business-Foreign collaborations in the Indian business, International economic institutions

Unit I: Introduction to Business Environment: Concept Nature and Significance of Business Environment, Types of Business Environment - Internal and External: Changing dimensions of Business Environment: Techniques of Environmental Scanning and Monitoring.

Unit II: Economic Environment of Business: Elements of Economic Environment and their significance for business – Economic Planning in India - Objectives and Achievements, Economic Reforms, NITI Aayog; Government Policies -Industrial Policy of 1991, Fiscal Policy, Foreign Trade Policy.

Unit III: Political and Legal Environment of Business: Elements of political and legal environment and their significance for business, Relationship between business and government: An overview of major laws affecting business - Patents Act 1970, SICA 1985, Consumer Protection Act 1986, FEMA 1999, IT Act 2000, Competition Act 2002, SEZ Act 2005.

Unit IV: Socio-Cultural and Technological Environment: Elements of socio-cultural environment and their impact on business -Social Audit, Technological Environment in India, Technology Transfer, Technology Policy.

Unit V: Global Environment of Business: Multinational Corporations, Foreign collaborations in the Indian business, International economic institutions- WTO,IMF, World Bank and their importance to India.

REFERENCE BOOKS:

- 1) Francis Cherunilam, Business Environment, Himalaya Publishing house Mumbai.
- 2) Aswathappa. K., Essentials Business Environment, Himalaya Publishing House in Delhi.
- 3) Adhikary. M. Economic Environment of Business, Sultan Chand & Sons, New Delhi.
- 4) G. Prasad, Business and Corporate Laws, Jai Bharathi Publishers.
- 5) Ferbando. A. C., Business Environment, Pearson.
- 6) Suresh Bedi, Business Environment, Excel Books, New Delhi.
- 7) Alag, Yoginder. K., Indian Development Planning and Policy, Vikas Publishers, New Delhi.
- 8) Shaleem Shaik, Business Environment, Pearson Education, New Delhi.
- 9) Krishna Rao. P., WTO- Text & Cases, PSG Excel series.
- 10) Justin Paul, Business Environment, Text & Cases, Tata McGraw Hill.
- 11) Chakravarthi. S., Development Planning, Oxford University press, New Delhi.
- 12) R. S. N. Pillai, Bhagavathi, Legal Aspects of Business, S. Chand, New Delhi.
- 13) Government of India, Economic Survey, Various issues.

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CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	-	2	3	2	2
CO2	3	3	3	3	3	-	2	3	2	2
CO3	3	3	3	3	3	-	3	3	3	3
CO4	2	3	3	3	3	-	2	3	1	2
CO5	3	1	3	3	2	3	2	3	3	2

BUS 1.4 (R22): FUNDAMENTALS OF ACCOUNTING

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ To learn the Fundamentals of Accounting.
- ▲ To understand fundamentals like Accounting concepts, Branches of accounting, Nature of accounting and Accounting Standards.
- ▲ To prepare and analyse Financial Statements.
- ▲ To learn financial Planning & Control and take major Financial Decisions and
- ▲ To understand the Contemporary Developments in the field of Accounting..

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Introduction to Accounting

CO2: By the end of the course, students will be able to analyse the Preparation of Financial statements- Income statement and Balance sheet – Bank Reconciliation Statement

CO3: By the end of the course, students will be able to investigate the Analysis of Financial Statements-- Financial Ratio analysis – Funds Flow and Cash Flow Analysis

CO4: By the end of the course, students will be able to evaluate the Management Accounting

CO5: By the end of the course, students will be able to explain the Contemporary Developments in fundamental of accounting.

UNIT-I: Introduction to Accounting: Concept – Importance and scope – Generally Accepted Accounting Principles – Subsidiary books – Cashbook- Branches of Accounting

UNIT-II: Preparation of Financial statements: Income statement and Balance sheet – Bank Reconciliation Statement – Inventory valuation and Depreciation.

UNIT- III: Analysis of Financial Statements: Objectives; Techniques of Financial Analysis - Financial Ratio analysis – Funds Flow and Cash Flow Analysis.

UNIT-IV: Management Accounting: Marginal Costing – CVP analysis – Budgetary Control. Standard costing and Variance analysis.

UNIT-V: Contemporary Developments: Standard costing and Variance analysis - Responsibility Accounting – Accounting for changing Prices – Human Resource Accounting - Reporting to Management.

REFERENCE BOOKS:

- 1) Meigs & Meigs, Accounting the Basis for Business Decisions, Tata McGraw Hill.
- 2) Pankaj Gupta, Management Accounting, Excel Books, New Delhi, 2006.
- 3) Bhattacharya S.K. & Dearoon.J., Accounting for Management – Text and Cases, Vikas,

- 4) NarayanaSwamy, Financial Accounting: A Managerial Perspective, PHI.
- 5) Ashish k., Bhattacharya, Cost Accounting for Business Managers, Elsevier
- 6) Bhattacharya, Financial Accounting for Business Managers–Perspective, PHI.
- 7) MCSShukla, TS Grewal, Financial Accounting, S. Chand
- 8) I.M. Pandey: Management Accounting, Vikas Publishing House.
- 9) Chakraborty & Hrishikesh – Management Accountancy, Oxford University Press.
- 10) Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
- 11) J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
- 12) Tulsian, P.C., “Cost Accounting”, Sultan Chand.
- 13) Paresh Shah, Management Accounting, Oxford University Press.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	2	2	2	1	2	3	2
CO2	3	1	2	3	2	1	1	3	3	3
CO3	2	2	2	3	2	1	1	2	2	2
CO4	3	2	1	2	1	3	1	3	3	3
CO5	2	2	1	3	1	3	1	3	3	1

BUS 1.5 (R22): BUSINESS COMMUNICATION

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ To provide an overview of Prerequisites to Business Communication.
- ▲ To provide an outline to effective Organisational Communication.
- ▲ To underline the nuances of Business communication and
- ▲ To impart the correct practices of the strategies of Effective Business writing.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Business communication- essential elements of effective communication – communication barriers – overcoming communication barriers

CO2: By the end of the course, students will be able to analyse the Media of Communication-: Verbal & non-verbal. Oral communication: Forms

CO3: By the end of the course, students will be able to investigate the Channels of Communication- steps to improve the effectiveness of formal and informal communication – 7C's of Communication

CO4: By the end of the course, students will be able to evaluate the Listening process importance in business communication

CO5: By the end of the course, students will be able to explain the Procedure and guidelines for effective report writing & essential skills of negotiation.

UNIT-I: Business communication as one of the managerial skills. Communication: Meaning, definition, process, functions, objectives and importance of communication – essential elements of effective communication – communication barriers – overcoming communication barriers - Significance of communication to managers.

UNIT- II: Media of Communication: Verbal & non-verbal. Oral communication: Forms – advantages and limitations. Written communication: Forms – advantages and limitations. Non- verbal communication: Forms & importance of non-verbal communication – measures to improve non-verbal communication.

UNIT – III: Channels of Communication: Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C's of Communication.

UNIT – IV: Listening: importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening. Presentation: Oral and written – steps in presentation – guidelines for successful presentation.

UNIT – V: Report writing: Procedure and guidelines for effective report writing. Letters – Memos – Circulars – Notices – House Journals. Negotiation: Meaning and process of negotiation – essential skills of negotiation – art of negotiation – measures to improve negotiation skills among managers.

REFERENCE BOOKS:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications.
- 6) The Basics of Communication, Steve Duck, Sage Publications.
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press.
- 8) English Grammar, Rajeevan Karal, Oxford University Press.
- 9) Spoken English, Sabina Pillai, Oxford University Press.



BUS 1.5.1 (R22): LIFE SKILLS & SOFT SKILLS

LIFE SKILLS:

Communication skills, Problem-Solving skills, Decision-Making skills, Critical thinking, Creative thinking, Interpersonal Relationship Skills, Coping with Stress & Emotions, Empathy, Self-awareness, Leadership Skills.

SOFT SKILLS:

Communication Skills, Verbal & Non-Verbal Communication, Body language, Acting as a Team player, Time Management abilities, Self-confidence, Resume & Interview skills.

FRAMEWORK FOR AWARDING MARKS:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	1	3	1	-	3	1	3
CO2	3	1	3	1	3	1	-	3	1	3
CO3	1	3	3	1	3	3	3	3	1	3
CO4	1	3	-	3	3	1	3	3	1	-
CO5	1	1	-	1	1	1	-	3	3	-

BUS 1.6 (R22): IT FOR MANAGERS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ To provide an understanding of fundamentals of computer and networks
- ▲ To provide the basics of the processes associated with developing computer based systems for modern organizations.
- ▲ To provide a critical understanding on programming basics using C language
- ▲ To provide a strong foundation on documentation, presentation, spreadsheets using MS Office.
- ▲ To provide basic fundamentals of cyber security issues

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Basic Computer Architecture-Input Output devices- Storage devices-Hardware and software-Networks

CO2: By the end of the course, students will be able to analyse the Creation of Document-format document-Text Editing and saving-Organising information with tables and outlines-Mail merge

CO3: By the end of the course, students will be able to investigate the Use of templates and slide designs, Slide master, Animation Timings, Action buttons, Rehearse Narration, Slideshow

CO4: By the end of the course, students will be able to evaluate the Data Types, Variables, Constants, Input / Output, Operators (Arithmetic, relational, logical, bitwise)

CO5: By the end of the course, students will be able to explain the Security Threats and Attacks, Malicious Software, Hacking & Security Mechanisms

Unit- I: Introduction to Computers: Evolution & Generations of Computers-Elements of computer-Characteristics of a computer-Classification of Computers-Basic Computer Architecture-Input Output devices- Storage devices-Hardware and software-Networks.-Types of Networks LAN WAN MAN, Network topologies

Unit-II: MS Word- Creation of Document-format document-Text Editing and saving-Organising information with tables and outlines-Mail merge-Index Printing

MS PowerPoint Features of PowerPoint-Creation of slides- Use of templates and slide designs, Slide master, Animation Timings, Action buttons, Rehearse Narration, Slideshow

Unit- III: MS Excel: Creating and Editing Worksheets-Cell formatting-Creating and using formulas and functions- Use of Macros-Sorting and Filtering data-Working with Graphs and Charts Tables & Pivot Table

Unit-IV: Introduction to the C Language:, Data Types, Variables, Constants, Input/Output, Operators(Arithmetic, relational, logical, bitwise).Selection Statements(making decisions) if

and switch statements, Loops-while, for, do-while statements, Functions: Functions basics, user-defined functions, recursive functions, Arrays: Basic concepts, one-dimensional arrays, two-dimensional arrays multidimensional arrays.

Unit-V: Security and Ethical challenges in IT - Need for Security-Security Threats and Attacks, Malicious Software, Hacking -Security Mechanisms- Cryptography, Digital signature, Firewall Types of Firewalls identification & Authentication Biometric Techniques-Security policies -Need for legislation, cyber laws, cyber security issues

REFERENCE BOOKS:

- 1) Introduction to computers Peter Norton-Sixth Edition-Tata MC Graw Hill,2009
- 2) Introduction to Information Technology. Rajaraman- Prentice Hall India,2008
- 3) Cox et al – 2007 Microsoft Office System step-by-step, first edition,PHI,2007
- 4) Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, first edition, prentice hall India, 2007.
- 5) Fundamentals of information Technology Alexis Leon Mathews Leon, Vikas Publishing House
- 6) Computer Applications in Management Ritendra Goel, DN Kakkar New age International publishers
- 7) Programming Using the C Language : Hutchison, Robert C Mac Graw Hill
- 8) C Programming, E Balaguruswamy, Tata MC Graw Hill.
- 9) Let us C, Yaswanth, P.Kanetkar, BPB Publishers

PRACTICAL-I: BUS 1.6.1 (R22): LAB MS EXCEL & C

- ★ Functions in Spreadsheet Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard, handling formulae
- ★ Using macros
- ★ Creating Tables Pivot-table
- ★ Charts and Graphs-Creating Previewing and Modifying Charts
- ★ C programs on Loop (for, while, do while), Conditions (If else)- Functions, Arrays.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	1	3	1	-	3	1	3
CO2	3	1	3	1	3	1	-	3	1	3
CO3	1	3	3	1	3	3	3	3	1	3
CO4	1	3	-	3	3	1	3	3	1	-
CO5	1	1	-	1	1	1	-	3	3	-

BUS 1.7.1 (R22): MANAGERIAL ECONOMICS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ To equip students with skill sets in applying analytical approaches
- ▲ To study how individuals and business units deal with the fundamental problems of scarce resources.
- ▲ To apply micro economic concepts and techniques in evaluating business decisions taken by firms.
- ▲ To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Role and Responsibilities of Managerial Economist in decision making.

CO2: By the end of the course, students will be able to analyse the Consumer Equilibrium under Ordinal and Cardinal Utility Theories- Indifference Curve Analysis - Income Substitution and Price Effects - Demand Analysis - Law of Demand

CO3: By the end of the course, students will be able to investigate the Total Product, Marginal and Average Product Curves, their derivation and interrelationships - The law of Diminishing Marginal Returns in Production

CO4: By the end of the course, students will be able to evaluate the Pricing and output decisions of firm under different market structures - Perfect Competitions pure monopoly, Oligopoly

CO5: By the end of the course, students will be able to explain the Pricing Practices of Firms

Unit -I: Introduction: Definition, Nature, Scope, Significance of Managerial Economics – Profit maximization Vs Wealth maximization, Sales revenue maximization - Fundamental concepts – Opportunity cost - Incremental cost - Marginal cost - Time perspective - Discounting principle – Equimarginal principle - Role and Responsibilities of Managerial Economist in decision making.

Unit–II: Consumer Equilibrium under Ordinal and Cardinal Utility Theories : Indifference Curve Analysis - Income Substitution and Price Effects - Demand Analysis - Law of Demand – Demand Function and determinants of Market Demand - Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision- Making Methods of Demand Forecasting.

Unit - III: Concept of Production Function: Total Product, Marginal and Average Product Curves, their derivation and interrelationships - The law of Diminishing Marginal Returns in

Production - Firm; Equilibrium Isoquant and Isocost analysis concept of least-Cost Combination of inputs –The law of returns to scale - Cobb-Douglas Production Functions and its relevance in allocation decisions. Concepts of Scale and Proportion, Cost functions - Derivation of total, marginal and average cost functions – Long run cost Curves - Managerial uses of Cost Concept: Fixed, Variables, Historical, Replacement, Opportunity Costs, Out of Pocket Costs, Sunk and Incremental Costs.

Unit -IV: Market Structures and Their Characteristics: Pricing and output decisions of firm under different market structures - Perfect Competitions pure monopoly, Oligopoly, Monopolistic/imperfect competition under short and long runs discriminating monopoly and its extensions in managerial decision making, Regulation of Monopoly through Prices and Taxes; King Demand Curve and Prices rigidity under Oligopoly -Non-Price Competition under Monopolistic Competition Selling Costs and Products Differentiation - Evaluation of Market Structures from Social Perspective

Unit -V: Pricing Practices of Firms : Objectives of Pricing Policy-Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing. Price- Quality Strategies for New Products; Premium Strategy, Good Value Strategy, over charging Strategy and Economy Strategy.

REFERENCE BOOKS:

- 1) William Baumol, & Quot; Economic theory and Operations Analysis & quot;, PHI.
- 2) Paul G. Keat, Philip K.Y. Young and S. Benerjee, Managerial Economics - Tools for Today's Decision Makers & quot;, Pearson.
- 3) Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
- 4) James R. McGvigan, R.Charles Moyer and Harris, & quot; Managerial Economics: Application, Strategy and Tactics", Cengage Learning.
- 5) Suma Damodaran, "Managerial Economics", Oxford University Press.
- 6) G.S. Gupta, " Managerial Economics ", Tata McGraw-Hill
- 7) Atmanand, "Managerial Economics",, Excel Books.
- 8) Ahuja, H.L., Managerial Economics, S.Chand.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	3	3	2	2	3	2
CO2	3	1	3	3	2	3	3	3	3	3
CO3	2	2	3	3	2	3	2	2	2	2
CO4	3	2	3	2	3	3	3	3	3	3
CO5	2	2	3	3	3	3	3	3	3	3

BUS 1.7.2 (R22): E- BUSINESS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ To describe e-Business framework.
- ▲ To explain electronic system for payment.
- ▲ To describe the use of e-Business advertising and marketing.
- ▲ To understand business documents and digital library.
- ▲ To understand the usage of social media systems for e-Business.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the A Brief History, E-Business Web Site: A systematic Approach, The e-Business security environment

CO2: By the end of the course, students will be able to analyse the E-Business business models and concepts, The internet and World Wide Web: E Business infrastructure E-Business Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models

CO3: By the end of the course, students will be able to investigate the procedure of. E-Business Payments and Security - E-Payments

CO4: By the end of the course, students will be able to evaluate the, Internet Marketing Technologies, E-Business marketing and business strategies

CO5: By the end of the course, students will be able to explain the Social networks, auctions, and portals Social networks

Unit- I: Introduction to E-Business: A Brief History, E-Business Web Site: A systematic Approach, The e-Business security environment, Security threats in the e-Business environment, Technology solution, Management policies, Business procedures, and public laws.

Unit-II: E-Business business models and concepts, The internet and World Wide Web: E Business infrastructure E-Business Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-Business areas, How the Internet and the web change business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure,

Unit-III: Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. e-BUSINESS PAYMENTS AND SECURITY - E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

Unit-IV: E-Business marketing concepts, Online retailing and services Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, E-Business marketing and business strategies, The Retail sector, Analyzing the viability of online firms,

E-Business in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services

Unit-V: Social networks, auctions, and portals Social networks and online communities, Online auctions, E-Business portals

REFERENCE BOOKS:

- 1) Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
- 2) PT. Joseph, E-Commerce: an Indian perspective, PHI
- 3) E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley.
- 4) RaviKalakota, Andrew B. Whinston, "Electronic Commerce -A Manager's guide", Addison-Wesley.
- 5) Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Business–A Managerial Perspective", Addison-Wesley.
- 6) Elias M Award, "Electronic Business from Vision to Fulfilment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3rd Edition, Pearson Education

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	1	3	1	-	3	1	3
CO2	3	1	3	1	3	1	-	3	1	3
CO3	1	3	3	1	3	3	3	3	1	3
CO4	1	3	-	3	3	1	3	3	1	-
CO5	1	1	-	1	1	1	-	3	3	-

BUS 1.7.3 (R22): TECHNOLOGY MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ▲ Provide an overview of various issues connected with Management of Technology in organizations.
- ▲ Provides an exposure to technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption.
- ▲ It also provides an appreciation of linkages of technology with policy and support systems.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Technology Life Cycle, Diffusion and Growth of Technologies, Technological Transformation alternatives

CO2: By the end of the course, students will be able to analyse the Role of Technology Forecasting approaches and methodologies

CO3: By the end of the course, students will be able to investigate the Code of conduct for Technology transfer, Government initiative, Technology transfer and absorption process at unit level

CO4: By the end of the course, students will be able to evaluate the Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation

CO5: By the end of the course, students will be able to explain the Science & Technology in India, R &D, Technology Missions, Trade Policy Missions, Trade Policy, Education, and other policies, Linkages. Technology Support Systems

Unit – I: Introduction: Definitions, Role and importance, Technology developments, implications of Technology Management, Technology change, Technology Life Cycle, Diffusion and Growth of Technologies, Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

Unit – II: Technology Development and Acquisition: Forecasting and Technology Innovation chain, Role of Technology Forecasting approaches and methodologies; Technology Strategy, Generation, and Development.

Unit– III: Technology Transfer : Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer, Government initiative, Technology transfer and absorption process at unit level.

Unit – IV: Technology Absorption and Diffusion: Technology - package and Technology dependence, concepts, constraints of Technology absorption, Technology import in India, Government initiatives, Benefits of Technology absorption. Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion - Major diffusion activities, Diffusion Strategy.

Unit – V: Technology Environment: Science & Technology in India, R &D, Technology Missions, Trade Policy Missions, Trade Policy, Education, and other policies, Linkages. Technology Support Systems: Financing - Venture Capital, Technology up-gradation, Technology Information Systems (TIS), Technology Strategy for a firm, Technology Gaps and needs, Evaluation of Technology option and Routes, R&D Resource Management.

REFERENCE BOOKS:

- 1) Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
- 2) Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
- 3) Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
- 4) Gaynor: Handbook of Technology Management, McGraw Hill.
- 5) Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

CO-PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	3	3	3	3	3	3	3	3
CO2	3	2	3	2	3	3	2	3	2	3
CO3	3	3	2	3	2	3	3	2	3	2
CO4	3	3	2	1	2	2	3	2	1	2
CO5	2	3	3	3	2	1	3	2	3	2



**Second
Semester**

MASTER OF BUSINESS ADMINISTRATION

SEMESTER-II

BUS 2.1 (R22): BUSINESS LAW

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Provide knowledge of general business law issues to the students
- ✦ It aims at providing a rich source of contemporary knowledge, basic concepts, emerging ideas & techniques in the field of law
- ✦ To Identify the fundamental legal principles behind contractual agreements
- ✦ To understand the legal and fiscal structure of different forms of business organizations.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Indian Contract Act – 1872

CO2: By the end of the course, students will be able to analyse Promissory Note, Bills of Exchange & Cheque, Differences, Essential elements, Parties to Negotiable Instruments

CO3: By the end of the course, students will be able to investigate the Special Contracts

CO4: By the end of the course, students will be able to evaluate Essentials of Sale Contract, Conditions & Warranties and Transfer of Property

CO5: By the end of the course, students will be able to explain Memorandum and Articles of Association

Unit-I: Indian Contract Act – 1872: Law of Contract, Essentials of Valid Contract, Classification of contracts, Offer & Acceptance, Consideration, Capacity to contract, Free consent, Breach of contracts and its Remedies.

Unit -II: Negotiable Instruments Act – 1881: Negotiable Instruments – Promissory Note, Bills of Exchange & Cheque, Differences, Essential elements, Parties to Negotiable Instruments, Dishonour & Discharge of a Negotiable Instrument.

Unit- III: Special Contracts –Indemnity and Guarantee, Bailment and Pledge, Contract of Agency

Unit-IV: Sale of Goods Act – 1930, Essentials of Sale Contract, Conditions & Warranties, Transfer of Property, Rights of an unpaid seller

Unit-V: Companies Act, 2013: Definition of company – Characteristics - Classification of Companies Formation of Company -Memorandum and Articles of Association – Prospectus – Company Meetings & Resolutions, Winding up.

REFERENCE BOOKS:

- 1) N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
- 2) M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8th Ed, Vikas Publishing House Pvt. Ltd.
- 3) AkhileshwarPathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
- 4) S.S Gulshan, Business laws, 2010, Excel Books.
- 5) K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
- 6) S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
- 7) PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
- 8) Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	-	-	-	-	3	-	-
CO2	3	-	3	3	3	1	-	3	1	3
CO3	-	3	-	-	3	3	3	3	1	3
CO4	1	-	-	3	-	3	-	3	3	-
CO5	1	1	-	1	1	1	-	3	3	3

BUS 2.2 (R22): FINANCIAL MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To Provide an in-depth view of the process in financial management of the firm
- ✦ Develop knowledge on the allocation, management and funding of financial resources.
- ✦ Improving students' understanding of the time value of money concept and the role of a finance manager in the current competitive business scenario.
- ✦ Enhancing student's ability in short-term dealing with day-to-day working capital decision and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.
- ✦ To know different short term and long term finance markets

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Financial Management and the goals of the firm

CO2: By the end of the course, students will be able to Analyse Investment Decisions Traditional Techniques and Discounted Cash Flow Methods

CO3: By the end of the course, students will be able to investigate the Capital Structure Theories – Net Income approach – Net operating income approach

CO4: By the end of the course, students will be able to evaluate Dividend Theories – Traditional position

CO5: By the end of the course, students will be able to explain Concepts of working capital – Determinants of working capital – Optimum level of current assets

Unit- I: FINANCIAL MANAGEMENT: - Financial Management and the goals of the firm – Organization of finance function –Time Value of Money-Agency conflict

Unit-II: INVESTMENT DECISIONS: Capital budgeting – Types of Capital budgeting process – Cash flows estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs IRR - Capital rationing – Risk analysis in capital budgeting.

Unit-III: FINANCE DECISIONS: Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage.

CAPITAL STRUCTURE: Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

COST OF CAPITAL: Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

Unit-IV: DIVIDEND DECISIONS:– Dividend Theories – Traditional position – Walter’s Model – Gordon’s Model – M-M Hypothesis.

Unit-V: WORKING CAPITAL MANAGEMENT: Concepts of working capital – Determinants of working capital – Optimum level of current assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital – Inventory Management – Cash Management.

REFERENCE BOOKS:

- 1) Sheeba Kapil. Financial Management, Pearson, 2011.
- 2) Jonthan Berk Financial Management, Pearson, 2010.
- 3) Van Home. James C. “Financial Management”, Prentice Hall of India (P) Ltd, New Delhi.
- 4) Hampton, John J. “Financial Decision Making”, Prentice Hall of India (P) Ltd, New Delhi.
- 5) Salmon,Ezra and Pringle,John.J.“An Introduction to Financial Management “, Prentice Hall of India (P) Ltd, New Delhi.
- 6) Khan, M.Y. & Jain P.K “Financial Management”, Tata McGraw Hill Pub. Co. Ltd New Delhi.
- 7) Panday, I.M. “Financial Management”, Vikas Publishing House (P) Ltd.
- 8) Chandra, Prasanna “Financial Management”, Tata McGraw Hill Pub.Co.Ltd, New Delhi.
- 9) Kulkarni, P.V. “Financial Management”, Himalaya Publishing House, Bombay.
- 10) Maheswari S.N. “Principles of Financial Management”, Sultan Chand & Sons, New Delhi.
- 11) Srivatsava R.M. “Essentials of Business Financial”, Himalaya Publishing House,
- 12) Alice C Lee, J C Lee, C F Lee “Financial Analysis, Planning and Forecasting”, Cambridge University.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	2
CO2	3	3	3	3	3	3	2	3	3	2
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2
CO5	3	1	3	3	1	3	3	3	3	3

BUS 2.3 (R22): MARKETING MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Understand the concepts of Marketing Management
- ✦ To learn about Marketing process for different types of products and services
- ✦ To understand the tools used by Marketing managers in decision situations
- ✦ To understand the Marketing Environment and to analyse and examine the implementation of Marketing concepts and strategy to firms.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Concepts of Marketing; Marketing Management Tasks; Marketing Environment

CO2: By the end of the course, students will be able to analyse Marketing Information System and Marketing Research

CO3: By the end of the course, students will be able to investigate the Development of Marketing Offerings Strategy

CO4: By the end of the course, students will be able to evaluate Pricing Strategies and Programs Networks – Channels of Distribution.

CO5: By the end of the course, students will be able to explain the Designing and Managing Marketing Communications.

Unit -I: Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit -II: Marketing Information System and Marketing Research: Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit -III: Development of Marketing Offerings Strategy: New Product Development– Product line and Decisions–Product-mix–Product Differentiation –Product Life Cycle Management - Brand Management -Packaging.

Unit- IV: Pricing Strategies and Programs: Setting the Price – Adapting the Price – Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit -V: Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion –Events and Public Relations and Competitive Marketing Strategies- Emerging Trends in Marketing: Network Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing- etc.

REFERENCE BOOKS:

- 1) Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
- 2) William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
- 3) Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
- 4) Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage India.
- 5) Rajan Sexena, Marketing Management: Text cases in Indian Context.
- 6) Keith Blois - Oxford Textbook of Marketing Oxford University Press.
- 7) Zinkota & Kotabe : Marketing Management, Prentice Hall of India.
- 8) Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi.
- 9) Ramanuj Majumdar, Consumer Behaviour insights from Indian Market, PHI, 2010.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	2
CO2	3	3	3	3	3	3	2	3	3	2
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2
CO5	3	1	3	3	1	3	3	3	3	3

BUS 2.4 (R22): PRODUCTION AND OPERATIONS MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Provide students with a foundational understanding of Operations Management
- ✦ Educate students about the obligations and duties of various organisational environments for operations managers
- ✦ To increase students self-assurance in handling production and operational tasks in the industrial and service sectors
- ✦ To define an operations system's boundaries, and know how it connects to other functional sections of the company and its surrounding surroundings.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Evolution of Operations Management

CO2: By the end of the course, students will be able to analyse the Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout

CO3: By the end of the course, students will be able to investigate the Supply Chain Management – Framework, principles, electronic supply chain management.

CO4: By the end of the course, students will be able to evaluate Inventory Management and Work study

CO5: By the end of the course, students will be able to explain the Quality, Maintenance and Project Management.

Unit-1: Introduction to Operations Management: Nature, Importance, Scope and Functions of Operations and Operations Management - Evolution of Operations Management - Types of Production/Operations Systems. Design of production processes Allocating resources to strategic alternatives. (Numerical types of LPP)

Unit-II: Capacity, Location and Layout planning: Capacity planning – Framework and Types; Location Planning – Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout; Production Planning and Control – Functions - Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing, Sequencing and Scheduling (Numerical); Manufacturing Resource Planning-ERP

Unit- 3: Supply Chain, Purchase and Stores Management: Supply Chain Management – Framework, principles, electronic supply chain management. Materials Requirement Planning – Planning Elements and Inputs (Numerical); Purchase Management – Principles, Process and Types of Purchasing Systems; Stores Management – Functions, Location, Layout and Accounting Procedures.

Unit- 4: Inventory Management and Work study: Inventory Management – Meaning, Types, Costs and Models – Purchasing Model without and with Shortages, Manufacturing Model without and with Shortages (Numerical), Selective Inventory Controlling Techniques (Numerical); Work study – Method study – Steps and Recording Techniques, Work Measurement (Time study) – Steps, Techniques and Estimation of Standard time (Numerical)

Unit -5: Quality, Maintenance and Project Management: Quality Management – Concepts-TQM, Six sigma, ISO-9000 Standards, quality circles, cost of quality, acceptance sampling, Statistical Quality Control charts – \bar{X} and Range, c chart and p chart (Numerical); Maintenance Management – Functions, Objectives, Types of plant maintenance, Cost balance, Types of failures, machine replacement problems, Project Management – Meaning, Phases / Framework, Roles and Responsibilities of Project manager-PERT-CPM.

REFERENCE BOOKS:

- 1) Sidhartha S. Padhi, Operations Management – Text and Cases, Star Business Series, 2018
- 2) R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
- 3) Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015 29 MBA syllabus 2020
- 4) Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
- 5) Aswathappa, K., Shridhara Bhat, K., Production and Operations Management, Himalaya Publishing House, 2014
- 6) Chunnawals, Production & Operation Management Himalaya, Mumbai
- 7) Upendra Kachru: Operation Management, Excel Publications.
- 8) Chary, S.N. Production and Operation Management, New Delhi, Tata McGraw Hill
- 9) Kanishka Bedi, Production & Operation Management, University Press.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	2
CO2	3	3	3	3	3	3	2	3	3	2
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2
CO5	3	1	3	3	1	3	3	3	3	3

BUS 2.5 (R22): HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES:

- ✦ On successful completion of the course the learner will be able to:
- ✦ To develop an understanding on various issues, approaches and practices of Human Resource Management and ability to identify potential employees, evaluate competences, design workforces & build HR driven corporate strategies.
- ✦ Transform Human beings into Human Resources
- ✦ Build Global Level HR Managers & Create Agile Workforce
- ✦ Innovate Winning Organizations.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the concept and importance of Human Resource Management in organizations

CO2: By the end of the course, students will be able to analyse the various functions of HRM, such as recruitment, selection, training and development, performance management, compensation and benefits, and employee relations

CO3: By the end of the course, students will be able to investigate the internal and external factors that impact human resource planning and Effective Coaching and Mentoring Skills

CO4: By the end of the course, students will be able to evaluate the training needs and design effective training programs and Career Development

CO5: By the end of the course, students will be able to explain the concepts of Quality of Work Life (QWL) and Grievance handling Procedure

Unit-I: Human Resource Management: Nature and Significance, Functions of HRM, Qualities and Role of HR Manager, HRM Models, HRM in a Changing Environment, Emerging HR Trends. International HRM, Global HRM, Strategic HRM, HR Analytics. HR Score Card. Job Analysis – Objectives and Methods of job analysis.

Unit-II: Human Resource Planning: Objectives, Process, Factors affecting HR Planning, Recruitment – Purpose, Process, Factors influencing Recruitment, Sources of Recruitment. Selection Process, Testing & Interviews, Placement, Induction and Socialization.

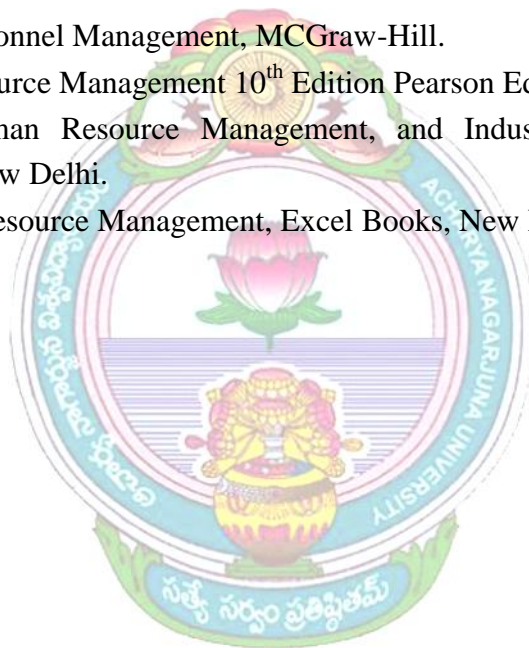
Unit-III: Employee Training: Significance, Types, Process of Training, On the job & Off the job methods of Training, Management Development Programmes: Methods of MDP/EDP, Performance Appraisal – Objectives, Process, Methods; Traditional & Modern, Problems of Performance Appraisal. Potential Appraisal.

Unit-IV: Job Evaluation: Significance, Process, Methods and Problems: Career Planning: Concept, Career Stages, Process. Career Development: Individual Career Development & Organisational Career Development. Succession Planning.

Unit-V: Employee Grievances and Discipline: Grievance – Need, Causes, Model Grievance Procedure. Discipline: Causes of Indiscipline, Approaches, Red Hot Stove Rule, Disciplinary Procedure according to Standing orders. Quality of Work Life (QWL): Meaning, Conditions, Strategies for improvement of QWL.

REFERENCE BOOKS:

- 1) Aswathappa K., Human Resource and Personnel Management, 2nd Edition, Tata MC Graw Hill, New Delhi, 2001.
- 2) De Cenzo, & Stephen P. Robbins, Personnel/Human Resource Management, Pearson Publications,
- 3) Edwin B. Flippo, Personnel Management, MCGraw-Hill.
- 4) Dessler, Human Resource Management 10th Edition Pearson Education
- 5) P. Subba Rao, Human Resource Management, and Industrial Relations Himalaya Publishing House, New Delhi.
- 6) VS.P. Rao, Human Resource Management, Excel Books, New Delhi.



BUS 2.5.1 (R22): MENTORING & COACHING SKILLS

EFFECTIVE COACHING AND MENTORING SKILLS:

Active listening, Empathy and understanding, Questioning, Communication, Giving feedback, Goal-setting, Checking in, Enthusiasm.

MENTORING SKILLS:

The 5 C's of Mentoring: Challenges, Choices, Consequences, Creative solutions and Conclusions.

FRAMEWORK FOR AWARDING MARKS:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc. or Assignments related to the skills can be undertaken.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	2
CO2	3	3	3	3	3	3	2	3	3	2
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2
CO5	3	1	3	3	1	3	3	3	3	3

BUS 2.6 (R22): RESEARCH METHODOLOGY

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the Business/Research problem.
- ✦ Develop an understanding on various kinds of Research, Objectives of doing research, Research process, Research designs and Sampling.
- ✦ To provide basic knowledge on qualitative research techniques.
- ✦ To provide adequate knowledge on Measurement & Scaling techniques as well as quantitative data analysis.
- ✦ To familiarize students with Statistical packages such as SPSS.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Nature and Scope of Research Methodology

CO2: By the end of the course, students will be able to analyse the Qualitative and Quantitative Research

CO3: By the end of the course, students will be able to investigate the Characteristics of a good sample, Types of sampling- Probability Sampling Types, Non-Probability

CO4: By the end of the course, students will be able to evaluate Multivariate Data analysis

CO5: By the end of the course, students will be able to explain Automated Data Analysis Using SPSS.

Unit-I: Foundations of Research: Meaning, types of research, Research Process. Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design

Unit-II: Variable Types: Independent & Dependent variables Exogenous & Endogenous Variables, Qualitative and Quantitative Research: Qualitative research- Quantitative research- Concept of measurement, Validity and Reliability. Levels of measurement, Nominal, Ordinal, Interval, Ratio.

Unit-III: Sampling: Characteristics of a good sample, Types of sampling- Probability Sampling Types, Non-Probability Sampling Types, Determining size of the sample, Primary and Secondary Sources–Methods of Data Collection– Primary data collection techniques & Secondary data Collection, Questionnaire Design

Unit –IV: Multivariate Data analysis: ANOVA one way /two way, Multiple Correlation & Multiple Regression, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques.

Unit-V: Automated Data Analysis Using SPSS: Data Preparation- Univariate analysis (frequency tables, bar charts, piecharts, percentages, Bivariate analysis- Cross tabulations and Chisquare test including testing hypothesis of association. Performing T several t -Tests, ANOVA, Correlation, Regression in SPSS

REFERENCE BOOKS:

- 1) CT Kothari & Gaurav Garg, Research Methodology, New Age International Publishers, New Delhi.
- 2) Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
- 3) C.R.Kothari, “Research Methodology: Methods and Techniques”, New Age International Publishers, New Delhi, 2006.
- 4) Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010
- 5) T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”.
- 6) Richard A.Johnson & Dean W.Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.

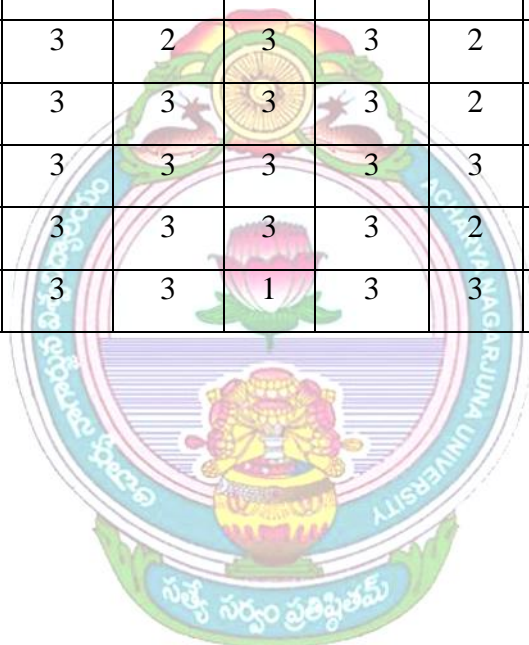


BUS 2.6.1 (R22): MINOR RESEARCH PROJECT USING STATISTICAL PACKAGES

Students are required to undertake a Minor Research project on any topic in any functional area (HR/Marketing/Finance) during the second semester. It should be monitored by the faculty teaching RM. They are required to collect either primary/secondary data and do the analysis by using any of the statistical packages such as SPSS/Minitab/Jamovi. They are required to submit a 10-15 pages printed report by the semester end to the concerned faculty who in turn should evaluate the report and award marks. The project has to be done individually.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3
CO5	3	1	3	3	1	3	3	3	3	3



BUS 2.7.1 (R22): ENTREPRENEURSHIP DEVELOPMENT & START UP MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Recognize and understand the concept of How to Build a Startup Management Team
- ✦ Entrepreneurs acquire resources and persuade others to invest in their novel venture.
- ✦ Identify the various environmental factors, external to the individual,
- ✦ Outline how entrepreneurship connects to innovation in small firms and new ventures.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Entrepreneurship- Characteristics- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship

CO2: By the end of the course, students will be able to analyse the Steps in assessing business potential of an idea- Opportunity Recognition

CO3: By the end of the course, students will be able to investigate the Project preparation and Financing Ventures

CO4: By the end of the course, students will be able to evaluate the Institutions Supporting Small Business Enterprises

CO5: By the end of the course, students will be able to explain the Build a Startup Management Team.

Unit I: Introduction: Entrepreneurship – Meaning, importance- Entrepreneur; Characteristics- women entrepreneurs; Classification of entrepreneurs-Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship

Unit II: Idea Generation and Opportunity Assessment: Importance of Ideas in entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

Unit III: Project preparation and Financing Ventures: Meaning of and Preparation of Project- Importance of Report- Content; Guidelines for Report preparation- Network Analysis- PERT and CPM – Sources of Finance- Concept of working Capital; Seed Capital; Venture Capital

Unit IV: Institutions Supporting Small Business Enterprises: Introduction- Central Level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII -State Level Institutions- DIC- SFC-SSIDC- Industry Associations- CII ; FICCI; ASSOCHAM

Unit V: Start Up Management: What Is A Startup: Definition, Characteristics and Their Types- How to Build a Startup Management Team- Startup Management Team Roles- Complete Your Team with Expert Software Developers

RECOMMENDED BOOKS:

- 1) Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
- 2) Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
- 3) Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011.
- 4) Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
- 5) Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi, 2011
- 6) Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi, 2011.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2
CO5	3	1	3	3	1	3	3	3	3	2

BUS 2.7.2 (R22): BUSINESS INTELLIGENCE

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- 1) To understand how business intelligence improves in six key areas
- 2) To develop understanding about the BI implementation process
- 3) To understand the Top 25 Business Intelligence Tools,
- 4) To understand the additional Business Intelligence Software platforms

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the business intelligence and business intelligence improves in six key areas

CO2: By the end of the course, students will be able to analyse the Big Data - Data Warehouse - Data Mining- BI implementation process

CO3: By the end of the course, students will be able to investigate the Business Intelligence tools

CO4: By the end of the course, students will be able to evaluate the Enterprise Business Intelligence Platforms

CO5: By the end of the course, students will be able to explain the Data Discovery And Visualization Platforms

Unit-I: Business Intelligence (BI) - What is business intelligence? How business intelligence works-Why companies benefit from using business intelligence tools- how business intelligence improves in six key areas: Customer experience, Sales and marketing, Operations, Finance, Inventory control, Security and compliance

Unit-II: BI uses some terms like: Big Data - Data Warehouse - Data Mining- BI implementation process - Impact of Business Intelligence - Challenges with BI Implementation

Unit-III: Business Intelligence tools (BI Tools)- uses of BI Tools -BI and its significant effects - BI tools to implement it effectively.-Top 25 Business Intelligence Tools

Unit –IV: Enterprise Business Intelligence Platforms- Oracle NetSuite-Integrate.io-Zoho Analytics- HubSpot- Query.me -SAS – Birst- WebFOCUS- usinessObject- IBM Cognos – MicroStrategy- Pentaho Database Integrated Products- Microsoft BI and Power BI- Oracle BI (OBIEE+ and Endeca) - SAP BW + HANA - Oracle Hyperion

Unit- V: Data Discovery And Visualization Platforms - Qlik and QlikSense - Tableau - Board - Sisense - Adaptive Discovery;

Niche And Innovative Platforms:-Yellowfin BI - Style Intelligence - Bizzscore - Jaspersoft.; Additional Business Intelligence Software platforms: Looker - Targit BI - MITS Distributors Analytics – Domo – Artus.

RECOMMENDED READING BOOKS:

- 1) Best Software Testing Tools 2023 [QA Test Automation Tools]
- 2) 10+ Best Data Governance Tools To Fulfill Your Data Needs In 2023
- 3) Top 14 BEST Test Data Management Tools In 2023
- 4) Top 10 Data Science Tools in 2023 to Eliminate Programming
- 5) 10 Best Data Masking Tools and Software In 2023
- 6) The 4 Steps to Business Intelligence (BI) Testing: How to Test Business Data
- 7) Top 10 Best Test Data Generation Tools in 2023
- 8) 10+ Best Data Collection Tools With Data Gathering Strategies.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3
CO5	3	1	3	3	1	3	3	3	3	3

BUS 2.7.3 (R22): CYBER SECURITY

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To understand the basic terminologies related to cyber security and current cyber security threat landscape.
- ✦ To develop understanding about the type and nature of cyber crimes
- ✦ To understand the legal framework that exist in India for cyber crimes and penalties and punishments for such crimes,
- ✦ To understand the aspects related to personal data privacy and security.
- ✦ To get insights into riskbased assessment, requirement of security controls and need for cyber security audit and compliance.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the the basic terminologies related to cyber security and current cyber security threat landscape

CO2: By the end of the course, students will be able to analyse Cyber crimes targeting Computer systems and Mobiles

CO3: By the end of the course, students will be able to investigate the legal framework that exist in India for cyber crimes and penalties and punishments for such crimes

CO4: By the end of the course, students will be able to evaluate the Big data security issues and challenges

CO5: By the end of the course, students will be able to explain the Compliance and Governance Cyber security Plan- cyber security policy and cyber crises management plan

Unit-I: Overview of Cyber security Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical IT and National Critical Infrastructure, Cyberwarfare, Case Studies.

Unit-II: Cyber crimes Cyber crimes targeting Computer systems and Mobiles- data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cybersquatting, Pharming, Cyber espionage, Cryptojacking, Darknet- illegal trades, drug trafficking, human trafficking., Social Media Scams & Frauds- impersonation, identity theft, job scams, misinformation, fake news cyber crime against persons - cyber

grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.

Unit-III: Cyber Law Cyber crime and legal landscape around the world, IT Act, 2000 and its amendments. Limitations of IT Act, 2000. Cyber crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies.

Unit IV: Data Privacy and Data Security Defining data, meta-data, big data, non personal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations(GDPR),2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media-data privacy and security issues.

Unit V: Cyber security Management - Compliance and Governance Cyber security Plan-cyber security policy, cyber crises management plan., Business continuity, Risk assessment, Types of security controls and their goals, Cyber security audit and compliance, National cyber security policy and strategy.

Practical 1. Setting privacy settings on social media platforms. 2. Do's and Don'ts for posting content on Social media platforms. 3. Registering complaints on a Social media platform.

Practical 2. Prepare password policy for computer and mobile device. 2. List out security controls for computer and implement technical security controls in the personal computer. 3. List out security controls for mobile phone and implement technical security controls in the personal mobile phone. 4. Log into computer system as an administrator and check the security policies in the system.

Practical 3. Platforms for reporting cyber crimes. 2. Checklist for reporting cyber crimes online.

REFERENCE TEXT BOOKS:

- 1) Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.
- 2) Information Warfare and Security by Dorothy F. Denning, Addison Wesley.
- 3) Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.
- 4) Data Privacy Principles and Practice by Natraj Venkataramanan and Ashwin Shriram, CRC Press.

- 5) Information Security Governance, Guidance for Information Security Managers by W. KragBrothy, 1st Edition, Wiley Publication.
- 6) Auditing IT Infrastructures for Compliance By Martin Weiss, Michael G. Solomon, 2nd Edition, Jones Bartlett Learning. Practical Work.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3
CO5	3	1	3	3	1	3	3	3	3	3



SUMMER INTERNSHIP PROJECT

COURSE OBJECTIVE:

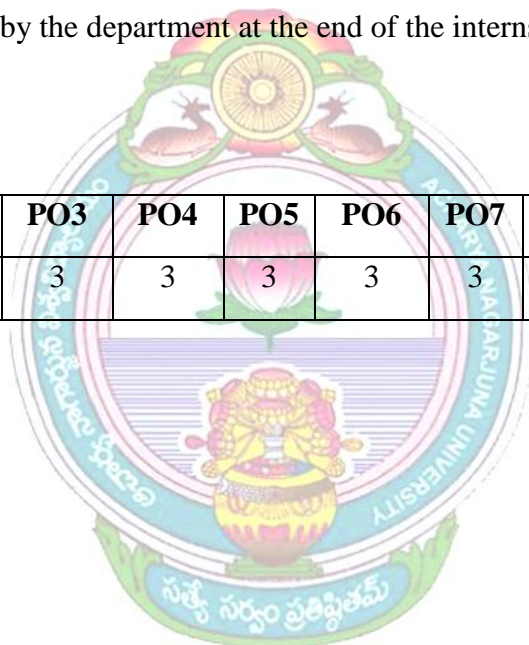
This project provide practical exposure to the students of the program to different industries and application of various concepts learned under different functional areas of Management.

DESCRIPTION:

The students are required to undertake summer internship for 8 weeks during their summer break after semester II of the Programme. The students will be working for the project under the supervision of faculty guide allotted by the department and company guide allotted by the respective company. The students are required to submit their summer internship report as per guidelines prescribed by the department at the end of the internship.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3





**Third
Semester**

MASTER OF BUSINESS ADMINISTRATION

SEMESTER-III

BUS 3.1 (R22) – BUSINESS POLICY & STRATEGIC MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Describe the basic concepts in Management.
- ✦ Explain in detail, all the theoretical concepts taught through the syllabus.
- ✦ It helps the students to understand the Functions & Responsibilities of Managers.
- ✦ It enables them to analyze and understand the Environment of the organization.
- ✦ To understand human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Strategic Management

CO2: By the end of the course, students will be able to analyse corporate, business and functional level strategy; Intended, Deliberate, Realized, Unrealized and Emergent strategies

CO3: By the end of the course, students will be able to investigate the Strategic tools for analysis and appraisal of External Environment

CO4: By the end of the course, students will be able to evaluate strengths and weakness of a firm - Resource Based Theory of the firm

CO5: By the end of the course, students will be able to explain the strategies for competitive advantage

UNIT-I Business Policy – Definition, nature, Scope and purpose of Business policy; Concept of Strategic Planning – Strategic Management: Nature, Scope, process and importance - Strategic Decisions, Administrative and Operation decisions.

UNIT-II Developing: Vision, mission, goals and objectives, strategy, tactics/policies, importance of corporate Mission statements – their contents and characteristics - some examples – Johnson & Johnson’s credo, ‘HP way’ ‘Sony Spirit’ etc. Defining the concept of strategy – corporate, business and functional level strategy; Intended, Deliberate, Realized, Unrealized and Emergent strategies.

UNIT-III Strategy Formulation: Strategic tools for analysis and appraisal of External Environment – SWOT analysis; and Structure - Conduct – Performance (S-C-P) analysis; - Industry, competition and competitor analysis – Porter’s five forces model for analysing firm’s opportunities and threats – concept of Hyper Competition.

UNIT-IV Internal Organisational Analysis – Identification of strengths and weakness of a firm - Resource Based Theory of the firm – Concept of resources, capabilities and competencies, concept of core and distinctive competencies; strategic intent, stretch and leverage, competence - based competition; Porter’s Value Chain Analysis for appraisal of firm’s resource capabilities – Firm’s best Strategic fit.

UNIT-V Competitive advantage of firm – its Sources: Cost, Quality Innovation and customer responsiveness etc., - Michel Porter’s Business level (or Generic) strategies for competitive advantage: Cost leadership, Differentiation and Focus – Entry and Exit Barriers, Mobility Barriers – Economies of scale, Learning or Experience Curve benefits.

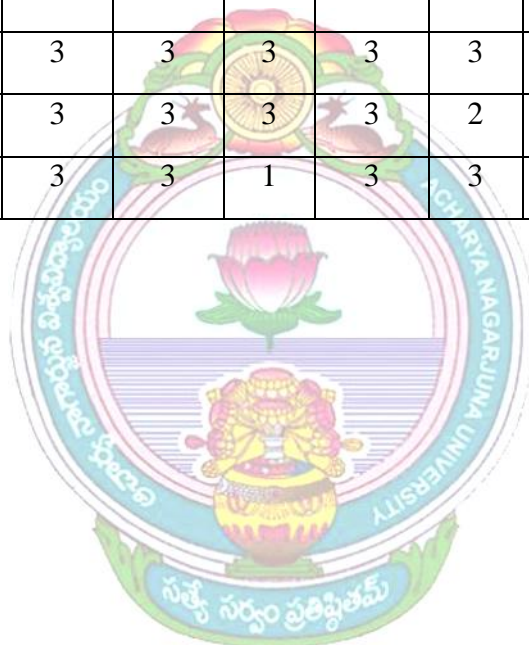
REFERENCE BOOKS:

- 1) Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw – Hill, New York, 1965.
- 2) Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi
- 3) Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India, New Delhi.
- 4) Upendra Kachru, *Strategic Management: Concepts & Cases*, Excel Books, New Delhi.
- 5) Porter, M.E., *Competitive Strategy*, The Free Press, New York, 1980.
- 6) Porter, M.E., *Competitive Advantage*, The Free Press, New York, 1985.
- 7) Glueck, William F. and Lawrence R. Jauch: *Business Policy and Strategic Management*, McGraw- Hill, International Edition.
- 8) Kazmi, Azhar, “*Business Policy and Strategic Management*”, Tata McGraw Hill, New Delhi.
- 9) Pearce H., John A. and Richard B. Robinson, Jr. *Strategic Management: Strategy, formulation and implementation*, Richard D. Irwin, New York, 1982.
- 10) Srinivasan R. *Strategic Management – The Indian Context*, Prentice Hall of India, New Delhi.
- 11) B.S. Hoti, *Strategic Management and Business Policy*, Wisdom Publications, New Delhi.
- 12) R. Duare Areland, Robert E. Horskisson, Michael A. Hitt, *Strategic Mangement*, Lengage Learning (Indian Edition).
- 13) Thomas L. Wheeler and David Hunger, *Concepts in Strategic Management and Business Policy*, Pearson Education, New Delhi.
- 14) Arthur A. Thompson Jr., A.J.Strickland III, John E. Gamble, Arun K.Jain, *Creating and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases*, Tata McGraw Hill Publishing Co. Ltd.
- 15) C. Roland Christensen, Kenneth R. Andrews & Joseph L. Bower, *Business Policy : Text and Cases*, Richard D. Irwin Inc.

- 16) Dess, G.T. Lumpkin and Alan B. Eisner, *Strategic Management* : Text and Cases, Tata McGraw Hill Publishing Co. Ltd.
- 17) Robert A. Burgelman, Clayton M. Christensen & Steven C. Wheelwright, *Strategic Management*, Tata McGraw Hill Publishing House.
- 18) Nitin Balwani, *Strategic Management and Business Policy*, Excel Books, New Delhi.
- 19) Fred R. David, *Strategic Management* ; Concepts and Cases, Prentice Hall of India (P) Ltd.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
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CO5	3	1	3	3	1	3	3	3	3	3



BUS 3.2 (R22): DECISION SUPPORT SYSTEMS & MIS

COURSE OBJECTIVES:

- ✦ To understand various MIS operating in functional areas of an organisation and explain its relationship with the various activities of the organisation.
- ✦ To understand how MIS is developed and implemented for various levels in an organisation.
- ✦ To explore the use of some common IS development tools

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the MIS operating in functional areas of an organization.

CO2: By the end of the course, students will be able to analyse the Decision Making Process – Relationship between Decision- Making and MIS.

CO3: By the end of the course, students will be able to investigate the System Life Cycle Design - Prototype Approach - Detailed Study on Life Cycle System.

CO4: By the end of the course, students will be able to evaluate the Decision Support System: Definitions.

CO5: By the end of the course, students will be able to explain the Database Management System.

UNIT – I Management Information System: Basic Concepts – Role of MIS – MIS in Business – MIS Developing Process Models - Simon’s Model in Information System – MIS and Security Challenges – Major Trends in Information Technology.

UNIT-II Managerial Decision Making: Decision Making Process – Relationship between Decision- Making and MIS –Group Decision Making - Integrating Managerial Levels and Functional areas by MIS-Components of Information System-Organization System Versus MIS.

UNIT –III System and Design: Systems Development Initiate - Different Methodologies – System Life Cycle Design - Prototype Approach - Detailed Study on Life Cycle System – System Implementation.

UNIT –IV Decision Support System: Definitions of DSS – Architecture of DSS - Scope of DSS - Characteristic and Capabilities of DSS - Components of DSS – Modules in DSS- Classification of DSS - DSS Tools – DSS Generators – Steps in Designing a DSS.

UNIT – V Database Management System: Sources of Data – Architecture of Database Management System - Data Models- Design of Database – Implementation - DGMS – Case study –Design of MIS and DSS system.

REFERENCE TEXT BOOKS:

- 1) Jawadekar, Management Information System, Tata McGraw Hill, New Delhi.
- 2) Arora, Management Information System, Excel Books, New Delhi.
- 3) C.S.V. Murthy, Management Information System, Himalaya Publishing House, Mumbai.
- 4) Mallach, Decision Support and Data Warehouse Systems, McGraw Hill Co., New Delhi
- 5) G.V.Satya Sekhar, Management Information System, Excel Books, New Delhi.
- 6) Krober, Donald W., and Hugh J. Watson, Computer Based Information System, New York.
- 7) Andrew P., Decision Support System Engineering, Sage John Wiley & Sons, New York..
- 8) Turban, Efrain Decision Support and Expert Systems – Management Perspective – Mc Milan Publishing Company, New York, 1988.
- 9) Janakiram Y and Surukesi: Decision Support Systems, Prentice Hall of India, New Delhi.
- 10) Sadagopan: Management Information Systems, Prentice Hall of India, New Delhi.
- 11) Goyil D.P., Management Information Systems, MACMILLAN.

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CO4	3	2	3	2	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	3	3	3

BUS-3.3 (R22): BUSINESS ETHICS & CORPORATE GOVERNANCE

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Describe the basic Ethical Theories
- ✦ Explain in detail Ethics in functional areas such as finance, marketing, HR, IT, etc.
- ✦ It helps the students to understand the Corporate Social Responsibility
- ✦ It enables them to analyze and understand the corporate governance

COURSE OUTCOMES:

On successful completion of the course the learner will be able to :

CO1: By the end of the course, students will be able to understand the Meaning and definition of Ethics – Ethical Theories

CO2: By the end of the course, students will be able to analyse the Ethical corporate behavior – Ethical decision making – Conflicts in decision making from the legal and moral points of view.

CO3: By the end of the course, students will be able to investigate the Corporate Social Responsibility activities

CO4: By the end of the course, students will be able to evaluate the Meaning and definition of corporate governance – Corporate management structure for corporate governance

CO5: By the end of the course, students will be able to explain the Corporate governance requirements in the ever changing global scenario. Global practices

Unit- I: Concept of Ethics: Meaning and definition of Ethics – Ethical Theories – Values – Need for Ethics and Values – Indian Value System – Various approaches to Ethics.

Unit-II: Business Ethics: Concept, meaning and definition of Business Ethics – Ethical corporate behavior – Ethical decision making – Conflicts in decision making from the legal and moral points of view. Work Ethics: Nature and scope. Ethical dilemma. Ethics in functional areas such as finance, marketing, HR, IT, etc.

Unit- III: Corporate Social Responsibility: Corporate Social Responsibility (CSR) & significance of CSR in business. CSR principles and strategies for business organizations. Best practices in CSR. Orienting management education towards ethical behavior.

UNIT- IV: Corporate Governance: Meaning and definition of corporate governance – Corporate management structure for corporate governance – Boards of Directors – Responsibilities of Boards of Directors – Legal requirements for Boards of Directors with regard to Corporate Governance – Morale responsibilities of Boards of Directors.

UNIT- V: Corporate Governance in Global Scenario: Corporate governance requirements in the ever changing global scenario. Global practices: Cadbury report – OECD Committee recommendations. Desirable corporate governance in India – a Code. Summary of the SEBI Committee –report of the Consultative Group of Directors of Banks / Financial Institutions – Summary of Naresh Chandra Committee on Corporate Audit and Governance. Towards developing a best corporate governance system in an organization.

REFERENCE TEXT BOOKS:

- 1) S. Singh, Corporate Governance: Global Concepts & Practices, Excel Books, New Delhi.
- 2) Sherlekar, Ethics in Management, Himalaya Publishing House, New Delhi.
- 3) Chakravathy, S.K. Foundations of Management Work – Contribution from Indian Thought, Himalaya Publishing House, New Delhi.
- 4) Satheesh Kumar, Corporate Governance, Oxford University Press.
- 5) Prabakaran S, Business Ethics and Corporate Governance, Excel Books, New Delhi.
- 6) A.B Rao, Business Ethics and Professional Values, Excel Books, New Delhi.
- 7) Fernando, Business Ethics an Indian Perspective, Pearson.

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CO5	3	1	3	3	1	3	3	3	3	3

BUS 3.3.1 (R22): CASE STUDY PRESENTATION OF CSR/ETHICAL PRACTICES OF COMPANIES



MARKETING SPECIALIZATION

BUS-3.4.M (R22): ADVERTISING & BRAND MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To provide an overview of Socio- Cultural and Ethical dimensions of Advertising.
- ✦ To provide An Overview of Media Scenario in India.
- ✦ To underline the Advertising Agencies
- ✦ To impart the Brand Extension Strategies.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the communication process, stages and challenges; Socio- Cultural and Ethical dimensions of Advertising.

CO2: By the end of the course, students will be able to analyse the Planning & Strategy and Types of Media – Electronic Media; Print Media; Outdoor Media

CO3: By the end of the course, students will be able to investigate the Advertising Budgets & Agencies

CO4: By the end of the course, students will be able to evaluate the Concept of value, brand and marketing metrics

CO5: By the end of the course, students will be able to explain the Brand Equity, Brand Loyalty.

Unit-I: Introduction: Meaning, Scope and objectives of Advertising- 5 Ms of Advertising – The communication model: communication process, stages and challenges ; Socio- Cultural and Ethical dimensions of Advertising –Recent trends in Advertising –Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising Copy: Meaning, essentials of Good Advertising Copy; Message Strategy – Copy writing for various Media - Creativity in Advertising, copy in conventional media and Cyberspace.

Unit II: Advertising Media: Planning & Strategy – Types of Media – Electronic Media; Print Media; Outdoor Media – Media Scheduling Decisions – Media Mix Decisions – An Overview of Media Scenario in India

Unit III : Advertising Budgets & Agencies: Planning for Advertising Budgets – Methods of Determining Advertising Budgets – Advertising Agencies – Media Companies and Supporting Organizations – Advertising Effectiveness

Unit IV: Concept of Brand: Concept of value, brand and marketing metrics: Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution

Unit V: Brand Equity: Brand Loyalty – Brand Equity – Brand Personality – Building Brands – Brand Extension Strategies – Brand Positioning – 3Cs of Positioning – Competitive Positioning

REFERENCE TEXT BOOKS:

- 1) George, E. Belch & Michael A Belch, Advertising & Promotion, Tata Mc Graw Hill
- 2) Rajesh C. Jampala and P. Adi Lakshi, Advertising and brand Management, Duvvuri
- 3) Harsh V.Varma, Brand Management, Text & Cases, Excel Books
- 4) Mathur, UC, Product & Brand Management, Excel Books
- 5) Chunwala, Brand Management, Himalaya
- 6) Tapan K. Panda, Building Brands, Excel Books

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CO5	3	1	-	-	1	-	-	3	3	3

BUS 3.5.M (R22): CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To know about knowledge on Customer Relationship Management,
- ✦ To understand the Statistical Analysis of Customer Surveys
- ✦ To know about Relationship Drivers
- ✦ To learn about Changing Corporate Cultures.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Customer Relationship Management

CO2: By the end of the course, students will be able to analyse the Customer Relationship Survey Design

CO3: By the end of the course, students will be able to investigate the Statistical Analysis of Customer Surveys

CO4: By the end of the course, students will be able to evaluate the Customer Partnership

CO5: By the end of the course, students will be able to explain the Technological Revolution

Unit-I: Customer Relationship Management – Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

Unit-II: Customer Relationship Survey Design – Statistical Analysis of Customer Surveys – Using Customer Relationship Survey Results.

Unit-III: Relationships in Marketing – Relationship Concepts – Relationship Drivers – Lasting Relationships.

Unit-IV: Customer Partnership – Internal Partnerships – Supplier Partnerships – External Partnership.

Unit-V: The Technological Revolution – Relationship Management – Changing Corporate Cultures.

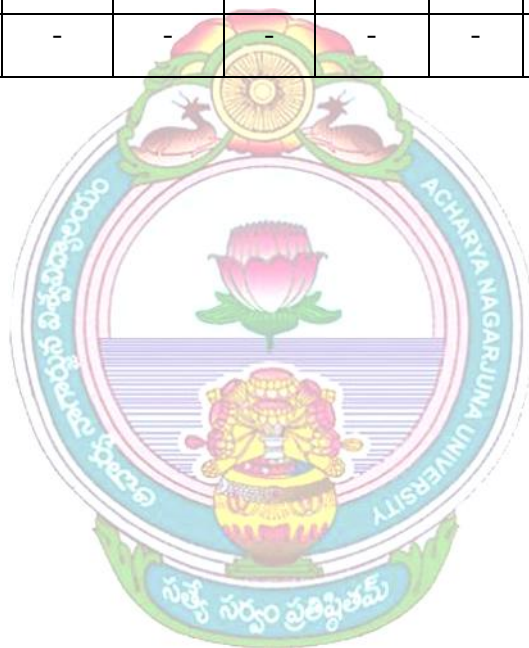
REFERENCE TEXT BOOKS:

- 1) John Egan, “Relationship Marketing, Exploring Relational Strategies in Marketing”, Prentice Hall.
- 2) John Anton, “Customer Relationship Management”, Prentice Hall.
- 3) Jagdish N Sheth and Stul Parvatiyar, “Handbook of Relationship Marketing”, Response Books, 2002.

- 4) Anderson, “Customer Relationship Management”, Tata McGraw Hill, 2002.
- 5) David Strutton; Lou E. Pelton; James R. Lumpkin, “Marketing Channels: A Relationship Management Approach”, McGraw-Hill Higher Education.
- 6) Christopher, Martin, “Relationship Marketing”, Science & Technology Books.

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CO3	3	3	3	-	-	-	-	-	-	-
CO4	3	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	-	-	-	3	3	3



BUS 3.6 M (R22): RETAIL MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ The students have complete knowledge of the course Retail Marketing
- ✦ The student should be able to appreciate the value of integration of all the verticals of business for value maximization

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Meaning and scope of retail marketing

CO2: By the end of the course, students will be able to analyse the Retail purchasing and pricing

CO3: By the end of the course, students will be able to investigate the Consumer behaviour in retail marketing-Pricing strategies in retailing

CO4: By the end of the course, students will be able to evaluate the Supply chain management and IT application in retailing

CO5: By the end of the course, students will be able to explain the Retailing industry in global market- retailing industry

Unit - I: Meaning and scope of retail marketing –: Definition and scope - Evolution of retailing- different types of retail stores – trends in retail marketing – product retailing vs. service retailing – relationship marketing in retailing –Retail marketing Environment- retailing environmental issues in India- Branding Retail marketing.

Unit - II: Retailing operations: Retail store location & layout – location strategy – location criteria – interior and exterior design layout – retail store Management planning – visual and display methods in retailing – store maintenance – vendor relationship. product and merchandise management-Retail purchasing and pricing: Purchase management: Merchandise purchasing -

Unit - III: HR & Legal compliances in retailing – Application of Technology in retailing industry-Retail organization structure – recruiting and selection of retail personnel – customer psychology – Training needs of employees – legal process – license requirement – regulatory compliances-Consumer behaviour in retail marketing-Pricing strategies in retailing: every day pricing - competitive based pricing - price skimming - market-oriented pricing

Unit - IV: Supply chain management and IT application in retailing: Point of sale – back end IT applications – retail database – basic concepts of SCM – planning and sourcing of supply chain operations – EDI – ERP – logistics planning – major supply chain drivers – scope of SCM – problems in SCM – role of SCM in retail industry – developing supply chain systems.

Unit - V: Retailing industry in global market- retailing industry- formats –issues and challenges in Indian Retail market – Indian organised retail market - FDI in Indian organized retail sector- case studies relevant to fashion retail – footwear – hyper markets – food courts – departmental stores – banking & finance.

REFERENCE BOOKS:

- 1) Levy & Weirtz Retail Management, (TMH),
- 2) Dunne Retailing, (Dryden Publications),
- 3) Ron Hasty, James Reardon Retail Management, (Mcgraw Hill),
- 4) Berman & Evans, Retail Management
- 5) Swapna Pradhan, Retail Management.

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CO5	3	1	-	-	-	-	-	3	3	3

FINANCE SPECIALIZATION

BUS 3.4.F (R22): SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE OBJECTIVES:

- ✦ To understand the various alternatives available for investment.
- ✦ To learn to measure risk and return.
- ✦ To find the relationship between risk and return. To Value the equities and bonds.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Investment Process

CO2: By the end of the course, students will be able to analyse the Valuation of fixed income Securities

CO3: By the end of the course, students will be able to investigate the Approaches to Security Analysis: Fundamental Analysis

CO4: By the end of the course, students will be able to evaluate the Portfolio Return and Portfolio Risk

CO5: By the end of the course, students will be able to explain the Portfolio Evaluation & Revision.

UNIT-I: Investment: Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue – Private Placement – Listing – Trading – Settlement.

UNIT-II: Valuation of Securities: Basic Concepts: Return, Risk, Intrinsic value – Valuation of fixed income Securities: Debentures and Bonds: Current Yield, Yield To Maturity (YTM), Yield to Call (YTC), Bond Duration – Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price –Earnings (P/E) Approach - Components of risk – Measurement of Risk: Variance, Standard Deviation, Security Beta.

UNIT-III: Approaches to Security Analysis: Fundamental Analysis: Economy, Industry and Company Analysis – **Technical Analysis:** Dow Theory - Elliot wave – Moving Average, Exponential Average, Oscillators, Rate of Change (ROC), Relative Strength Index (RSI), Moving Average Convergence Divergence (MACD) –Breadth of the Market – Momentum.

UNIT-IV: Portfolio Analysis and Selection: Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe's Single Index Model – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis

Unit-V: Portfolio Evaluation & Revision: Methods of Portfolio Evaluation – Sharpe’s, Treynor’s and Jensen’s measures of portfolio performance evaluation - Fama’s decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies.

REFERENCE TEXT BOOKS:

- 1) Prasanna Chandra, *Investment Analysis and Portfolio Management*, Tata McGraw Hill education Pvt. Ltd. New Delhi
- 2) Bhalla VK., *Investment Management*, S. Chand & Co Ltd, New Delhi
- 3) Punithavathy Pandian, *Security Analysis and Portfolio Management*, VPHPvt. Ltd, New Delhi
- 4) Kevin S., *Security Analysis and Portfolio Management*, Prentice Hall of India Pvt. Ltd, Delhi
- 5) Donald E.Fischer & Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Pvt. Ltd, New Dehi
- 6) Sharpe, William, FG Alexander, F Bailey, and WC Sharpe, *Investment*, Prentice Hall of India, New Delhi.

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CO4	3	2	1	2	1	3	1	3	3	3
CO5	2	2	1	3	1	3	1	3	3	1

BUS 3.5.F (R22): INTERNATIONAL FINANCIAL MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Understand foreign exchange markets, international financial markets and their functions needs.
- ✦ The students are able to analyze foreign exchange risks and risk management strategies
- ✦ Present the central roles of finance theories in dealing with the complexities faced by international financial managers in this environment.
- ✦ Understand Explain and discuss various aspects of international financial management, including the operations of currency markets, capital structure, and capital budgeting and international investment.
- ✦ The students are able to understand the concepts like international capital markets, sources of international finance and debt equity markets.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Finance function in an International Context. Additional dimensions in achieving the wealth maximization goal

CO2: By the end of the course, students will be able to analyse the Foreign Exchange Markets

CO3: By the end of the course, students will be able to investigate the International Capital Markets

CO4: By the end of the course, students will be able to evaluate the International Capital Structure and Cost of Capital.

CO5: By the end of the course, students will be able to explain the International Cash Management, techniques

UNIT-I: Finance function in an International Context. Additional dimensions in achieving the wealth maximization goal – Scope & relevance to different business entities - Understanding foreign currency risk and exposure – Nature and types of Exposures

UNIT-II: Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Exchange rates, Exchange rate Arithmetic. - Fundamental parity relations – Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – their influence on determining the exchange rates.

UNIT-III: A brief exposition of significant theories of Exchange Rate determination, Forecasting of Exchange Rates - International Capital Markets, Sources of International Finance, Debt and Equity markets.

UNIT–IV: Export Finance in India, Forfeiting, Role of EXIM Bank - International Capital Structure and Cost of Capital.

UNIT–V: International Capital Budgeting. Key Issues, Calculating of Cashflows, Adjusted Present value approach - International Cash Management, techniques, Centralised Vs Decentralised.

REFERENCE BOOKS:

- 1) Eun & Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd. (3rd Edition) – TEXT – I
- 2) Maurice D. Levi, *International Finance*, McGraw Hill, Inc.
- 3) Alan C Shapiro, *Multinational Financial Management*, John Wile Y & Sons.
- 4) C. Jeevanandam, *Foreign Exchange & Risk Management*, Sultan Chand Publishers
- 5) P. G. Apte, *International Financial Management*, Tata McGraw Hill Co. Ltd

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BUS 3.6.F (R22): BASICS OF TAXATION

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To equip students with skill sets in applying analytical approaches
- ✦ To study how individuals and business units deal with the fundamental problems of scarce resources.
- ✦ To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Basic concept of Taxation

CO2: By the end of the course, students will be able to analyse the Heads of Income; Salaries- income from house property

CO3: By the end of the course, students will be able to investigate the Aggregation of Income and set off and carry forward of losses

CO4: By the end of the course, students will be able to evaluate the Assessment of Individuals

CO5: By the end of the course, students will be able to explain the Assessment procedure, refunds, penalties and appeals and revisions

UNIT-I: Basic concept of Taxation; Background, distinction between Capital and Revenue Receipts and Expenditure. Treatment of agricultural income. Residential Status and incidence of tax.

UNIT-II: Heads of Income; Salaries- income from house property, Income and Gain from business or profession, capital gains, income from other sources.

UNIT III: Clubbing up of income - Aggregation of Income and set off and carry forward of losses, deductions from gross total income, Rebates and Relief's and Rates of Taxes and computation of total income and tax liability.

UNIT IV: Assessment of Individuals, HUF, Firms & Association of Persons.

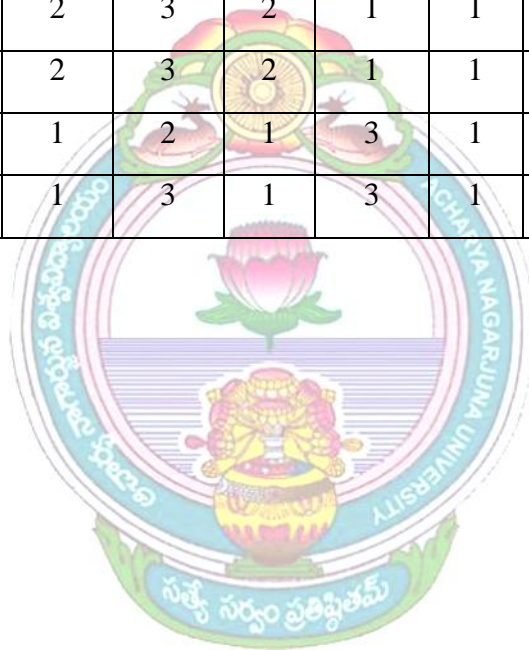
UNIT V: Basic concept of Taxation; Assessment procedure, refunds, penalties and appeals and revisions. Tax Administration; Income Tax Authorities Provisions concerning procedure for Filing returns, signatures, E-Filing, Assessment, Reassessment and settlement of causes, Special procedure for Assessment of search cases, E – Commerce Transactions, Liability in special cases, Collection and recovery of tax.

REFERENCE TEXT BOOKS:

- 1) Singhania, C.K., *Direct Taxes*, Taxmann Publications, New Delhi.
- 2) Lal B.B., *Direct Taxes*, Pearson Education, New Delhi.
- 3) Girish Ahuja and Ravi Gupta, *Direct Taxes*, Bharat Publications.
- 4) B.B. Lal and N. Vashit : *Direct taxes*, Darling Kindersley (India) Pvt. Ltd. Delhi.
- 5) Gaur and Narang, *Direct Taxes*, Kalyani Publications.
- 6) Manoharan T.N., *Direct Taxes*, Snow White Publications.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	2	2	2	1	2	3	2
CO2	3	1	2	3	2	1	1	3	3	3
CO3	2	2	2	3	2	1	1	2	2	2
CO4	3	2	1	2	1	3	1	3	3	3
CO5	2	2	1	3	1	3	1	3	3	1



HRM SPECIALIZATION

BUS 3.4.HR (R22): INDUSTRIAL RELATIONS & LABOUR LAWS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To equip students with Evolution and growth of Industrial Relations in India
- ✦ To study Essentials for success of Trade Unions.
- ✦ .To understand about Collective Bargaining & Worker's Participation in Management
- ✦ To aware about Labour laws in Fundamental Rights.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the, Evolution and growth of Industrial Relations in India

CO2: By the end of the course, students will be able to analyse Evaluation of Worker's Participation in Management, and Conditions for success of Worker's Participation in Management

CO3: By the end of the course, students will be able to investigate the Grievance procedure, Machinery available for redressal of Grievances

CO4: By the end of the course, students will be able to evaluate Prevention and settlement of Industrial Disputes in India, Industrial Disputes act

CO5: By the end of the course, students will be able to explain the Labour laws in Fundamental Rights.

Unit -I: Industrial Relations: Concept, Objectives & Importance, Evolution and growth of Industrial Relations in India, Approaches to Industrial Relations, Factors influencing Industrial Relations, Recent trends in Industrial Relations., Functions of Trade unions,, Problems of Trade Unions, Recognition of Trade Unions,, Essentials for success of Trade Unions.

Unit –II: Collective Bargaining: Concept, Importance and Objectives of Collective Bargaining, Process of Collective Bargaining, Prerequisites for success of Collective Bargaining, Productivity Bargaining. Forms of Worker's Participation in Management in India, Evaluation of Worker's Participation in Management, and Conditions for success of Worker's Participation in Management.

Unit –III: Grievances and Discipline: Causes of Grievances, Grievance procedure, Machinery available for redressal of Grievances, Prerequisites of a Grievance procedure. Discipline: Forms of Discipline, Causes of Indiscipline, Types of Punishments, Measures for dealing with indiscipline.

Unit –IV: Industrial Disputes: Meaning, Nature and Scope of Industrial Dispute, Causes and Consequences of Industrial Disputes, Prevention and settlement of Industrial Disputes in India, Industrial Disputes act of 1947.

Unit -V: Labour Laws: Labour laws in Fundamental Rights- The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Trade Unions Act, 1926, The Industrial Disputes Act, 1947, The Factories Act, 1948, Labour laws and practices in India.

REFERENCE BOOKS:

- 1) Venkata Ratnam, “Globalization and Labour Management Relations”, SAGE.
- 2) C.B. Memoria, “Dynamics of Industrial Relations”, Himalaya Publishing House. Arun Monappa, Industrial Relations, Tata McGraw Hill.
- 3) S.K. Bhatia, “International Practices in Industrial Relations”, Deep & Deep Publications. B.D. Singh, “Industrial Relations”, Excel Books.
- 4) P. Subba Rao, “Essentials of HRM and IR”, Himalaya Publishing House. Sinha, “Industrial Relations”.
- 5) Niland J.R etc., “The Future of Industrial Relations”, New Delhi Sage Publications.
- 6) Kochan.T.A.&Katz Henry, “Collective bargaining and Industrial Relations” Homewood 2nd Edition, Illinois
- 7) Arora.M, “Industrial Relations”, Excel Books.
- 8) Sri Vastava S.C., “Industrial Relations and Labour Laws”, Vikas Publishing. A.M. Sarma, Industrial Relations, Himalaya Publishing House.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	2	2	2	1	2	3	2
CO2	3	1	2	3	2	1	1	3	3	3
CO3	2	2	2	3	2	1	1	2	2	2
CO4	3	2	1	2	1	3	1	3	3	3
CO5	2	2	1	3	1	3	1	3	3	2

BUS 3.5.HR (R22): MANAGEMENT TRAINING & HRD

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To explain HRD Climate and process.
- ✦ To know about Planning and Designing HRD Needs.
- ✦ To Reviewing and Evaluating HRD.
- ✦ To aware about application of T Group Training.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the HRD objectives and philosophy

CO2: By the end of the course, students will be able to analyse the Observing and Assessing HRD needs, Planning and Designing HRD Needs

CO3: By the end of the course, students will be able to investigate the Reviewing and Evaluating HRD

CO4: By the end of the course, students will be able to evaluate the HRD managers in MNC

CO5: By the end of the course, students will be able to explain the Designing HRD model-Global Restrictions on certain Countries by the hiring Country

Unit-I: HRD objectives and philosophy – HRD Climate and process- HRD practices in India, USA & Europe- Managing Joint Venture Business Organizations (JVs), Cross-Country Cultural Issues, Awareness of Emigration Checks and Immigration Modalities of various Countries

Unit-II: Observing and Assessing HRD needs, Planning and Designing HRD Needs, Action from Global Perspective: Bringing Learning to life, Theory of experimental learning, Strategies adopted to Design and develop performance support

Unit-III: Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies-Competencies / Expertise and certain Unique Skills of various Nationalities

Unit –IV: HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training

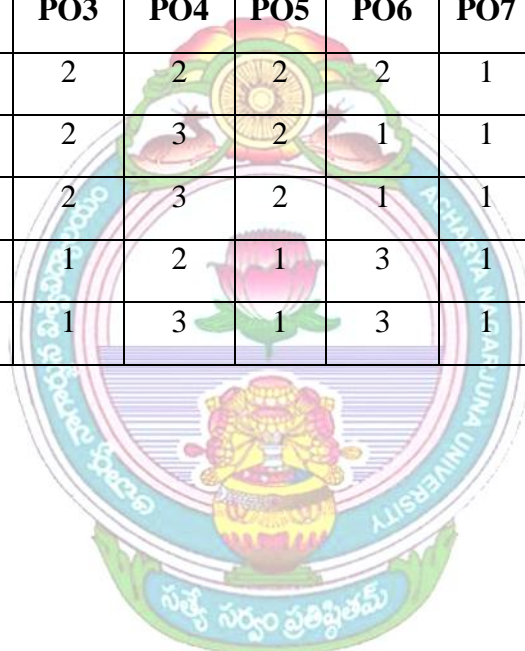
Unit –V: Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model-Global Restrictions on certain Countries by the hiring Country, etc...to be incorporated in appropriate slots

REFERENCE BOOKS:

- 1) Richard A Swanson, Foundations of Human Resource Development, Pearson Publisher
- 2) Newstrom John W. “Organizational Behaviour: Human Behaviour at Work” (Tata Mc Graw Hill)
- 3) Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
- 4) TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
- 5) Nedlar, Corporate HRD Practice American Society for Training and Development – Publications.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	2	2	2	1	2	3	2
CO2	3	1	2	3	2	1	1	3	3	3
CO3	2	2	2	3	2	1	1	2	2	2
CO4	3	2	1	2	1	3	1	3	3	3
CO5	2	2	1	3	1	3	1	3	3	2



BUS 3.6. HR (R22): ORGANIZATIONAL CHANGE & ORGANIZATIONAL DEVELOPMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To equip students with significance of organizational change
- ✦ To study Theories of planned change or Strategic models of OC
- ✦ To know how do you overcome these barriers to change.
- ✦ To explain Pre-requirements of OD.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the organizational change

CO2: By the end of the course, students will be able to analyse the Theories of planned change or Strategic models of OC

CO3: By the end of the course, students will be able to investigate the Barriers to change projects

CO4: By the end of the course, students will be able to evaluate the Forces or need for change

CO5: By the end of the course, students will be able to explain the Organizational Development

Unit-I: organizational change: Definition and meaning, concept, types, process, nature, significance of organizational change.

Unit –II: Theories of planned change or Strategic models of OC: - Lewin’s model - Lippitt, Watso, and Westley’s model - Dalton’s model - Black, Mouton, Barnes, and Greiner’s model

Unit – III: Barriers to change projects: Lack of Clarity - Ineffective Change Communication - Strategic Shortcoming - Change Resistant Culture - Lack of Organizational Buy-In - Change Fatigue Lack of Governance - how do you overcome these barriers to change?

Unit –IV: Forces or need for change: External forces Internal forces Resistance to change: Overcoming resistance to change: Impacts of Organizational Change

Unit –V: Organizational Development: Characteristics of OD: OD values: OD objectives and goals: Pre-requirements of OD: OD processes: Phase in OD: stages of organizational development, OD Interventions: Benefits of Organizational Development

REFERENCE TEXT BOOKS:

- 1) Abrahamson, M. (1990). Sociological theory: an introduction to concepts, issues, and research (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

- 2) Anderson, D., & Anderson, L. A. (2010). Beyond change management: How to achieve break through results through conscious change leadership (2nd ed.). San Francisco:Pfeiffer.
- 3) Anderson, L. A. & Anderson, D. (2008). Strategic change consulting: How to leverage yourwork at the enterprise level.OD Practitioner, 40(3), 19-23.
- 4) Authenticity (2006). Different kinds of learning (loops of learning). Retrieved from<http://managementhelp.org/misc/learning-types-loops.pdf>
- 5) Axelrod, D. (2008). What to do when your organization doesn't have time.
- 6) OD Practitioner,40 (3), 41-43.
- 7) William Bridges and Susan Bridges..Managing Transitions: Making the Most of Change
- 8) John Kotter and Holger Rathgeber.. Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	1	3	1	-	3	1	3
CO2	3	1	3	1	3	1	-	3	1	3
CO3	1	3	3	1	3	3	3	3	1	3
CO4	1	3	-	3	3	1	3	3	1	-
CO5	1	1	-	1	1	1	-	3	3	-

BUSINESS ANALYTICS SPECIALIZATION

BUS 3.4.BA (R22): INTRODUCTION TO BUSINESS ANALYTICS

TOOLS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To equip students with skill sets in applying analytical approaches
- ✦ To study how individuals and business units deal with the fundamental problems of scarce resources.
- ✦ To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Business Analytics

CO2: By the end of the course, students will be able to analyse the Automated Data Analysis

CO3: By the end of the course, students will be able to investigate the Multivariate Analysis

CO4: By the end of the course, students will be able to evaluate the Business Analytics

CO5: By the end of the course, students will be able to explain the evaluate alternative courses of action and finally choose among alternatives.

Unit I: What is Business Analytics?- How Business Analytics Works - Components of Business Analytics - 1. Data Aggregation 2. Data Mining 3. Association & Sequence Identification 4. Text Mining 5. Forecasting 6. Predictive Analytics 7. Optimization 8. Data Visualisation- Types of Business Analytics: 1. Descriptive Analysis 2. Diagnostic Analysis 3. Predictive Analysis 4. Prescriptive Analysis

Unit-II: Automated Data Analysis: SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate, Bivariate Data Analysis and Tests of Hypothesis.

Unit-III: Multivariate Analysis: Advanced Techniques for Data Analysis: ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques, Report Writing.

Unit-IV: Business Analytics: Evolution - Business Analytics as Solution for Business Challenges - Master Data Management: Data Warehousing and kinds of Architecture – Data Extraction – Transformation and Up-loading of Data – Data Mining – Meta Data – Data Marts – Concept of Creating Data Marts – Data Integration – Concept of OLTP and OLAP.

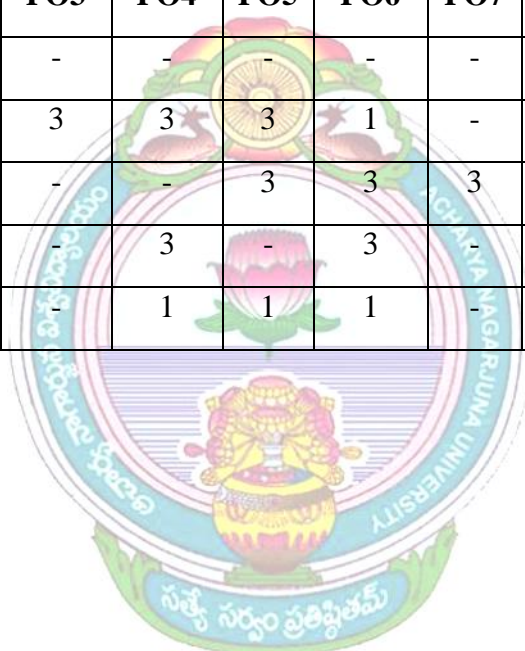
Unit-V: Business Analytics tools: 1. Excel 2. SAS 3. Microsoft Power BI 4. Tableau 5. Qlik Sense 6. Splunk 7. Micro Strategy 8. Sisense 9. Board 10. Domo. Benefits/Importance of Business Analytics, Uses/Application of Business Analytics

REFERENCE TEXT BOOKS:

- 1) Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
- 2) Richard A.Johnson & Dean W.Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.
- 3) R.N Prasad and Seema Acharya, “Fundamentals of Business Analytics”, Wiley India Publication.
- 4) Pang-Ning Tan, Michael Steinbach & Vipin Kumar, “Introduction to Data Mining”, Pearson, 2009.
- 5) Alex Berson, Stephen Smith & Kurt Thearling, “Building Data Mining Application for CRM”, Tata McGraw Hill, New Delhi, 2000.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	-	-	-	-	3	-	-
CO2	3	-	3	3	3	1	-	3	1	3
CO3	-	3	-	-	3	3	3	3	1	3
CO4	1	-	-	3	-	3	-	3	3	-
CO5	1	1	-	1	1	1	-	3	3	3



BUS 3.5.BA (R22): DATA VISUALIZATION & PREDICTIVE ANALYSIS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To equip students with skill sets in applying analytical approaches
- ✦ To study how individuals and business units deal with the fundamental problems of scarce resources.
- ✦ To apply Tools and software of data visualization
- ✦ To understand tools of Predictive Analysis and Top Predictive Forecasting Tools.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Data visualization

CO2: By the end of the course, students will be able to analyse the Tools and software of data visualization

CO3: By the end of the course, students will be able to investigate the Predictive Analysis

CO4: By the end of the course, students will be able to evaluate the Predictive Analysis Structure

CO5: By the end of the course, students will be able to explain the Predictive Forecasting

Unit-I: Data visualization- Definition- key purposes - Types of data visualizations: Tables- Pie charts and stacked bar charts- Line charts and area charts- Histograms- Scatter plots- Heat maps- Tree maps; Advantages and disadvantages of data visualization- importance of Data visualization and big data- Data visualization examples. Most Popular Open Source Visualization Libraries: D3.js- Echarts- Vega- Deck.gl- Data visualization best practices.

Unit- II: Tools and software of data visualization: Best Data Visualization Tools:Tableau - Looker -Zoho Analytics - Sisense - IBM Cognos Analytics - Qlik Sense – Domo - Microsoft Power BI - Klipfolio - SAP Analytics Cloud - Yellowfin – Whatagraph.

Unit-III: Predictive Analysis: Definition – Uses of Predictive Analysis - Types of Predictive Analysis Models: Linear Regression - Random Forests - Neural Networks - Predictive Analysis Tools: Rapid Miner Studio – KNIME - IBM Predictive Analytics - SAP Predictive Analytics; Predictive Analysis Examples: Financial Markets - Supply Chains

Unit-IV: Predictive Analysis Structure - Classification Algorithms - Predictive Analytics Techniques - Algorithms in Predictive Analysis: Linear Regression - Logistic Regression - Neural Network - Decision Trees - Naive Bayes; Applications of Predictive Analysis: Fraud Detection - Health Care - Customer Targeting - Sales Forecasting - Assessing Risk - Predictive Analytics vs Statistics - Predictive Analytics vs Data Mining.

Unit-V: Predictive Forecasting – Forecasting - Predictive Forecasting - Key Features of Predictive Forecasting - Forecasting vs Predictive Forecasting - Predictive Forecasting vs Predictive Analytics - Top Predictive Forecasting Tools: IBM Watson Studio - Power BI * RapidMiner Studio – SAS - Use of Predictive Forecasting Tools: Demand Prediction - Inventory Management - Identifying Growth Drivers - Workforce Planning - Benefits of Predictive Forecasting.

REFERENCE BOOKS:

- 1) Better Data Visualizations: A Guide for Scholars, Researchers, and Wonks by Jonathan Schwish (EN), 2021,
- 2) How Charts Lie: Getting Smarter about Visual Information de Alberto Cairo (EN)...
- 3) Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic
- 4) Eric Siegel :Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Revised and Updated
- 5) Edition Publisher: Wiley, Publication date: December 30, 2015

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	2	3	3	2	3	3	2
CO2	3	3	3	3	3	3	2	3	3	2
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2
CO5	3	1	3	3	1	3	3	3	3	3

BUS 3.6.BA (R22): BIG DATA ANALYTICS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To equip students with skill sets in applying Big data analytics approaches.
- ✦ To apply Big data analytics and techniques in evaluating business decisions taken by firms.
- ✦ To explain about Big Data skills tools

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Big data analytics

CO2: By the end of the course, students will be able to analyse the Tools used in big data analytics

CO3: By the end of the course, students will be able to investigate the Structured Query Language (SQL)

CO4: By the end of the course, students will be able to evaluate the Big Data Applications

CO5: By the end of the course, students will be able to explain the Application of Big Data to Indian Banking System

Unit-I: Big data analytics: - Definition- key features of a big data analytics solution types, History and Evolution of Big Data Analytics - How does Big Data Analytics work? advantages of big data analytics, and its industrial applications Values of Big Data Analytics - Uses of Big Data analytics across different industries

Unit-II: Tools used in big data analytics: Hadoop –Spark - Data integration software - Stream analytics tools- Distributed storage - Predictive analytics hardware and software - Data mining tools - NoSQL databases - Data warehouses.- Big data is characterized by 5 V's: Variability, veracity, Variety, Velocity, and Volume

Unit-III: Big Data skills: Analytics - Data Visualization - Knowledge of Business Domains and Big Data tools - Programming- Problem-solving -Structured Query Language (SQL) - Data Mining - Technical skills - Knowledge of Public and Hybrid clouds - Working experience - Responsibilities of Big Data professionals - challenges

Unit-IV: Big Data Applications: Government - Social Media Analytics – Technology - Fraud detection -Call Center Analytics – Banking - Agriculture – Marketing - Smart Phones – Telecom – Healthcare- Role of Big Data:

Unit-V: Application of Big Data to Indian Banking System - Challenges faced by Banks - Risk Management - Fraud Detection - Customer Satisfaction - Business Optimisation- Regulating Big Data - United States -European Union – India

REFERENCE BOOKS:

- 1) Alex Holmes Hadoop in Practice, MANNING Publ.
- 2) Multidimensional Databases and Data Warehousing, Christian S. Jensen, Torben Bach edersen, Christian Thomsen, Morgan & Claypool Publishers, 2010
- 3) Chuck Lam Hadoop in Action Lam, MANNING Publ.
- 4) Golfarelli and Rizzi Data Warehouse Design: Modern Principles and Methodologies,, McGraw-Hill, 2009.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	-	1	-	-	1	-	-
CO2	1	3	3	3	-	-	-	1	-	-
CO3	3	3	3	-	-	-	-	-	-	-
CO4	1	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	1	-	-	3	3	3





Fourth Semester

MASTER OF BUSINESS ADMINISTRATION

SEMESTER-IV

BUS 4.1 (R22): GLOBAL BUSINESS

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- Describe the Theories of International trade
- Explain in detail, Evaluating and selecting the country for global business
- It helps the students to understand the Balance of payments
- It enables them to analyze and understand the International Economic Institutions
- To understand Global Business Operations

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the International business environment

CO2: By the end of the course, students will be able to analyse the Evaluating and selecting the country for global business and modes of entry into global business

CO3: By the end of the course, students will be able to investigate the Trends in international investments

CO4: By the end of the course, students will be able to evaluate the Trade restrictions and economic development

CO5: By the end of the course, students will be able to explain the Global Business Operations strategies

UNIT- I: International Business: What is international business? Differences between Interregional business and international business – approaches to international business - Theories of International trade. International business environment: Social and cultural environment – technological environment – economic environment – political environment.

UNIT- II: Evaluating and selecting the country for global business: modes of entry into global business: exports and imports – licensing – joint ventures – franchising – management contracts – turn-key projects – wholly owned subsidiaries – strategic alliances – mergers and acquisitions.

UNIT -III: Balance of payments: Causes for disequilibrium; correcting methods- Foreign exchange market- structure; Exchange Rate mechanism; Types of transactions - FDI - Political Risk -Country Risk; their management. Trends in international investments.

UNIT-IV: International Economic Institutions, Agencies and Agreements; Trade restrictions and economic development: Free trade Vs. Protection – tariffs and quotas. Regional trading arrangement – the European Union (EU) – NAFTA – WTO – IMF – IBRD (World Bank) – OPEC.

UNIT-V: Global Business Operations- Global Manufacturing Management; Strategy, where to manufacture, Make or Buy Decisions- Global logistics management- Role of global logistic service providers; logistics practices- Globalization of markets; market segmentation; Distribution strategy; Pricing strategy- Global HRM.

REFERENCE TEXT BOOKS:

- 1) K. Aswathappa, International Business, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- 2) Charles WL Hill& AK Jain, “International Business”, Tata McGraw Hill publishing Company Ltd. New Delhi.
- 3) Sanjay Misra& P.K. Yadav, International Business: Text & Cases, PHI Learning Pvt. Ltd., New Delhi.
- 4) P. Subba Rao, International Business; Text & Cases, Himalaya Publishing House, New Delhi.
- 5) Francis Cherunilam, International Business, Business Learning Pvt. Ltd., New Delhi.
- 6) Bhattacharya, International Business, Excel Books, New Delhi.

CO-PO MAPPING:

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CO2	3	3	3	3	-	-	-	1	-	-
CO3	3	3	3	-	-	-	-	-	-	-
CO4	3	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	1	-	-	3	3	3

BUS 4.2 (R22): KNOWLEDGE MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Discuss the key constituents of knowledge management solutions including infrastructure, processes, systems, tools, and technologies.
- ✦ Explain how knowledge management impacts contemporary organisations.
- ✦ Provide examples of the ways in which knowledge management impacts contemporary organisations.
- ✦ Discuss the underlying technologies that enable knowledge management solutions.
- ✦ Analyse issues related to management practices and the future of knowledge management.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the concepts of Knowledge Economy

CO2: By the end of the course, students will be able to analyse the Information Technology & Knowledge Management

CO3: By the end of the course, students will be able to investigate the Future of Knowledge Management & Industry Perspective

CO4: By the end of the course, students will be able to evaluate the Knowledge Management Process

CO5: By the end of the course, students will be able to explain the Implementation of Knowledge Management and Study of Road Blocks to the implementation of knowledge management

UNIT-I: Knowledge Economy: Meaning, Importance of Knowledge Management. “Data – information – Knowledge – Wisdom” interrelationship. Organizational knowledge: Characteristics and components of organizational knowledge. Building knowledge societies.

UNIT-II: Information Technology & Knowledge Management: Role of Information Technology in Knowledge Management System – Knowledge management tools – creating effective knowledge management system through information technology – ERP – BPR – Data Warehousing and Data Mining.

UNIT-III: Future of Knowledge Management & Industry Perspective: Companies on the road to knowledge management – knowledge management in manufacturing and service industries – Knowledge management in finance – Knowledge management in marketing – Knowledge management in other functional areas of management – Challenges and future of knowledge management.

UNIT-IV: Knowledge Management Process: Universal appeal – Stages of Knowledge Management process - Knowledge Capital Vs. Physical Capital – customer relationship process – Business ethics and Knowledge Management - The promise of Internet and the imperatives of the New Age.

UNIT-V: Implementation of Knowledge Management: Study of Road Blocks to the implementation of knowledge management – 10 step KM Road Map of Amrit Tiwana. Business intelligence and internet platforms – Web portals - Information architecture – Net banking in India. Study of a few Indian case studies with regard to implementation of Knowledge Management.

REFERENCE BOOKS:

- 1) Dr. B. Rathan Reddy, Knowledge Management (Tool for Business Development): Text, Concepts, Cases & Exercises, Himalaya Publishing House, Mumbai.
- 2) Donald Hislop, Knowledge Management in Organizations: A critical introduction, Oxford University Press, New Delhi.
- 3) Tapan K Panda, Knowledge Management, Excel Books.
- 4) Fernando, Knowledge Management, Pearson.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	2	3	3	2	2	3	2
CO2	3	3	2	3	2	3	3	3	3	3
CO3	3	2	3	3	3	2	2	2	2	2
CO4	3	2	3	2	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	3	3	3

BUS 4.3 (R22): BUSINESS ANALYTICS

COURSE OBJECTIVES:

- ✦ Enable all participants to recognize, understand and apply the language, theory and models of the field of business analytics
- ✦ Foster an ability to critically analyse, synthesize and solve complex unstructured business problems
- ✦ Encourage an aptitude for business improvement, innovation and entrepreneurial action
- ✦ Encourage the sharing of experiences to enhance the benefits of collaborative learning.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Introduction to Business Analytics

CO2: By the end of the course, students will be able to analyse the Business Analytics Cycle Information and Database Architecture and Data Gathering Process

CO3: By the end of the course, students will be able to investigate the Business Applications of Big Data

CO4: By the end of the course, students will be able to evaluate the Encourage an aptitude for business improvement, innovation and entrepreneurial action

CO5: By the end of the course, students will be able to explain the Reading R data sets and creating variables

UNIT – I: Introduction to Business Analytics –Competing on Analytics- The New Science of Winning.

UNIT –II: The Business Analytics Cycle Information summary about Books – Tools –Blogs- Resources –Groups – communities –Videos –Useful links- Sources of Data –Database Architecture and Data Gathering Process-Types of Data- Overview of an online survey/research project.

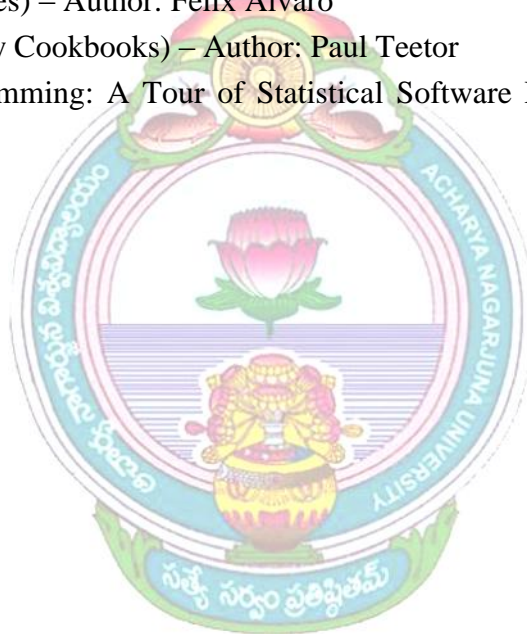
UNIT –III: Introduction to Big Data – Structuring of Big Data –Elements of Big Data-Business Applications of Big Data –Handling Big Data Technologies –Data Mining and Text Mining.

UNIT –IV: Creating R data sets – Reading raw data files (Column input/formatted input)- Assigning variable attributes – Changing variable attributes – Reading MS spread sheets in R.

UNIT –V: Reading R data sets and creating variables –Reading Delimited Raw Data Files – Using Excel for Data Management –Purpose of the Database- Relational Databases Entities – Relationships and Attributes –Specify Keys – Primary and Foreign –Create Relationships among Tables –Refinement and Normalization – Microsoft Access and R.

REFERENCE TEXT BOOKS:

- 1) Big Data for Dummies – Authors: Judith Hurwitz, Alan Nugent, Fern Halper, and Marcia Kaufman
- 2) BIG DATA using SMART Big Data Analytics to make better decisions and improve performance – Author: BERNARD MARR
- 3) Analytics in a Big Data World, the essential guide to data science and its applications – Author: BART BAESENS
- 4) Data Science for Business, what you need to know about Data Mining and Data-Analytic Thinking – Author: FOSTER PROVOST & TOM FAWCETT
- 5) Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data – Author: EMC Education Services
- 6) R For Dummies – Authors: Andrie de Vries, and JorisMeys
- 7) R: Easy R Programming for Beginners, Your Step-By-Step Guide To Learning R Progr (R Programming Series) – Author: Felix Alvaro
- 8) R Cookbook (O'Reilly Cookbooks) – Author: Paul Teetor
- 9) The Art of R Programming: A Tour of Statistical Software Design – Author: Norman Matloff.



BUS 4.3.1 (R22): LAB-DATA ANALYTICS USING PYTHON

PRACTICAL COMPONENT:

- ✦ Students should identify any three companies using data analytics, and analyze how
- ✦ Companies are using analytics to prosper.
- ✦ Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data.
Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- ✦ Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- ✦ Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- ✦ Students should apply analytics tools to real-world business contexts (local areas) for
- ✦ improved decision-making

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	2	3	3	2	2	3	2
CO2	3	3	2	3	2	3	3	3	3	3
CO3	3	2	3	3	3	2	2	2	2	2
CO4	3	2	3	2	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	3	3	3

MARKETING SPECILIZATION

BUS 4.4M (R22): LOGISTICS & SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Defined concepts and elements of the logistics system.
- ✦ Explain about various types of shipping systems and shipping intermediaries.
- ✦ Express regarding various air transports, system modules, and distribution and transportation methods.
- ✦ Enumerate the basic concepts like scope and importance of the supply chain and student can able to design the net working channels.
- ✦ Understanding the forecasting system in supply chain management. Students can able to forecast the future predictions.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Introduction to Logistics & SCM -Logistics Management: Concepts

CO2: By the end of the course, students will be able to analyse Shipping Industry

CO3: By the end of the course, students will be able to investigate the Designing the International Information system

CO4: By the end of the course, students will be able to evaluate the Transportation decision in supply chain management.

CO5: By the end of the course, students will be able to explain the Forecasting and planning in supply chain management

Unit-I: Introduction to Logistics & SCM -Logistics Management: Concepts – Importance – Elements of the logistic System -Strategic Network Design in logistics– Marketing and logistic mix – Logistics and marketing interface – Value chain and production efficiency.

Unit-II: Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

Unit-III: Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation-

Unit-IV: Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics – Global supply chain strategies- Supply Chain Strategy -efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

Unit-V: Forecasting and planning in supply chain management – Risks Management in global supply chain -Supply Chain Planning in Networks- Issues in global supply chain- Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

REFERENCE BOOKS:

- 1) Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.Graw Hill, New Delhi.
- 2) David Stewart,”International Supply chain Management”, Cengage publications, 2008.
- 3) Reji Ismail,“Logistics Management” Excel Books, 2008.
- 4) Chopra S and P Meindl “Supply chain management: Strategy, planning and operations” David P, “International Logistics” Biztantra, New Delhi, 2006.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	2	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3
CO3	3	2	3	3	3	3	3	3	3	3
CO4	3	2	3	3	3	3	3	3	3	3
CO5	3	2	2	3	3	3	3	3	3	3

BUS 4.5M (R22): RURAL & AGRICULTURAL MARKETING

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To acquaint the students with the appropriate concepts and techniques in the area of rural marketing.
- ✦ Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
- ✦ Understand the concept and methodology for conducting the research in rural market.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Overview of Rural Markets and Rural Marketing

CO2: By the end of the course, students will be able to analyse the Factors influencing rural consumer behavior,

CO3: By the end of the course, students will be able to investigate the Marketing Information Systems

CO4: By the end of the course, students will be able to evaluate the Agro processing sector in India

CO5: By the end of the course, students will be able to explain the Government intervention in Marketing System

Unit-1: Overview of Rural Markets and Rural Marketing: Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets – Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing. Classification of

Unit-II: Rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism.

Unit-III: Marketing Information Systems: Concepts and significance – Internal Reporting Systems, Marketing Intelligence Systems, Rural Marketing Research, Rural Market Survey. Concepts and process, Segmentation– Bases, Targeting, Positioning.

Unit-IV: Agricultural Marketing: Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India — State and characteristics, Food processing sector — Size, scope and future prospects, Defects in Agricultural Marketing. Classification of markets,

Unit-V: Role of Government Agencies: Government intervention in Marketing System- Regulated markets — role and problems- State Trading-Cooperative Marketing-Overview of NAFED-NCDC-PDS-FCI-National Institute of Agricultural Marketing

REFERENCE TEXT BOOKS:

- 1) Krishnamacharyulu And Lalitha Ramakrishnan; Rural Marketing; Pearson Education India
- 2) Habeeb-Ur-Rahman KS, Rural Marketing in India, Himalaya 2010
- 3) Kashyap, Pradeep And Raut, Siddartha; Rural Marketing; Biztantra
- 4) U.C. Mathur, Rural Marketing, Excel Books
- 5) Velayudhan, Sanal Kumar; Rural Marketing; Sage
- 6) Ruchika Ramakrishnan; Rural Marketing; New Century
- 7) Ramkishen,Y, Rural & Agricultural marketing, Jaico Publishing house.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	3	3	3	-	-	-	1	-	-
CO3	3	3	3	-	-	-	-	-	-	-
CO4	3	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	1	-	-	3	3	3

BUS 4.6M (R22): SOCIAL MEDIA & DIGITAL MARKETING

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To understand the digital marketing, advertisement and marketing theories and opportunities and threads.
- ✦ To acquaint the students with the general social media marketing in promotion mix.
- ✦ To enable the students to know the inbound and out bound markets.
- ✦ To know the e-payments and securities in digital marketing.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Marketing strategies for Digital marketing

CO2: By the end of the course, students will be able to analyse the Social Media Marketing channels latest trends in social media advertising

CO3: By the end of the course, students will be able to investigate the Social and Search Engine advertising

CO4: By the end of the course, students will be able to evaluate the In bound and Content marketing acquiring and engaging users through digital channels and measures- Segmenting, targeting and positioning, in digital marketing.

CO5: By the end of the course, students will be able to explain the E- payment: Role of E-payments in digital marketing

Unit - I: Digital marketing –overview – significance of digital marketing – Marketing strategies for Digital marketing - Opportunities and risks – Digital advertising strategies – latest practices in digital marketing- Digital advertising strategies- Trends in digital marketing.

Unit - II: Social media marketing –Types and forms of social media – Types of Electronic media: role of social media marketing in the promoting the product – Social Media campaigns – Social Consumers: Segmentation and Targeting for Social Media Marketing – Motives and attitudes influencing Social Media activities. Social Media Marketing channels latest trends in social media advertising.

Unit - III: Social and Search Engine advertising – Social listening - Planning, Targeting and Budgeting – generate leads and aggregate audience on social media – trends in mobile social media - search engine optimization.

Unit - IV: Content marketing: In bound and Content marketing acquiring and engaging users through digital channels – inbound Vs Digital Vs outbound marketing - content marketing in the digital era –Relationship between content and brand – Role of Marketing analytical tools in digital marketing E- mail marketing – types – tools for e-mail marketing – measures- Segmenting, targeting and positioning, in digital marketing.

Unit - V: E- payment: Role of E- payments in digital marketing – E- payment technologies - E-payments and security – E-payment system – E-payment modes or methods in digital marketing – protocols – micro payments system – pay per click - internet and network security – ethical and legal issues.

REFERENCE BOOKS:

- 1) Stephen Dahl (2014), “Social Media Marketing: Theories and Applications” Sage Publications.
- 2) Tracy L. Tuten and Michael R. Solomon (2015) “Social Media Marketing” 2nd Edition, Sage Publica
- 3) John Williams (2016), “Social Media: Marketing strategy for rapid growth using: Facebook, Twitter,
- 4) Jan Zimmerman and Deborah Hg (2017), “Social Media Marketing All – in –one for Dummies” Wiley publications.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	3	3	-	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3

FINANCE SPECIALIZATION

BUS 4.4F (R22): FINANCIAL DERIVATIVES

COURSE OBJECTIVES:

- ✦ Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.
- ✦ Make informed judgments on the use of derivative instruments.
- ✦ Identify and assess the impact of seminal developments in the literature on derivatives.
- ✦ Evaluate, synthesize and communicate the ethical implications of financial risk management policies and practices to an intended audience.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Derivatives – Products and Participants in Derivative Markets

CO2: By the end of the course, students will be able to analyse the Options Contracts

CO3: By the end of the course, students will be able to investigate the Option Trading Strategies

CO4: By the end of the course, students will be able to evaluate the Options Valuation

CO5: By the end of the course, students will be able to explain the Financial Swaps

UNIT-I Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.

UNIT – II Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India - Warrants and Convertible Securities.

UNIT-III Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.

UNIT-IV Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices - Volatility - Causes of Volatility.

UNIT – V Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

REFERENCE TEXT BOOKS:

- 1) Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
- 2) Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.

- 3) Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.
- 4) John C. Hull: Options, Futures and Other Derivatives, Pearson, New Delhi.
- 5) Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
- 6) Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
- 7) Sundaram Janakiramanan, Derivatives and Risk Management, Pearson, New Delhi.
- 8) Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
- 9) Rene M. Stulz., Risk Management & Derivatives, Cengage, New Delhi.
- 10) Satyanarayana Chary T., Financial Derivatives, Excel Books, New Delhi.
- 11) Siddaiah Thumuluri Siddaish International Financial Management, Pearson, New Delhi.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	3	3	3	-	-	-	1	-	-
CO3	3	3	3	-	-	-	-	-	-	-
CO4	3	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	1	-	-	3	3	3

BUS 4.5F (R22): MANAGEMENT OF FINANCIAL SERVICES

COURSE OBJECTIVES:

- ✦ Identify legal issues that impact financial and other risks affecting business.
- ✦ Analyze relevant case law for the purpose of finding legal precedents that will be used to persuade a judge or jury.
- ✦ Interpret statutory law for purposes of risk avoidance, and to establish control mechanisms.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Financial Services

CO2: By the end of the course, students will be able to analyse the Merchant Banking guidelines

CO3: By the end of the course, students will be able to investigate the Mutual Funds policies and Forfeiting – Securitization.

CO4: By the end of the course, students will be able to evaluate the Venture Capital Institutions in India

CO5: By the end of the course, students will be able to explain the Lease Financing

Unit – I: Financial Services: An Overview – Meaning and Concepts – Scope and Features – Classification – Growth and Problems of Financial Services Sector – Distinctiveness of Financial Services – Role of Financial Services in Economic Development.

Unit – II: Merchant Banking: Meaning – Origin – Functions – Services – Problems – Code of Conduct – SEBI Guidelines – Credit Rating: Objectives – Types – Rating Methodology – Credit Rating Agencies – SEBI Guidelines.

Unit –III: Mutual Funds: Concept – Significance – Classification – Merits and Problems – Performance Evaluation – SEBI Guidelines; Factoring: Meaning – Types – Functions, Factoring Vs. Forfeiting – Securitization.

Unit –IV: Venture Capital: Origin and Concept – Features – Scope – Significance – Venture Capital Institutions in India – SEBI Guidelines.

Unit – V: Lease Financing: Meaning – Features – Types – Merits and Demerits – Lease or Buy Decision – Hire Purchasing: Concepts – Salient Features – Leasing Vs. Hire Purchasing – Tax aspects of Hire Purchasing (Problems & Case).

PRACTICAL COMPONENT:

A combination of lectures, guest lecturers, group discussions, videos, webcasts, in-class exercises, and demonstrations will be used in this course

SUGGESTED TEXT BOOKS:

- 1) Khan M.Y., *Financial Services*, Tata McGraw Hill Education Private Limited, New Delhi.
- 2) Vasant Desai, *Financial Markets and Financial Services*, H. Publishing House, Mumabi.
- 3) Siddiah, T., *Financial Services*, Pearson
- 4) Tripaty Nalini Prava, *Financial Services*, Prentice Hall of India, New Delhi.
- 5) Guruswamy.S, *Financial Services*, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
- 6) V. Avadhani, *Financial Services in India*, Himalaya Publishing House, Mumbai, 2009.
- 7) Rajesh Kothari, *“Financial Services in India”*, SAGE.
- 8) Ennew, *Financial Services marketing*, Elsevier

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	3	3	-	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3

BUS 4.6F (R22): CORPORATE TAXATION

COURSE OBJECTIVES:

- ✦ Students who complete this course will be able identify the difference between tax evasion and tax planning.
- ✦ By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- ✦ Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- ✦ Students who complete this course will be able to outline the corporate tax laws. Students of the course will able to state the use of deductions of expenses to reduce the taxable income.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the concepts of Income Tax Act, 1961

CO2: By the end of the course, students will be able to analyse the Computation of income of a company under Income from House Properties

CO3: By the end of the course, students will be able to investigate the Set-off and set-off and carry forward of losses

CO4: By the end of the course, students will be able to evaluate the Assessment of Company Assessee

CO5: By the end of the course, students will be able to explain the Tax planning

Unit-1: Definitions of various terms used in Income Tax Act, 1961. – Residential status and incidence of tax of company Assessee -Incomes exempt under section 10

Unit -2: Computation of income of a company under Income from House Properties, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources

Unit -3: Set-off and set-off and carry forward of losses, Deductions from Gross Total Income of a Company, Computation of Total Income of a Company Assessee.

Unit -4: Assessment of Company Assessee – submission of return of income - payment of tax Assessment Procedure – Penalties and Prosecution - Interest.

Unit -5: Tax planning with reference to (a) Setting-up of new business (b) Financial decisions (c) Specific managerial decisions (own or lease, make or buy, shut down or continue) (d) Amalgamation, Merger or Business restructuring.

PRACTICAL COMPONENT:

A combination of lectures, guest lecturers, group discussions, videos, webcasts, in-class exercises, and demonstrations will be used in this course

REFERENCE TEXT BOOKS:

- 1) Vinod K. Singhania & Kapil Singhania, Direct Taxes Law and Practice, Taxmann Publications, New Delhi.
- 2) Hariharan N, Income Tax Law & Practice, McGraw Hill Education (India), Pvt. Ltd, New Delhi.
- 3) Girish Ahuja & Ravi Gupta, Direct Taxes Law & Practice, Bharat Law House Pvt. Ltd., New Delhi.
- 4) BB Lal, Income Tax, Pearson Education, New Delhi.
- 5) Gaur. V.P. DB Narang, P Guar., Income Tax Law and Practice, Kalyani Publishers, Ludhiyana.
- 6) Mahrotra & Goyal, Direct Taxes Law and Practice, Sahitya Bhawan Publication, New Delhi.

CO-PO MAPPING:

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CO3	3	3	3	3	-	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3

HRM SPECIALIZATION

BUS 4.4HR (R22): INTERNATIONAL HUMAN RESOURCE

MANAGEMENT

COURSE OBJECTIVES:

- ✦ Obtain, through elective courses, an in-depth knowledge of specific IHRM-related theories, skills and practices
- ✦ Appreciate the implications of increasing globalization for the management of human resources, with particular reference to IHRM in multinational corporations
- ✦ Develop and ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation).

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the concepts of Human Resource Management

CO2: By the end of the course, students will be able to analyse the International recruitment and selection - Training and development of expatriates

CO3: By the end of the course, students will be able to investigate the Repatriation -Process of repatriation, job related adjustments, organisational development

CO4: By the end of the course, students will be able to evaluate Employer-Employee Relation in MNCs

CO5: By the end of the course, students will be able to explain Cross Cultural Management

Unit-I: Human Resource Management: Evolution – Objectives – Significance – HR Planning –Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession.

Unit-II: IHRM: Planning - International recruitment and selection - Training and development of expatriates - International compensation: components, objectives and methods of compensation - Taxation decisions - Changing trends in International employment-M & A –Integration of acquired employees in newer cultures, Global Mobility and HR-International postings

Unit-III: IHRM Challenges and Opportunities: Domestic and MNCs Perspectives – Managing Expatriation – IHRM in Host Country Context – New mandate for IHRM in the Changing Environment – Women Expatriates – Risk Factors Associated with Expatriation – Repatriation -Process of repatriation, job related adjustments, organisational development

Unit-IV: Employer-Employee Relation in MNCs – Contemporary Issues and New Directions of Industrial Relation – Changing Dynamics of Employees Union in MNCs Management – Relevance and retunes of Labour Laws – Grievances Handling in MNCs

Unit-V: Cross Cultural Management:–Cross Cultural Management- Structure of Cross Cultural Management-Formal Structures – Functions- Models of Cross Cultural Management: Family Companies-The Anglo Model-Environment, Culture and Management- Strategy of Cross Cultural Management-Designing and Implementing

REFERENCE BOOKS:

- 1) Tony Edwards, Chrisrees: International Human Resource Management, Pearson, latest edition. 2. P.Subbarao: International Human Resource Management, HPH, latest edition
- 2) Peter J. Dowling & Denice E. Welch (2009)International Human Resource Management, Cengage Learning
- 3) Aswathappa k; SadhnaDash(2009) International Human Resource Management; Tata McGrawHill, New Delhi

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	3	3	3	-	-	-	1	-	-
CO3	3	3	3	-	-	-	-	-	-	-
CO4	3	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	1	-	-	3	3	3

BUS 4.5 HR (R22): TALENT MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- ✦ To learn Talent Management Process
- ✦ To illustrate Application of Talent Management
- ✦ To understand the Performance & Talent Management.
- ✦ To learn some of the implications for Current Trends in Talent Management

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Talent Management

CO2: By the end of the course, students will be able to analyse the Integrated Talent Management Strategy

CO3: By the end of the course, students will be able to investigate the Application of Talent Management

CO4: By the end of the course, students will be able to evaluate the Performance & Talent Management

CO5: By the end of the course, students will be able to explain the Talent management in HR

UNIT-I: Talent Management – Introduction- Benefits of Talent Management- - Financial Benefits - Principles - Talent Management Process - Talent Management Consulting - Talent Management – Challenges -

UNIT –II: Talent Management System - - People Problem in Talent Management - Talent Management as a Profession - Employee Value Proposition- Talent Management Strategy - Integrated Talent Management Strategy- Talent management practices- digital talent management

UNIT –III : Application of Talent Management - Recruitment and Retention - ROI for Talent Management - Talent Management for New Generation - War for Talent in Global Economy- Talent Marketplace - Talent Management & Poaching Talent - Succession Planning - Achieving Competitive Advantage

UNIT – IV: Performance & Talent Management - The War for Talent and Its Implications - Talent Acquisition and Management - Nurturing, Enabling, and Empowering Talent at the Workplace- The War for Talent: How the Best and Brightest are being wooed across Indian Campuses

UNIT –V: Talent management in HR - Talent management strategies in action - It's all in the numbers - Current Trends in Talent Management - Talent Management Myths - What does the future hold for talent management.

SUGGESTED READING BOOKS:

- 1) Lance BergerHard: The Talent Management Handbook, Third Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, McGraw-Hill Education; 3rd edition (14 January 2018)
- 2) Sorin Dumitrascu: Talent Management: A Practical Guide (Optimise Book 10) Kindle Edition 4 October 2021
- 3) Misra R N: Talent Management, Discovery Publishing Pvt. Ltd (1 April 2013)

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	3	3	3	-	-	-	1	-	-
CO3	3	3	3	-	-	-	-	-	-	-
CO4	3	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	1	-	-	3	3	3

BUS 4.6HR (R22): COMPENSATION MANAGEMENT

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To learn basic compensation concepts and the context of compensation practice
- ✦ To illustrate different ways to strengthen the pay-for-performance link.
- ✦ To learn the concepts of Payment and employee benefits issues for contingent workers.
- ✦ To understand the Legally required employee benefits.
- ✦ To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Introduction to Performance Management

CO2: By the end of the course, students will be able to analyse the Introduction to Compensation Management

CO3: By the end of the course, students will be able to investigate the Performance Linked Compensation

CO4: By the end of the course, students will be able to evaluate the International Compensation Management.

CO5: By the end of the course, students will be able to explain the Compensation Administration

UNIT-1: Introduction to Performance Management, Performance Analysis, PMS and Appraisal Practices In India, PMS in select organizations- Potential Appraisal.

UNIT-2: Introduction to Compensation Management-Foundation of Compensation anagement, Need, Significance, Theories of Compensation Management, Job Analysis and Job evaluation, Compensation and Job evaluation.

UNIT-3: Performance Linked Compensation, Managing Performance, Rewarding Performance. Incentive Schemes/Payment-By-Result, Wage-Design, Wage-Fixation, Wage - Differentials.

UNIT-4: Wages and Salary Administration at Macro(National Level), Industry's Compensation Policy(Micro level) Voluntary Retirement Scheme, International Compensation Management.

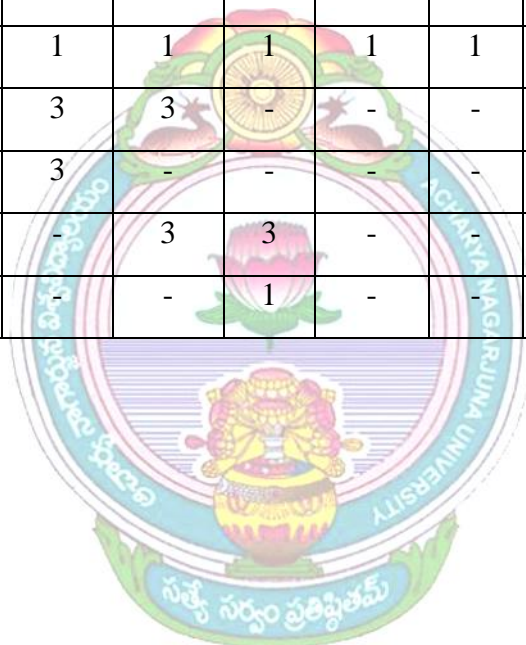
UNIT-5: Compensation Administration, Executive Compensation –Nature of Executive Compensation, Managing executive compensation, Compensation management - Strategic perspective.

REFERENCE BOOKS:

- 1) Tapomoy Deb-Compensation Management, Text and cases,Excel Books
- 2) Mousumi S.Bhattacharya, Nilanjan Sen Gupta, Compensation Management-Excel Books
- 3) Bhattacharya DK, Compensation Management, Oxford 2009
- 4) Soni Shyam Singh-Compensation Management-Excel Books
- 5) B.D. Singh, Compensation and Reward Management-Excel Books.
- 6) Michael Armstrong, *Employee Reward*, Universities Press.
- 7) Augunis, Performance Management, 2nd Edition, Pearson Publication
- 8) Michael Armstrong, Employee Reward, University Press

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	3	3	3	-	-	-	1	-	-
CO3	3	3	3	-	-	-	-	-	-	-
CO4	3	3	-	3	3	-	-	1	-	-
CO5	3	1	-	-	1	-	-	3	3	3



BUSINESS ANALYTICS SPECIALIZATION

BUS 4.4BA (R22): ENTERPRISE RESOURCE PLANNING (ERP)

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To awareness about Enterprise Resource Planning;
- ✦ To know about Business Process Re-Engineering;
- ✦ To discuss the process of ERP implementation; and
- ✦ To understand the related issues with ERP.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the concepts of Enterprise Resource Planning (ERP)

CO2: By the end of the course, students will be able to analyse the ERP Planning System - ERP system- ERP Applications

CO3: By the end of the course, students will be able to investigate the Business Process Reengineering (BPR)

CO4: By the end of the course, students will be able to evaluate the ERP Software Platforms & tools

CO5: By the end of the course, students will be able to explain the concepts of ERP technologies:: Databases:- Postgre SQL–MSSQL-ORACLESQL

Unit-I: Enterprise Resource Planning (ERP) - ERP definition - Meaning - Characteristics- Evolution of ERP Functions of the ERP system - Importance of ERP– Benefits& Weaknesses OF ERP - Components of ERP - Types of ERP

Unit –II: ERP Planning System - ERP system- ERP Applications - ERP Solutions Providers - ERP modules - ERP size: ERP options - Types of ERP deployment - ERP integration - The total cost of ERP - - ERP examples in different industries.

Unit –III: History of ERP software- benefits of ERP software systems - ERP Implementation Methodology. - Business Process Reengineering (BPR) - Why Companies Undertake ERP - Risk and Governance Issues in an ERP - Managing the implementation process - General Model of ERP Implementation - Guidelines For ERP.

Unit –IV: ERP Software Platforms & tools: ERP Software Platforms - Multiview ERP- Multiview – Genius; ERP Software tools: QT9 ERP -Aquilon ERP –Katana –Aptean - VOGSY ERP-Focus ERP – Wherefor - AMT ERP –.ECOUNT Plexus MIE Trak Pro – ERP - Sage Business Cloud X3 -Oneir – Multi-site S2K Enterprise –MRPeasy – Simple ERP – Minotaur.

Unit-V: ERP technologies:: Databases:- PostgreSQL–MSSQL-ORACLESQL; Frontend Technologies:- Java Script – AngularJS – React - Vue.JS; Programming Technologies:- .NETand ASP.NET–Java–Ruby--Python – PHP; Enterprise Resource Planning Software of 2023: monday.com – Acumatica – Wrike - Hub Planner - Resource Guru – Runn - Microsoft Dynamics 365 - SAP ERP - Deltek ERP - Best ERP & PSA package – Erpag; and the future of ERP.

REFERENCE BOOKS:

- 1) ERP: Making It Happen: The Implementers’ Guide to Success with Enterprise Resource Planning by Thomas F. Wallace and Michael H. Kremzar
- 2) A Guide to ERP Benefits, Implementation and Trends by Prof dr. Lineke Sneller RC
- 3) Concepts in Enterprise Resource Planning by Ellen Monk and Bret Wagner
- 4) Enterprise Resource Planning Systems by Daniel E. O’Leary

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	2	2	1	1	2	1	1	1
CO2	2	2	2	3	3	3	2	3	3	3
CO3	1	1	3	3	3	2	3	3	3	3
CO4	3	3	2	2	1	1	2	1	1	1
CO5	2	2	2	3	3	3	2	3	3	3

BUS 4.5 BA (R22): BUSINESS FORECASTING & BUSINESS OPTIMIZATION

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ Forecasting is valuable to businesses so that they can make informed business decisions.
- ✦ Forecasting approaches include qualitative models and quantitative models.

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the The Basics of Business Forecasting

CO2: By the end of the course, students will be able to analyse the Qualitative techniques of forecasting

CO3: By the end of the course, students will be able to investigate the The causal modeling techniques of forecasting

CO4: By the end of the course, students will be able to evaluate the Business Process Management

CO5: By the end of the course, students will be able to explain the Optimization modelling

Unit-I: Business Forecasting: The Basics of Business Forecasting Meaning – Definitions - Need and Significance - Features - Importance - Steps - Techniques - Selection - Technique - Factors Affecting - Need - Kinds of Business Forecasting -Requisites of Sound Business Forecasting -Limitations -Suggestions for Making Forecasting. Criticism of Forecasting

Unit-II: Qualitative techniques of forecasting: Market Research Techniques - Past Performance Technique - Internal Forecast - Deductive Method and others; Quantitative techniques of forecasting: Business Barometers Method - Trend Analysis Method - Extrapolation Method - Regression Analysis Method and others

Unit-III: The causal modeling techniques of forecasting includes- The technological forecasting techniques Some of the other techniques of forecasting are:- 1. Direct Method 2. Indirect Method 3. Joint Opinion Method 4. Scientific Analysis 5. Similarity Events Method 6. Survey Method 7. Sales Person's Opinion.

Unit-IV: Business optimization – Definition- Importance - components -Steps of Business optimization- - Business Process Management (BPM) steps- Business process optimization techniques-10 steps that can help your business achieve efficient optimization:

Unit-V: Optimization modelling: Linear programming - Constraint programming - IBM Decision Optimization - High-performance mathematical programming solver - Constraint programming solver - Optimization Programming Language (OPL)

SUGGESTED READINGS:

- 1) Business Analysis - Revised Edition, by Debra Paul, James Cadle
- 2) Business Analysis Techniques - Revised Edition, by Paul Turner, James Cadle, Debra Paul
- 3) Business Analyst: Careers in Business Analysis, by Adrian Reed
- 4) Brainy Glue: Making Change Stick by Ian Richards and Filip Hendrickx
- 5) The Business Analysis Handbook: Techniques and Questions to Deliver Better Business Outcomes, by Helen Winte.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	1	1	2	3	1
CO2	2	2	3	3	2	2	3	2	2
CO3	1	1	2	2	3	3	2	1	3
CO4	3	3	2	2	1	1	2	3	1
CO5	2	2	1	1	3	3	1	2	3

BUS 4.6 BA (R22): MACHINE LEARNING & DATA MINING

COURSE OBJECTIVES:

On successful completion of the course the learner will be able to:

- ✦ To equip students with skill sets in applying Machine Learning basics
- ✦ To study Most Popular Data Mining Tools and Applications
- ✦ To apply Machine Learning and Data Mining Methods in Diabetes Research

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

CO1: By the end of the course, students will be able to understand the Machine Learning basics

CO2: By the end of the course, students will be able to analyse the Statistics in data mining

CO3: By the end of the course, students will be able to investigate the Artificial Intelligence

CO4: By the end of the course, students will be able to evaluate the Most Popular Data Mining Tools and Applications

CO5: By the end of the course, students will be able to explain the Machine Learning and Data Mining Methods in Diabetes Research

Unit-I: What is Machine Learning? Machine Learning basics - Unsupervised Machine Learning-Supervised Machine Learning - Learning of Decision Trees - Learning of Decision Rules - Learning of Association Rules - Learning of Regression Trees - Examples of Machine Learning.

Unit-II: What is Data Mining? Statistics in data mining - Data mining in statistics - Statistical Data Mining - Data Mining vs. Statistics vs. Machine Learning - Data Mining vs Machine Learning- Data Mining, Machine Learning Vs Deep Learning - Data Mining, Machine Learning Vs Data science.

Unit-III: What is Artificial Intelligence? Artificial Intelligence and Data Mining - Artificial Intelligence and Machine Learning – Data Science vs Machine Learning vs AI vs Deep Learning vs Data Mining: Know the Differences.

Unit-IV: Most Popular Data Mining Tools and Applications: Integrate.io - Rapid Miner - Orange - Weka - KNIME - Sisense - SSDDT (SQL Server Data Tools) - Apache Mahout - Oracle Data Mining - Rattle - DataMelt, - IBM Cognos - IBM SPSS Modeler - SAS Data Mining - Teradata Board- Dundas BI

Unit-V: Machine Learning and Data Mining Methods in Diabetes Research: Introduction - Machine Learning and Knowledge Discovery - Diabetes Mellitus - Methods - DM Through Machine Learning and Data Mining - Discussion - Conclusions

SUGGESTED READINGS:

- 1) Jules J. Berman : Principles and Practice of Big Data, Second Edition • 2018
- 2) Xin-She Yang: Introduction to Algorithms for Data Mining and Machine Learning, 2019
- 3) Hands-on ML with Scikit-Learn, Keras & Tensor Flow Aurélien Géron- Second Edition
 Publisher – O’Reilly Media, Inc.

CO-PO MAPPING:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	-	2	3	3	2	2	2
CO2	3	3	3	2	3	3	2	3	2	2
CO3	3	3	2	2	3	2	3	2	2	2
CO4	3	2	3	2	2	3	3	2	2	2
CO5	3	3	2	2	3	2	3	2	2	2

DISSERTATION PROJECT AND VIVA-VOCE

OBJECTIVE:

This Dissertation project provide student learn application of different concept learned under different functional areas of Management and apply business research and analytical tools to provide solution/ advancement/ innovativeness to some business problems /Concepts/ functions.

DESCRIPTION:

The students are required to work on specific topics / problems assigned by the faculty supervisor. The students will be working for the project under the supervision of faculty supervisor.

The students are required to submit their dissertation report as per guidelines prescribed by the department at the end of the specified period. The students are also required to attend viva voce examination during/ end of the Semester IV of the programme.

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