

**Course Structure & Syllabus of  
MBA (Trimester)  
Applicable for Batch: 2023-2025**

**Detailed Course Structure**

**&**

**Syllabus of**

**MBA PROGRAM**

**(Academic Session 2023-25)**



**DIT UNIVERSITY, DEHRADUN**

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## About Program

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

## Program Educational Outcomes

- PEO 1: Students will imbibe ability to demonstrate understanding of concepts and articulate real business problems.
- PEO2: Students will develop managerial and leadership skills required to succeed in global business.
- PEO 3: Students will develop critical thinking to integrate different functional areas of management to evaluate business problems.
- PEO 4: Students will develop competencies to drive entrepreneurship initiatives.
- PEO 5: Students will inculcate the attitude for research and perennial learning.

## Program Outcomes (PO):

- On completion of MBA program, Students at Faculty of Management Studies, DIT University shall
- PO1: Demonstrate the awareness about business world issues and one's own skills so that they are employed readily in industry.
  - PO2: Communicate effectively at various business situations such as public presentations, seminars, conferences etc. Further, student shall be able to negotiate with different stakeholders for business organizations they represent.
  - PO3: Think critically to solve complex business problems and propose a workable solution to take better business decisions
  - PO4: Exhibit Effective Leadership skills by providing vision, motivation and direction to team
  - PO5: Show entrepreneurial thinking by coming up with innovative product ideas and take up startup to exploit business opportunities.
  - PO6: Exhibit great commitment to ethics and set morally high standards while handling any business situation
  - PO7: Become a life-long learner for providing solutions to newer business challenges.

## Program Specific Outcome (PSO)

Specifically, MBA program will help students

- PSO 1: Learn foundations of management in the form of how functions of planning, organizing, staffing, leadership and controlling takes place in business organizations.
- PSO 2: Understand marketing related challenges and suggest right course of action by designing effective marketing strategies.
- PSO 3: In understanding Human resource related issues such as Manpower planning, recruitment & Selection, Induction & Orientation, performance appraisal systems, grievance handling, employee training & development etc. and provide effective solutions.
- PSO 4: Know about finance and accounting related issues such as legally correct record keeping, maintaining financial records, raising funds, employing funds and distributing profits.
- PSO 5: Understand power of analytics and provide data driven solutions to business problems

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## Summary of Credit

Category	Credits
Core Courses	48
Elective Courses	27
Free Electives	9
Skill Enhancement Courses	8
Industrial Training Project/Dissertation & Viva Voce	12
Summer Internship Report & Seminar	4
<b>Total</b>	<b>108</b>

## Category Wise Credit Summary Across Trimester

Category	Trimester (Number of Courses to be offer)						Total No. of Courses (Max)	Total Credits
	One	Two	Three	Four	Five	Six		
Core Courses	4	4	4	2	2		16	48
Elective Courses	-	-	2	4	3		9	27
Free Electives	1	1	-	-	1		3	9
Skill Enhancement Courses	1	1	1	1	-		4	8
Industrial Training Project/Dissertation & Viva Voce	Final Trimester						-	12
Summer Internship Report & Seminar	After completion of First Year						-	4
<b>Total Credits</b>								<b>108*</b>

*\*Student can earn 20% of total credits requirement for the award of degree through MOOC Courses. The credit transfer of such courses can be done as per the University's policy.*

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## List of Core Courses

S. No.	Course Code	Course	Credits
<b>Trimester I</b>			
1	MB602	Business Economics	3
2	MB603	Financial Accounting and Analysis	3
3	MB604	Organizational Behavior	3
4	MB605	Marketing Management	3
<b>Trimester II</b>			
5	MB606	Statistics for Management	3
6	MB609	Corporate Finance	3
7	MB610	Consumer Behavior	3
8	MB613	People Management	3
<b>Trimester III</b>			
9	MB612	Decision Modeling using Spreadsheets	3
10	MB614	Business Environment	3
11	MB617	Business Research Methods	3
12	MB619	Cost and Management Accounting	3
<b>Trimester IV</b>			
13	MB625	Digital Marketing	3
14	MB701	Business Ethics & Corporate Governance	3
<b>Trimester V</b>			
15	MB704	Strategic Management	3
16	MB705	Entrepreneurship Development and Innovation Management	3
<b>Total Credits</b>			<b>48</b>

## List of Elective (Marketing)

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

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## List of Elective (Finance)

S. No.	Course Code	Elective Course	Credits
1	MB731F	Security Analysis and Portfolio Management	3
2	MB732F	Financial Derivatives	3
3	MB734F	Business Analysis and Valuation	3
4	MB735F	Financial Institutions and Markets	3
5	MB736F	Financial Planning and Wealth Management	3
6	MB737F	Infrastructural Finance	3
7	MB738F	Working Capital Management	3
8	MB739F	Behavioral Finance	3
9	MB740F	Forensic Accounting and Auditing	3
10	MB741F	Goods and Services Tax (GST)	3
11	MB742F	Corporate Tax Planning	3

## List of Elective (HR)

S No.	Course Code	Elective Course	Credits
1	MB731H	Training & Development	3
2	MB732H	Organizational Development and Change Management	3
3	MB733H	Talent Management and Development	3
4	MB734H	Human Resource Information System	3
5	MB735H	Industrial Relations	3
6	MB737H	Compensation Management	3
7	MB738H	Labour Laws	3
8	MB739H	International Human Resource Management	3
9	MB740H	Performance Management	3

## List of Elective (Business Analytics)

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

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**List of Skill Enhancement Courses**

<b>S No.</b>	<b>Course Code</b>	<b>Course</b>	<b>Credits</b>
1	MB641	Data Analysis using Excel	2
2	MB642	Data Analysis using SPSS	2
3	MB643	Data Analysis using R	2
4	MB644	Data Analysis using Python	2
5	MB645	Data Visualization using Tableau	2
6	MB646	Data Visualization using Power BI	2
7	MB706	Business Simulation	2

**List Free Elective Courses**

<b>S No.</b>	<b>Course Code</b>	<b>Course</b>	<b>Credits</b>
1	FE801	Communication for Enhancing Professional Competence	3
2	FE802	Design Thinking	3
3	FE803	Personal Financial Planning	3
4	FE804	Management Paradigms from Indian Mythology	3
5	FE805	Workshop on Campus to Corporate	3
6	FE806	Spirituality and Self Development	3

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

## UNIT 1

### Managerial Economics

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

## UNIT 2

### Production Analysis

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

## UNIT 3

### Market Structure

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

## UNIT 4

### Pricing & Profit Decisions:

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

## UNIT 5

### Measuring National Income

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

## Learning Outcomes

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

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

## Text books

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

## Reference books

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

**Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023**

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<b>Subject Code</b>	<b>MB603</b>	<b>Subject Title</b>	<b>Financial Accounting and Analysis</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DC</b>	<b>Year</b>	<b>1<sup>st</sup></b>	<b>Trimester</b>	<b>I</b>

## Course Objective

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

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

### **UNIT 1: Conceptual Basis of Accounting**

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

### **UNIT 2: Mechanics of Accounting:**

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

### **UNIT 3: Valuation of Assets and Inventories**

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

### **UNIT 4: Financial Statement Analysis-I**

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

### **UNIT 5: Financial Statement Analysis-II**

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

## **Learning Outcomes:**

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

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

## **Text books**

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



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## **Reference books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB604</b>	<b>Subject Title</b>	<b>Organizational Behavior</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DC</b>	<b>Year</b>	<b>1<sup>st</sup></b>	<b>Trimester</b>	<b>I</b>

## Course Objective

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

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

### UNIT 1: Introduction to OB

Evolution of OB Organizational Behavior- Introduction, Models of OB; Determinants of Individual Behavior, Perception, Learning, Attitude, Value & Job Satisfaction

### UNIT 2: Foundations of Individual Behavior

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

### UNIT 3: Group Behavior & Leadership

Organizational Culture & Climate, Organizational Learning, Workforce Diversity, Defining and Classifying Groups, stages of group development, Group Behaviour: Group Norms, Group Cohesion, Group Role; Group Decision-Making, Group Dynamics, Group v/s Team; Leadership: Style & theories; Organization Power and Politics

### UNIT 4: Culture and Climate

Organizational Culture & Climate, Organizational Learning, Workforce Diversity

### UNIT 5: Organizational Change and Stress Management:

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

## Learning Outcomes:

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

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

## Text books

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

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## **Reference Books**

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

### UNIT 1: Marketing Concepts:

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

### UNIT 2: Marketing Enablers:

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

### UNIT 3: Strategic Marketing:

Strategic Planning, Marketing Planning, Identifying Market Segments and Selecting target markets – Differentiation and Positioning Strategies

### UNIT 4: Marketing Mix:

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

### UNIT 5: New Age Marketing Tools

Google Adword, Facebook Marketing, Twitter marketing, LinkedIn Marketing

## Learning Outcomes

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

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

## Text books

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

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## **Reference books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB606</b>	<b>Subject Title</b>	<b>Statistics for Management</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DC</b>	<b>Year</b>	<b>1<sup>st</sup></b>	<b>Trimester</b>	<b>II</b>

## Course Objective

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

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

### UNIT 1: Introduction to the Practice of Statistics:

Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency, Measures of Dispersion, Skewness and Kurtosis

### UNIT 2: Probability Distribution:

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

### UNIT 3: Concept of Correlation and Regression:

Linear correlation, Regression, Multiple Correlation and Regression

### UNIT 4: Hypothesis Testing:

Estimation Theory and Hypothesis Testing, Formulation of hypothesis, Parametric and non-parametric tests

### UNIT 5: Time Series Analysis:

Concept and applications of time series in business, Component of Time series, Methods of Estimating Trend

## Learning Outcomes:

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

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

## Text books

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

## Reference books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB6 09	Subject Title	Corporate Finance						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 <sup>st</sup>	Trimester	II

## Course Objective

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

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

### Unit 1: Introduction to Corporate Finance

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

### Unit 2: Valuation and Capital Budgeting

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

### Unit 3: Capital Structure and Cost of Capital

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

### Unit 4: Dividend Decisions and Short-term Financing

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

### Unit 5: Risk Management

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

## Learning Outcomes

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

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

## Text books

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

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## **Reference books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

### UNIT 1: Introduction to Marketing & Consumer Behavior

Marketing Orientations, Segmentation, Targeting and Positioning, Consumerism, Marketing Research and Consumer Behaviour, Models of Comprehensive Buyer Behavior

### UNIT 2: Consumer Buying Process

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

### UNIT 3: External Influence to buyer behavior

Culture, Social Class Variables, Sub Culture, Reference Group Family Variables Impacting ConsumerBehavior.

### UNIT 4: Psychological Factors Determining Buyer Behavior

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

### UNIT 5: Organizational Buying

Nature of Organizational Buying, Influences on Organizational Buying Behavior, Organizational Buying Decision

## Learning Outcomes

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

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

## Text books

- Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragreth Hogg (2009), ConsumerBehaviour: A European Perspective, 3<sup>rd</sup> Edition, Pearson

## Reference books

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

**Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023**

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB612</b>	<b>Subject Title</b>	<b>Decision Modeling Using Spreadsheets</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DC</b>	<b>Year</b>	<b>1<sup>st</sup></b>	<b>Trimester</b>	<b>III</b>

## Course Objective

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

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

## UNIT 1: Introduction to Decision

### Modeling

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

## UNIT 2: Linear Programming basics

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

## UNIT 3: Transportation Models

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

## UNIT 4: Decision Analysis & Queuing Theory

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

## UNIT 5: Network Analysis

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

## Learning Outcomes:

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

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

## Text books

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

## Reference books

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

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Subject Code	MB613	Subject Title	People Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 <sup>st</sup>	Trimester	II

## Course Objective

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

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

### UNIT 1: Introduction to People Management

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

### UNIT 2: Manpower Procurement

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

### UNIT 3: Training & Performance Management

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

### UNIT 4: Rewarding Employees

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

### UNIT 5: Employee Welfare and recent trends in HRM

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

## Learning Outcomes:

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

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Text books**

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

## **Reference books**

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

## UNIT 1: Introduction

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

## UNIT 2: Economic Environment-I

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

## UNIT 3: Economic Environment-II

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

## UNIT 4: Legal Environment

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

## UNIT 5: Global Environment

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

## Learning Outcomes

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

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Text books**

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

## **Reference books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB617	Subject Title	Business Research Methods						
LTP	300	Credit	3	Subject Category	DC	Year	1 <sup>st</sup>	Trimester	III

## Course Objective

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

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

### UNIT 1: Introduction to Business Research Methods

Research Methods Fundamentals, Types of Business Research, Research Process for applied and basic research, Applications of Research Methods in Business, Ethical Issues in Research, some software's used in business research

### UNIT 2: Research Designs

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

### UNIT-3: Sampling Design, Measurement and Data Collection Method

Sampling Process, and Techniques, Determination of Sample Size, Errors in sampling, Primary and Secondary Data, Scaling Techniques, Questionnaire Design, Guidelines for questionnaire design.

### UNIT-4: Statistical Techniques for Data Analysis

Getting Data ready for data analysis, Data Analysis using descriptive Statistics and Inferential Statistics, Testing of Hypothesis, Multivariate Techniques for Data Analysis.

### UNIT-5: Report Writing

Types of Reports, Integral parts of report, Referencing and Bibliography, Intellectual Property Rights, Plagiarism.

### Learning Outcomes:

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

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Text Books**

- Business Research Method, W. Zikmund Thomson Publication

## **Reference Books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

### Course Objective:

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

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

#### UNIT 1: Introduction to Cost Accounting

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

#### UNIT 2: Cost Ascertainment

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

#### UNIT 3: Methods of Costing

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

#### UNIT 4: Management Accounting

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

#### UNIT 5: Responsibility Accounting

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

#### Learning outcomes

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

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

#### Text Books

- Principles of Management Accounting - Manmohan and Goyal

#### Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

### UNIT 1: Introduction to Digital Marketing

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

### UNIT 2: Digital Marketing Strategy

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

### UNIT 3: Digital Marketing Communication Tools-I

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

### UNIT 4: Digital Marketing Communication Tools-II

E-Mail Marketing, Online Public Relation, Affiliate Marketing

### UNIT 5: Marketing Through Social Media

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

## Learning Outcomes

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

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

## Text Books

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Reference Books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	MB701	<b>Subject Title</b>	<b>Business Ethics &amp; Corporate Governance</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DC</b>	<b>Year</b>	<b>2<sup>nd</sup></b>	<b>Trimester</b>	<b>IV</b>

## **Course Objective**

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

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

### **UNIT 1: Introduction to Business Ethics**

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

### **UNIT 2: Managing Ethics**

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

### **UNIT 3: Ethical Practices in Business Management**

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

### **UNIT 4: Corporate Governance**

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

### **UNIT 5: Capstone Project**

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

## **Learning Outcomes:**

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

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

## **Text Books**

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

## **Reference Books**

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

### UNIT 1: Introduction

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

### UNIT 2: Environmental Appraisal

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

### UNIT 3: Corporate level strategies

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

### UNIT 4: Strategic Implementation

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

### UNIT 5: Strategy review evaluation and Control

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

## Learning Outcomes:

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

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

## Text Books

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Reference Books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

### UNIT 1: Introduction to Entrepreneurship

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

### UNIT 2: Entrepreneurial Opportunities

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

### UNIT 3: Crafting business models and Lean Start-ups

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

### UNIT 4: Organizing Business and Entrepreneurial Finance

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

### UNIT 5: Capstone Project

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

## Learning Outcomes

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

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

## Text books

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

## Reference books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## LIST OF ELECTIVE COURSES – MARKETING

Subject Code	MB731M	Subject Title	Integrated Marketing Communication						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

### Course Objective

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

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

#### UNIT 1: The IMC Foundation

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

#### UNIT 2: IMC Advertising Tools

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

#### UNIT 3: IMC Media Tools

Advertising Media Selection-active Marketing, Alternative Marketing.

#### UNIT 4: IMC Promotional Tools

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

#### UNIT 5: IMC Integration Tools

Regulations and Ethical Concerns, Evaluating an Integrated Marketing Program

### Learning Outcomes:

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

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

### Text Books

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

### Reference Books

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



# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB732M	Subject Title	Marketing Research						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Marketing Research

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

### UNIT 2: Research Design

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

### UNIT 3: Data Collection Methods

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

### UNIT 4: Sampling Design and procedure

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

### UNIT 5: Introduction to Multivariate Techniques

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

## Learning Outcomes

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

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

## Text books

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB733M</b>	<b>Subject Title</b>	<b>Retail Management</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Outcomes

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

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

### UNIT 1: Nature and Importance of Retailing:

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

### UNIT 2: Store & Non-Store Retailing

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

### UNIT 3: Retail Strategy and Planning

Retail Perspective, Understanding the Retail Customer, Store Locations

### UNIT 4: Merchandise Management and Retail Decisions

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

### UNIT 5: Creating & Sustaining Value and Trends in Retailing

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

## Learning Outcomes:

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

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

## Text Books

- David Gilbert, Retail Marketing Management, Pearson India.

## Reference books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB734M	Subject Title	Product and Brand Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

## UNIT 1: Understanding Product and Brands

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

## UNIT 2: Sales Forecasting

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

## UNIT 3: Managing Brands

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

## UNIT 4: Customer Based Brand Equity

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

## UNIT 5: Brand Loyalty

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

## Learning Outcomes:

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

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

## Text Books

- Kevin Lane Keller, —Strategic Brand Management, Person Education, New Delhi, 2003.

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Reference Books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB735M	Subject Title	Services Marketing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction

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

### UNIT 2: Services Marketing Mix

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

### UNIT 3: Marketing of Financial Services

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

### UNIT 4: Services in Global Perspective

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

### UNIT V: Capstone Project

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

### Learning Outcomes:

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

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

### Text Book

- Wirtz, J., & Lovelock, C. (2021). Services marketing: People, technology, strategy. World Scientific.

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Reference book**

- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services marketing: Integrating customer focus across the firm. McGraw-Hill.
- Lovelock, C., & Patterson, P. (2015). Services marketing. Pearson Australia.
- Lovelock, C. H., & Wirtz, J. (2004). Services marketing: People, technology, strategy.

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB736M	Subject Title	B2B Marketing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Outcomes

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

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

### UNIT 1: Introduction to B-2-B Marketing

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

### UNIT 2: Business Buyer Behavior:

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

### UNIT 3: Segmentation, Targeting and Positioning in business buying

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

### UNIT 4: Product and Pricing decision

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

### UNIT 5: Distribution and marketing communication:

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

### Learning Outcomes:

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

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

### Text Books

- Krishna Havaldar, Business Marketing, TMH publishers

### References Books

- Industrial Marketing, Milind t. Phadtare , PHI

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB737M	Subject Title	Sales and Distribution Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction to Sales Management

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

### UNIT 2: Sales Process

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

### UNIT 3: Sales Forecasting

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

### UNIT 4: Managing Sales Force

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

### UNIT 5: Managing distribution through sales force

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

## Learning Outcomes:

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

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

## Text Books

- Sales Management; Richard Rstill, Edward W. Cundiff



# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Reference Books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB738M</b>	<b>Subject Title</b>	<b>Social Media Marketing</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Objective

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

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

### UNIT 1: Introduction to Social Media Marketing

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

### UNIT 2: Marketing on Facebook

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

### UNIT 3: Marketing on Twitter

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

### UNIT 4: Marketing on Google+ and LinkedIn

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

### UNIT 5: Marketing on Instagram and Pinterest

Advertising through Instagram and Pinterest, maximizing revenue for business.

### Learning Outcomes:

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

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

### Text Books

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

### Reference books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB739M	Subject Title	Customer Relationship Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Customer Relationship Management Fundamentals

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

### UNIT 2: Customer Satisfaction

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

### UNIT 3: Service Quality

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

### UNIT 4: Customer Relationship Management: Technology Dimensions

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

### UNIT 5: Customer Relationship Management: Emerging Perspectives

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

## Learning Outcomes

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

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Text Books**

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

## **Reference Books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## LIST OF ELECTIVE COURSES – FINANCE

Subject Code	MB731F	Subject Title	Security Analysis and Portfolio Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

### Course Objective:

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

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

### UNIT 1: Investment

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

### UNIT 2: Securities Market

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

### UNIT 3: Risk and Return Concepts

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

### UNIT 4: Valuation of securities

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

### UNIT 5: Portfolio Management

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

### Learning Outcomes:

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

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Text books**

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

## **Reference Books**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB732F	Subject Title	Financial Derivatives						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Options Markets: Introduction

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

### UNIT 2: Option Valuation

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

### UNIT 3: Types of Futures and Swaps

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

### UNIT 4: Options as Hedging Tools and other Derivatives

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

### UNIT 5: Capstone Project

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

## Learning Outcomes:

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

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

## Text Book [TB]:

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Reference Books [RB]:**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB734F</b>	<b>Subject Title</b>	<b>Business Analysis and Valuation</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

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

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

### **UNIT 1: Basis for Valuation**

Introduction, Principles and Techniques of Valuation, Role of Valuation

### **UNIT 2: Valuation Models**

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

### **UNIT 3: Valuation of Assets and Liabilities**

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

### **UNIT 4: Mergers and Acquisitions:**

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

### **UNIT 5: Capstone Project**

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

### **Learning Outcomes:**

After completion of the course, student will be able

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

### **Text book [TB]:**

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

### **Reference Book [RB]:**

- The Intelligent Investor-by Benjamin Graham

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB735F	Subject Title	Financial Institutions and Markets						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

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

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

### UNIT 1: Financial Market: An Introduction

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

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

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

### UNIT 3: Money Market

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

### UNIT 4: Capital Market

An overview Capital Markets – Functions, Organization and instruments, Indian debt market; Indian equity market – primary and secondary markets; Role of Stock exchange in India.

### UNIT 5: Capstone Project

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

### Learning Outcomes:

After completion of the course, students will be able to

- Understand the functions of financial markets, interest rate changes and effects of asymmetric information on financial market.
- Understand and analyse the money market and its instruments
- Analyse capital market, debt market and understand the role of stock exchange in India.

### Text Book [TB]:

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

### Reference Books [RB]:

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB736 F	Subject Title	Financial Planning and Wealth Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

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

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

### UNIT 1: Introduction

Personal Financial Planning – Concepts & Meaning, Its Elements, understanding financial planning process, Development of personal financial plans, Wealth management – Concepts & Meaning

### UNIT 2: Fundamentals of Finance and Investments

Personal Financial Statements, Managing Insurance and Investments, Retirement and Estate Planning, Investment Basics, SEBI Guidelines, Data gathering and analysis

### UNIT 3: Types of Investment Vehicles

Fixed income bearing securities and investments: understanding fixed income, Government bonds, corporate bonds, Investment in Equity, Gold ETF, ULIP, IPOs, mutual funds

### UNIT 4: Tax Planning

Income from Salary, Income from capital gain, Income from House Property, Income from other sources, Tax Liability Management Strategies & Consumer Protection

### UNIT 5: Income Tax Procedure and Management

E-filing of income tax, Advance Payment of tax, TDS, e-TDS, TCS, Interest Payable by Assessee/Government, Refund of Excess Payments, Return/Assessment of Income, Appeals, Revisions, References, Penalties and Prosecution

### Learning Outcomes:

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

- Demonstrate of the understanding of the overall role and importance of financial planning and wealth management
- Create and analyse the personal financial statements
- Understand and compare different investment vehicles
- Identify the relevance of tax planning with reference to various heads of income tax
- Understand the income tax procedure and management

### Text Books

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

### Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB737F	Subject Title	Infrastructure Finance						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective:

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

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

### UNIT 1: Infrastructure Development

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

### UNIT 2: Public Private Partnership (PPP model)

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

### UNIT 3: Concessions in Project Finance

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

### UNIT 4: Risk Management

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

### UNIT 5: Credit Rating of Infrastructure Finance

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

## Learning Outcomes:

After completion of the course, student will be able to

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

## Textbooks

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB738F</b>	<b>Subject Title</b>	<b>Working Capital Management</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Objective:

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

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

### UNIT 1: Introduction to Working Capital Management (WCM)

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

### UNIT 2: Determinants of working capital

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

### UNIT 3: Managing Accounts Receivables

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

### UNIT 4: Inventory Management

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

### UNIT 5: Cash Management and Working Capital finance

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

## Learning Outcomes:

After completion of the course, student will be able to

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

## Text Book [TB]:

- Working Capital Management by Hrishikes Bhattacharya, PHI publication

## Reference Books [RB]:

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB739F	Subject Title	Behavioral Finance						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective:

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

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

### UNIT 1: Introduction to Behavioral Finance

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

### UNIT 2: Efficient Market Hypothesis and Random Walk Theory

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

### UNIT 3: Behavioral Economics and Finance-I

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

### UNIT 4: Behavioral Economics and Finance-II

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

### UNIT 5: Capstone Project

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

## Learning Outcomes:

After completion of the course, student will be able to

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

## Text books

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB740F	Subject Title	Forensic Accounting and Auditing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective:

The main objective of this course is to impart knowledge and understanding to the students about emerging role and scope of forensic accounting and auditing in today's economy.

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

### UNIT 1: Introduction

Forensic Accounting, Fraud examination, role and responsibilities of forensic accountants, legislation and regulatory requirements, financial fraud and its various forms, financial statement fraud

### UNIT 2: Fraud Risk Management

Fraud risk governance, The Three Lines Model Essentials of a robust Fraud Risk Management Programme (FRMP), Fraud risk assessment, Fraud risk mitigation

### UNIT 3: Forensic Investigation

Planning A Forensic Investigation Engagement, Conducting the Forensic Investigation, Red Flags in Fraud Detection, Digital Forensic, Transforming Digital Media into Forensic Evidence, Collecting evidence; physical, documentary, observations, interviews and interrogation, Forensic Investigation: Reporting and Communications

### UNIT 4: Auditing - I

Nature, Objective and Scope of Audit, Audit Strategy, Audit Planning and Audit Programme, Audit Documentation and Audit Evidence, Risk Assessment and Internal Control, Fraud and Responsibilities of the Auditor in this Regard

### UNIT 5: Auditing - II

Audit of Items of Financial Statements, The Company Audit, Audit of Banks, Audit of Different Types of Entities, Audit Report

## Learning Outcomes:

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

- Understand the concept of forensic accounting and the responsibility of forensic accountants.
- Critically evaluate fraud risk management, assessment and mitigation
- Conduct the forensic investigation and evaluate the reporting and communication of forensic investigation
- Apply knowledge of auditing procedures to businesses

## Text Books

- Forensic Accounting for Dummies, Frimette Kass-Shraibman and Vijay Sampath, Wiley Publishers
- A Guide to Forensic Accounting Investigation, Thomas Golden, Steven Skalak and Mona Clayton, Wiley Publishers

**Course Structure & Syllabus of  
MBA (Trimester)  
Applicable for Batch: 2023-2025**

**Reference Books**

- Litigation Services Handbook – The Role of the Financial Expert, Roman Weil, Michael Wagner and Peter Frank, Wiley Publishers

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB741F</b>	<b>Subject Title</b>	<b>Goods and Services Tax (GST)</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## **Course Objective**

To gain knowledge regarding provisions of CGST/SGST ACT 2016. To provide adequate knowledge in the application of Goods and service tax in day-to-day Business.

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

### **Unit I Goods and Service Tax- An Introduction**

Goods and Services Tax in India - Introduction–Concept of GST- Need for GST – Advantages of GST. Subsuming of Taxes, Structure of GST in India: Dual Concept – CGST- SGST- UTGST-IGST.

### **Unit II Structure and Functions of GST**

GST Rate Structure in India. GST Council: Structure and Functions, GST portal, Registration: Legal provisions applicable for registration, registered dealer, unregistered, casual dealer, composite dealer, provisions relating to TDS and TCS, GST Identification Number (GSTIN), scope of supply of goods and services, HSN code and SAC code

### **Unit III Levy of GST & Composition Levy**

Levy of CGST & IGST (Levy residing in two statues – CGST and SGST and working simultaneously (replace SGST with UTGST to show parallel)), Place, Time and value of supply of goods and service Classification of goods and services, taxable, non-taxable, exempt, nil rated, composite, mixed. Composition levy- Meaning and Applicability-Provisions relating to eligibility limits for composition scheme.

### **Unit IV Input Tax Credit**

GST Rate slab- Input Tax credit- Eligibility, Conditions and Provisions for availing ITC-Documents for claiming – Apportionment of credit and Blocked credits- Reverse Charge Mechanism (RCM) under GST, Input Service Distributor (ISD), Non availability of ITC.

### **Unit V Procedural Aspects and GST Returns**

Rules, Format and contents of GST invoice, Bill of Supply, Credit Note, Debit Note, GST Returns, GSTR-1, GSTR-2A, GSTR-2B, GSTR-3B, GSTR-4, GSTR-5, GSTR-6, GSTR-7, GSTR-8 format and filing, E-Way Bill-applicability, format and generation, Assessment, refund, Interest and Penalties

### **Workshop on Payment under GST, Assessment under GST, Refund of Tax, Appeals and Revisions**

### **Practical Training- in group (Under CA – Capstone Project)**

1. Activate GST for a company using an accounting software
2. Enter purchase details with GST using an accounting software
3. Creating GST sales and printing invoices
4. Restarting voucher numbering for GST transactions
5. Identifying the place of supply and fill e-way bill details using an accounting software
6. Enter transactions that are intra state and show the GST Tax ledgers using an accounting software.
7. Enter transactions with discount along with GST using an accounting software
8. Preparing stock summery with GST
9. Filing GSTR 1, GSTR -2, GSTR-3

**Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023**

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Learning Outcomes:**

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

- Gain knowledge about goods service tax.
- Create employability to the students in the commercial tax practices.
- Understand the procedure for registration, payment, and refund of GST.
- know tax related with movement of goods.
- Understand the appeals, offences, and penalties with respect to GST.

## **Textbooks**

- Goods and Service Tax in India, CA Pritham Mahure, Sultan Chand Publications 2017
- Laws and Practice, S.S. Gupta– GST –Taxmanns Publications, New Delhi, 2017.

## **Reference Books**

- Handbook on Service tax & Goods and Service Tax (Finance Act 2016)-Pathik Shah, (along with amendments of Finance Bill, 2017.
- Commercial GST – The Game Changer – Monish Bhalla–Commercial Law Publishers (India) Pvt. Ltd, New Delhi. 2018

## **Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]**

<https://idtc.icai.org/gst-topic-wise-study-material-list.html>

<https://www.gst.gov.in/>

<https://www.gstindia.com/links/>

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB742F	Subject Title	Corporate Tax Planning						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction

Tax Planning, Tax Management, Tax Avoidance and Tax Evasion, Corporate Tax in India, Residential Status & Tax Incidence, Taxation of Companies

### UNIT 2: Tax Planning with Reference to Specific Business Decisions- I

Location of a business, Nature of Business, Form of Organization, Tax Planning & Financial Management Decisions, Tax Planning & Managerial Decisions, Tax Planning & Employees' Remuneration

### UNIT 3: Tax Planning with Reference to Specific Business Decisions- II

Sale of Scientific Research Assets, Receipt of Insurance compensation, Distribution of assets by companies in liquidation, Tax planning in respect of non-resident, double taxation relief, transfer pricing

### UNIT 4: Business Restructuring

Restructuring business, amalgamation, demerger, conversion of sole proprietary business or firm into company, slump sale, transfer of assets between holding and subsidiary company, conversion of company into limited liability partnership

### UNIT 5: Business Tax Procedure and Management

Advance Payment of tax, TDS, e-TDS, TCS, Interest Payable by Assessee/Government, Refund of Excess Payments, Return/Assessment of Income, Appeals, Revisions, References, Penalties and Prosecution, Settlement Commission and Dispute Resolution Committee, Search, Seizure and Assessment

## Learning Outcomes:

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

- Understand tax planning, tax avoidance, tax evasion and tax management
- Identify the significance of tax planning with reference to specific business decisions
- Impart the understanding of tax planning with reference to business restructuring
- Understand the business tax procedure and management

## Text Books

- Singhania, V.K. & Singhania, M., Corporate Tax Planning & Business Tax Procedures, 25<sup>th</sup> Edition, Taxman Publication.

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## LIST OF ELECTIVE COURSES – HR

Subject Code	MB731H	Subject Title	Training and Development						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

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

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

### **UNIT 1: -Introduction:**

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

### **UNIT 2: Training Needs Assessment (TNA)**

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

### **UNIT 3: Training & Development Methods**

Types of Training & Development Methods, Virtual Training, Role of External Agency in Training and Development, Resistance in Training

### **UNIT 4: Designing & Implementing Training Programs**

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

### **UNIT 5: Models of T&D**

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

### **Learning Outcomes:**

After completion of this course, student will be able to

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

### **Text Books**

- Craig, Robert 'Training and Development' McGraw Hill, New York

### **Reference Books [RB]:**

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB732H	Subject Title	Organizational Development and Change Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective:

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

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

### UNIT 1: Organizational Development

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

### UNIT 2: OD interventions

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

### UNIT 3: Organizational change

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

### UNIT 4: Change Agent

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

### UNIT 5: Coping with change

Coping with Change; Measuring Change: Designing Effective Control Systems; DICE Model, Recent Trends in Change Management

## Learning Outcomes

After completion of this course, student will be able to

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

## Text Books

- Managing Organizational Change, Palmer Dunford Avin, TMH

## Reference Books

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

**Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023**

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB733H</b>	<b>Subject Title</b>	<b>Talent Management and Development</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

### **Course Objective:**

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

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

### **UNIT 1: Talent Acquisition**

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

### **UNIT 2: Basics of Talent Management**

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

### **UNIT 3: Talent Management System**

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

### **UNIT 4: Talent Planning**

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

### **UNIT 5: Developing and Retaining Talent**

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

### **Learning Outcomes:**

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

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

### **Text Books**

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

### **Reference Books**

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

**Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023**

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB734H</b>	<b>Subject Title</b>	<b>Human Resource Information Systems</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Objective

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

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

### UNIT 1: HRIS Introduction

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

### UNIT 2: Components of HRIS

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

### UNIT 3: E-recruitment & Selection e-recruitment

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

### UNIT 4: HRIS Self-Service

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

### UNIT 5: HRIS Systems

HRIS systems, Challenges and opportunities, Acceptance & Future Trends

## Learning Outcomes:

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

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

## Text Books

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB735H	Subject Title	Industrial Relations						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Industrial Relations

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

### UNIT 2: Industrial Relation Machinery to Solve Industrial Dispute

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

### UNIT 3: Collective Bargaining

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

### UNIT 4: Industrial Unrest

Co-operation and conflict, implications of industrial unrest - Employee's dissatisfaction - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute.

### UNIT 5: Industrial Peace

Role of Human Resource Development in Developing Industrial Relation, Industrial peace, Recent Changes in Industrial Relations

## Learning Outcomes:

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

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

## Text book [TB]:

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

## Reference Book [RB]:

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



# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB737H	Subject Title	Compensation Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction to Compensation

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

### UNIT 2: Wages Theories and Wage Determination

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

### UNIT 3: Job Evaluation

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

### UNIT 4: Legal Framework of Compensation Administration

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

### UNIT 5: Executive Compensation

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

### Learning Outcomes:

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

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

### Text Books

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

### Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB738H	Subject Title	Labour Laws						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction

Objectives, Principles, Classification and Evolution. International Labour Organization, Social Justice and Labour Legislation, Indian Constitution and Labour Laws

### UNIT 2: Industrial Disputes Act ,1947

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

### UNIT 3: The Trade Unions Act, 1926

Evolution, Objective, appointment of registrar, mode of registration, application of registration, Registration, Cancellation of registration, Emerging role of trade unions in India, Problems of trade unions in India, latest amendments

### UNIT 4: Law Relating to Industrial Relations

Factory Act 1948, The Employer's liability Act 1938, The Child Labour (Prohibition and Regulation) Act, 1986 The Contract Labour (Regulation and Abolition) Act, 1970, the Mines Act, 1952.

### UNIT 5: Law Relating to Social Security & Safely Measures

Workmen's Compensation Act, 1923, Employees provident fund and miscellaneous provisions Act, 1952. Maternity Benefit Act, 1961. The Minimum Wages Act, 1948, The Payment of Gratuity Act, 1972, Employee state insurance act 1948, Latest amendments in labour laws

## Learning Outcomes

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

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

## Text books

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB739H	Subject Title	International Human Resource Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction to IHRM

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

### UNIT 2: IHRM Strategies

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

### UNIT 3: Culture in International HRM

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

### UNIT 4: International Workforce planning

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

### UNIT 5: Performance Management and labour relation

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

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

### Learning Outcomes:

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

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

### Text books

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

### Reference Books

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

Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB740H	Subject Title	Performance Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction to Performance Management

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

### UNIT 2: Managing organizational and individual performance

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

### UNIT 3: Monitoring, Mentoring and Stocktaking

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

### UNIT 4: Performance Appraisal

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

### UNIT 5: Developing High Performers

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

## Learning Outcomes:

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

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

## Text Books

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## LIST OF ELECTIVE COURSES – BUSINESS ANALYTICS

Subject Code	MB731A	Subject Title	Business Analytics Fundamentals						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

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

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

### UNIT 1: Overview of Analytics

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

### UNIT 2: Statistics and Probability Distributions

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

### UNIT 3: Hypothesis Testing Fundamentals:

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

### UNIT 4: Other Data Analysis Techniques:

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

### UNIT 5: Data Analysis Techniques using R:

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

### Learning Outcomes:

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

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

### Text Books

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

### Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB732A</b>	<b>Subject Title</b>	<b>Marketing Analytics</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Objectives

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

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

### UNIT 1: Introduction

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

### UNIT 2: Analytics for Marketing Strategies

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

### UNIT 3: Product analysis

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

### UNIT 4: Marketing mix analytics

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

### UNIT 5: Customer Analytics

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

## Learning Outcomes:

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

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

## Text Books

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB733A	Subject Title	Business Intelligence and Data Warehousing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

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

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

## UNIT 1: Introduction to BI and Data Warehousing

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

## UNIT 2: Digital Data

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

## UNIT 3: OLAP and OLTP

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

## UNIT 4: Data Integration

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

## UNIT 5: Multi-Dimensional Data Modeling

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

## Learning Outcomes:

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

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

## Text Books

- David Loshin, Business Intelligence, Morgan Kaufmann Publishers.

## Reference Books

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

**Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023**

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB735A	Subject Title	Human Resource Analytics						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objective

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

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

### UNIT 1: Introduction to Human Resource Analytics

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

### UNIT 2: HR Metrics

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

### UNIT 3: Human Capital Management

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

### UNIT 4: Reporting and data visualization

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

### UNIT 5: Advanced Tools for HR Management

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

## Learning Outcome:

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

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

## Text Books

- Human Capital Analytics, Gene Pease, Wiley

## Reference Books

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



# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB738A</b>	<b>Subject Title</b>	<b>Retail Analytics</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

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

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

### **UNIT 1: Introduction to Retailing**

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

### **UNIT 2: Product, Pricing and Promotion in Retailing**

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

### **UNIT 3: Location Decision**

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

### **UNIT 4: Managing Store operations**

Store Management, Store Loyalty, Store Experiments

### **UNIT 5: Capstone Project using R**

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

### **Learning Outcomes:**

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

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

### **Text Books**

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

### **Reference Books**

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB739A</b>	<b>Subject Title</b>	<b>Predictive Analytics</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Objective

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

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

### UNIT 1: Overview of Predictive Analytics

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

### UNIT 2: Data Understanding

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

### UNIT 3: Data Preparation

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

### UNIT 4: Predictive Modeling

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

### UNIT 5: Model Deployment

General deployment considerations, Deployment Steps, Case studies.

## Learning Outcomes:

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

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

## Text Books

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

## Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB740A	Subject Title	Text Mining and Social Media Analytics						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	I/II	Trimester	III/IV/V

## Course Objectives

The objective of this course is to help students develop critical thinking skills, problem-solving abilities, and communication skills, as well as foster an appreciation for the interdisciplinary nature of text mining and social media analytics. The course will also cover case studies, hands-on projects, and group assignments to give students practical experience in applying text mining and social media analytics techniques to real-world problems.

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

### Unit 1: Introduction to Text Mining

Overview of the field, definition of terms and concepts, use cases, and applications.

Text Data Collection: Techniques for collecting text data from various sources, including social media platforms, blogs, news articles, etc.

### Unit 2: Text Pre-processing

Cleaning and preparing text data for analysis, including tokenization, stemming, removing stop words, and transforming text into numerical representations.

### Unit 3: Text Analysis

Techniques for analyzing text data, including sentiment analysis, topic modelling, word frequency analysis, and text classification. Text Visualization: Techniques for visualizing text data, including word clouds, bar charts, and heat maps.

### Unit 4: Social Media Analytics

Overview of social media platforms, methods for collecting and analysing social media data, and applications of social media analytics.

### Unit 5: Text Mining Tools and Technique

Application of analytics modelling on text data using text-mining tools including Python.

## Learning Outcomes:

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

- Collect text data from various sources, including social media platforms, blogs, and news articles.
- Pre-process text data for analysis, including cleaning, transforming, and normalizing the data.
- Analyse text data using techniques such as sentiment analysis, topic modelling, and text classification.
- Visualize text data using tools such as word clouds, bar charts etc.
- Apply text mining and social media analytics techniques to real-world problems and interpret results.

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## Textbooks

- Text Analytics with Python [2016]: A Practical Real-World Approach to Gaining Actionable Insights from Your Data" by Dipanjan Sarkar – Apress, Sold and fulfilled by University Bookstores Boston INDIA through Amazon.
- Data Science for Business [2013]: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett - **O'Reilly Media**- through Amazon

## Reference Books

- Data Mining: Practical Machine Learning Tools and Techniques by Ian H. Witten, Eibe Frank, and Mark A. Hall [2011]- Elsevier Inc.
- Applied Text Analysis with Python: Enabling Language-Aware Data Products with Machine Learning" by Benjamin Bengfort, Rebecca Bilbro, and Tony Ojeda [2018] - **O'Reilly Media**- through Amazon

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB741A</b>	<b>Subject Title</b>	<b>Time Series Forecasting</b>						
<b>LTP</b>	<b>3 0 0</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DE</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Objectives:

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

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

### UNIT 1: Introduction

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

### UNIT 2: Stationery Processes

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

### UNIT 3: Nonstationary and Seasonal Time Series Models

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

### UNIT 4: Multivariate Time Series

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

### UNIT 5: Forecasting Techniques

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

## Learning Outcomes:

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

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

## Text Books:

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

## Reference Books:

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

Approved by the Academic Council at its 22<sup>nd</sup> Meeting held on 6.03.2023

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	MB742A	<b>Subject Title</b>	<b>Web Analytics</b>						
<b>LTP</b>	<b>300</b>	<b>Credit</b>	<b>3</b>	<b>Subject Category</b>	<b>DC</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>III/IV/V</b>

## Course Objective:

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

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

### UNIT 1: Introduction to Web Analytics

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

### UNIT 2: Web Analytics Fundamentals

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

### UNIT 3: Web Analytics Metrics

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

### UNIT 4: Web Analytics Technologies

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

### UNIT 5: Introduction to Google Analytics

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

## Learning Outcomes

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

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

## Text books:

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Reference books:**

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

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# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## CURRICULUM OF SKILL ENHANCEMENT COURSES

Subject Code	MB641	Subject Title	Data Analysis using Excel						
LTP	004	Credit	2	Subject Category	SEC	Year	I/II	Trimester	I/II/III/IV

### Course Objective

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

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

#### UNIT 1: Introduction

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

#### UNIT 2: Modifying Rows and Columns

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

#### UNIT 3: Tables

PivotTables Data Tools, Referencing Formulas, Ranges and Dates,

#### UNIT 4: Advanced Features

Lookups, Conditional Logic, Text Formulas, Charts

#### UNIT 5: Protection and Security

Protecting Data, Collaboration, Macros

### Learning Outcomes:

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

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

### Text Books:

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

### Reference Books:

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



# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB642	Subject Title	Data Analysis using SPSS						
LTP	0 0 4	Credit	2	Subject Category	SEC	Year	I/II	Trimester	I/II/III/IV

## Course Objective

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

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

### UNIT 1: Entering and modifying Data

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

### UNIT 2: Charts & Table

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

### UNIT 3: Descriptive Statistics

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

### UNIT 4: Inferential Statistical Analysis:

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

### UNIT 5: Capstone Project

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

## Learning Outcomes:

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

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

## Text Books [TB]:

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

## Reference Books [RB]:

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

<b>Subject Code</b>	<b>MB643</b>	<b>Subject Title</b>	<b>Data Analysis using R</b>						
<b>LTP</b>	<b>0 0 4</b>	<b>Credit</b>	<b>2</b>	<b>Subject Category</b>	<b>SEC</b>	<b>Year</b>	<b>I/II</b>	<b>Trimester</b>	<b>I/II/III/IV</b>

## Course Objective:

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

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

### UNIT 1: Introduction to R

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

### UNIT 2: Starting out: Becoming familiar with R

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

### UNIT 3: Descriptive Statistics and Tabulation using R

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

### UNIT 4: Hypothesis Testing

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

### UNIT 5: Introduction to Graphical Analysis

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

## Learning Outcome:

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

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

## Text books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB644	Subject Title	Data Analysis using Python						
LTP	0 0 4	Credit	2	Subject Category	SEC	Year	I/II	Trimester	I/II/III/IV

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

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

### UNIT 1: Introduction

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

### UNIT 2: Data Structures of Python

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

### UNIT 3: OOP Concepts and Regular Expressions

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

### UNIT 4: Python for Data Analysis-I

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

### UNIT 5: Python for Data Analysis-II

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

### Learning Outcomes:

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

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

### Text books

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

### Reference books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB645	Subject Title	Data Visualization using Tableau						
LTP	0 0 4	Credit	2	Subject Category	SEC	Year	I/II	Trimester	I/II/III/IV

## Course Objective

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

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

### UNIT 1: Understanding Data

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

### UNIT 2: Creating visualization

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

### UNIT 3: Tableau Calculations

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

### UNIT 4: Formatting Visualizations

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

### UNIT 5: Distributing & Publishing Your Visualization

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

### Learning Outcomes-

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

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

### Text Books

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

### Reference Books

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB646	Subject Title	Data Visualization using Power BI						
LTP	200	Credit	2	Subject Category	SEC	Year	I/II	Trimester	I/II/III/IV

## Course Objective

The main goal of data visualization using Power BI is to learn to identify patterns, trends and outliers in large data sets. It also aims at highlighting the importance of data and communicating information clearly and efficiently using visuals.

## UNIT 1: Introduction to Power BI

Introduction to Power BI – Need, Importance, Power BI – Advantages and Scalable Options, History – Power View, Power Query, Power Pivot, Views in Power BI, loading existing report, Slicer and Tables, Add a Card

## UNIT 2: Transforming Data

Data transformation, Data Summarization by Grouping, Joining Data Tables, Creating Calculated Columns, Creating Measures, Calculated Columns Vs Measures, Grouping Data Categories, Applying Data Hierarchy

## UNIT 3: Visualizing Data

Creating visualization, Conditional formatting and colour, Data visualization using charts like Stacked Column & Bar Charts, Clustered Column & Bar Charts Line Chart, Area & Stacked Area Charts, Pie & Donut Charts, Stacked & Clustered Line Column Combined Charts, Funnel Chart, Waterfall Chart, Tree Map Chart, Scatter Plot Chart, Geographical Maps

## UNIT 4: Creating Reports and Dashboards in Power BI

## UNIT 5: Capstone Projects

Students are required to work a project showing applications of what they have learnt in course and submit the report at the end of course.

**Learning Outcome:** After this course, students will be able to:

- Understand Power BI Desktop and its components.
- Understand the concepts of Power BI, Power Map, Power Pivot, Power view
- Create Custom Visualizations
- Learn how to How to create a report with different interactive visualization types

## Reference Book

- Powell, B. (2018). *Mastering Microsoft Power BI: expert techniques for effective data analytics and business intelligence*. Packt Publishing Ltd.
- O'Connor, E. (2018). *Microsoft Power BI Dashboards Step by Step*. Microsoft Press.

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB706	Subject Title	Business Simulation						
LTP	0 0 4	Credit	3	Subject Category	SEC	Year	I/II	Trimester	I/II/III/IV

## Course Objective

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

## About MikesBikes-Intro (MB-I)

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

## Week wise Course Delivery Plan

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

## Pedagogy

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

## Learning Outcomes-

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

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	MB702	Subject Title	Summer Internship Report & Seminar						
LTP	008	Credit	4	Subject Category	DC	Year	2 <sup>nd</sup>	Trimester	IV

## Course Objective

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

## Learning Outcomes:

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

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## About the course

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



# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

## CURRICULUM OF FREE ELECTIVE COURSES

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

### Course Objective

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

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

#### **UNIT 1: Basics of Communication**

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

#### **UNIT 2: Written / Managerial Analysis & Communication**

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

#### **UNIT 3: Personal Skills for Corporate Communication**

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

#### **UNIT 4: Professional Skills for Corporate Communication**

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

#### **UNIT 5: Communication Management in the Digital Age**

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

### **Learning Outcomes:**

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

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

# **Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025**

## **Text Books**

- Ford A, Ruther. Basic Communication Skills, Pearson Education, New Delhi.2013.
- Gupta, Ruby. Basic Technical Communication, Cambridge University Press, New Delhi.201

## **Reference books**

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

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

## Course Objective

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

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

### UNIT 1: Understanding Design Thinking

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

### UNIT 2: Exploring and Defining the Problem

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

### UNIT 3: Ideating Opportunities

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

### UNIT 4: Prototyping and Testing

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

### UNIT 5: Capstone Project on Design Thinking

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

## Learning Outcomes:

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

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

## Text Book [TB]:

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

## Reference Books [RB]:

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

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	FE803	Subject Title	Personal Financial Planning						
LTP	3 0 0	Credit	3	Subject Category	FE	Year	I/II	Trimester	I/II/V

### Course Objective:

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

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

### UNIT 1: Introduction to Financial Planning

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

### UNIT 2: Risk Analysis & Insurance Planning

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

### UNIT 3: Retirement Planning & Employees Benefits

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

### UNIT 4: Investment Planning Risk Return Analysis

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

### UNIT 5: Tax Planning Income-tax computation for Individuals

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

### Learning Outcome:

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

- Examine the risks associated with poor personal financial planning
- Demonstrate the use of economic information to make informed personal financial decisions
- Demonstrate a simple personal federal income tax form
- Compute interest charges based on various types of borrowing situations.
- Identify how personal risk is managed with the purchase of various types of insurance

### Text Books

- Singhanar V.K: Students' Guide to Income Tax; Taxmann, Delhi.
- Prasaci, Bhagwati: Income Tax Law & Practice: Wiley Publication, New Delhi

### Reference Books

- Girish Ahuja and Ravi Gupta: Systematic approach to income tax: Sahitya Bhawan Publications, New Delhi.
- Ranganathan and Madhumathi: Investment Analysis and Portfolio Management: Pearson, New Delhi
- George Rejda: Principles of Risk Management and Insurance: Pearson, New Delhi

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	FE804	Subject Title	Management Paradigms from Indian Mythology						
LTP	3 0 0	Credit	3	Subject Category	FE	Year	I/II	Trimester	I/II/V

## Course Objective

This course presents a framework of knowledge, values, abilities, and experiences to promote culturally competent, ethical, and spiritually sensitive individuals, taking into account a variety of spiritual expressions and the necessity of self-development. It aids in the understanding of personality traits, formation, and important contributions in the corporate sector.

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

### UNIT 1: Spirituality in Business and Workplace

Current Challenges in Business Management & Society. Relevance of Ancient Indian Wisdom for contemporary society. Spirituality in Business the notion of Spirituality. An introduction to Bhagavad Gita & its relevance

### UNIT 2: Perspectives on Leadership and Work

Failed Leadership: Causes & Concerns Leadership Perspectives in the Gita. Axioms of Work & Performance. The Notion of Meaningful Work

### UNIT 3: Perspectives on Self- Management

Mind as a key player in an individual. Meditation as a tool for self- management. Role of Yoga in addressing stress & burnout of manager's. mind as a key player in an individual. Self- Management by understanding the world within. Values & their role in Self- management 16 Shaping the personality through Trigunas.

### UNIT 4: Perspectives on Life and Society

Perspectives on Sustainability. Death as a creative destruction process. Law of Conservation of Divinity, Conclusion

### UNIT 5: Capstone Project

Community lessons by students in groups at villages and SSI.

## Learning Outcomes:

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

- Identify some of the commonly felt problems that individuals, organizations and the society faces
- Illustrate the usefulness of Gita in addressing some of these problems
- Demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita
- Provide a good introduction to Ancient Indian wisdom using Gita as a vehicle.

## Text Books

- Understanding Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)

## Reference Books

- Personality Development and Career management: By R.M.Onkar (S Chand Publications)
- Mcgrath Eh Basics Management Skills for All Printish Hall Of India Pvt Ltd New Delhi
- Wehtlel David A and Kin S Kemerron – Developing Managerial Skills – Pearson Education New Delhi.

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	FE805	Subject Title	Workshop on Campus to Corporate						
LTP	1 0 4	Credit	3	Subject Category	FE	Year	I/II	Trimester	I/II/V

### Course Objective:

The main objective of this course is to describe students how to write a perfect resume, art of public speaking, models of professional excellence etc.

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

### UNIT 1: The Industry-Academia Interface and Achieving Excellence

Introduction and Need for transition, Business School Scenario, Corporate Expectation Scenario, Writing a perfect resume, Essentials of group discussion, the art of public speaking, the interview do's and don'ts.

### UNIT 2: Personal and Organizational Effectiveness

The 50 new rules of work, Professional Etiquettes, Effective Negotiation skills, Managing Conflict, Communication skills, creative Problem Solving, 7cs Model for Professional Excellence, Personality & Personality Development, Building Positive Mindset and work Attitude, Innovation and creativity, Work Life Balance, Time & Stress Management.

### UNIT 3: Understanding Business Etiquette and Employment Interviews

Dressing up, Networking, exchanging business cards, Shaking hands, Dining etiquettes, Understanding the process, Preparing for the interview: On the day of interview, on the interview table and dress code at interview, Interview mistakes, How to present well in interview, typical questions asked.

### Learning Outcomes:

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

- Write good resume
- Take care of do's and don'ts while giving interviews.
- Understand 50 rules of work.

### Textbooks

- Campus to Corporate-Your Roadmap to employability, Gangadhar Joshi , SAGE

# Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2023-2025

Subject Code	FE806	Subject Title	Spirituality and Self Development						
LTP	3 0 0	Credit	3	Subject Category	FE	Year	I/II	Trimester	I/II/V

## Course Objective:

This course presents a framework of knowledge, values, abilities, and experiences to promote culturally competent, ethical, and spiritually sensitive individuals, taking into account a variety of spiritual expressions and the necessity of self-development. It aids in the understanding of personality traits, formation, and important contributions in the corporate sector.

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

### UNIT 1: Introduction to Spirituality

Historical Background of spirituality, Spirituality meaning, why spirituality is a requirement? Components of Spirituality, Workplace spirituality: concept, objective and tools and theories, Happiness: concept, tools to measure

### UNIT 2: Spirituality and Diversity

Spirituality and diversity, Difference between Spirituality and Religiosity, Requirement of workplace spirituality in the present scenario, incorporating workplace spirituality at work, Transforming organization, Work life balance, - Benefits at the Organizational level and individual level,

### UNIT 3: Self-Development

Define Personality, Determinants of Personality Development, Perception – Definition, Perceptual Process, Factors of Association – Relationship, Personality Traits, Developing Effective Habits, Emotional Intelligence

### UNIT 4: Motivation

Motivation, Introspection, Self-Assessment, Self-Appraisal & Self-development, Sigmund Freud Id, Ego & Superego, Self Esteem and Maslow, Self Esteem & Erik Erikson, Mind Mapping, Competency Mapping & 360 Degree Assessment,

### UNIT 5: Interpersonal relationship

Interpersonal Relationship, Spiritual journey beyond management of change, Good manners & Etiquettes, Effective Speech, Understanding Body language, projective positive body language, Stress Management: Introduction, Causes, techniques, Time management: Importance, Techniques, Styles.

## Learning Outcomes:

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

- Understand the spirituality in the content of person and organization
- Understand and respect a variety of expressions of spirituality
- Learn the concept of self-development in the form of personality
- Understand the concept of motivation and competency mapping
- Understand the concept of Spiritual journey beyond management of change

## Text Books

- Understanding Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)

## Reference Books

- Personality Development and Career management: By R.M.Onkar (S Chand Publications)
- Mcgrath Eh Basics Management Skills for All Printish Hall Of India Pvt Ltd New Delhi
- Wehtlel David A and Kin S Kemerron – Developing Managerial Skills – Pearson Education New Delhi.