

CURRICULUM & SYLLABI



MASTER OF BUSINESS ADMINISTRATION (MBA)

(2 Year Post-graduate Degree Programme)

IN

DEPARTMENT OF MANAGEMENT STUDIES

[w. e. f. Academic Year 2025-2026]

FACULTY OF MANAGEMENT & COMMERCE

SRM UNIVERSITY DELHI-NCR, SONEPAT

39, Rajiv Gandhi Education City, Sonapat Haryana-

131029

DEPARTMENT OF MANAGEMENT STUDIES
MANAGEMENT GRADUATES EMPLOYABILITY ATTRIBUTES

S. No.	EMPLOYABILITY ATTRIBUTES	DESCRIPTION
1	Sound knowledge, Skills & Understanding of the domain area	Students should have the fundamental knowledge of basic subjects and skills to apply in domain area.
2	Instilling pragmatic skills	An understanding of management concepts and how the management knowledge are used in real-world business settings.
3	Presentation skills	Ability to write and speak well - oral and written communication
4	Cognitive-ness	The ability to be creative and innovative in solving problems.
5	Transforming students to be a critical accessor	Ability to think clearly about complex problems –creative thinking & decision making
6	Practical solution building capacity	The ability to analyze a problem to develop workable solutions
7	Global competitive marketplace	Understanding of global context in which work is now done
8	Social responsibility	A strong sense of ethics and integrity with the society

DEPARTMENT OF MANAGEMENT STUDIES

Programme Educational Objectives (PEOs)

MBA is a two-year postgraduate programme at the Faculty of Management follows CBCS (Choice-Based Credit System). It provides ample opportunity to students to select subjects of their interest and also develop their skills and abilities. The course is evaluated with continuous grading system. Grading systems provides uniformity in the evaluation and grade points (CGPA) based on students' performance in examinations which enables to move in a better way towards higher education. The curriculum is dispensed using a combination of classroom teaching, project-based learning, practical's, group discussions, presentations, home assignments, industry interactions and exposure, internships and fieldwork. The Programme has a unique and innovative course structure which engenders creative out of the box thinking.

The objectives of the course are:

- **PEO 1:** To familiarize students with the contemporary concepts of management and their application in their respective fields.
- **PEO 2:** To make student comprehend with the various management principles to facilitate decision-making.
- **PEO 3:** To make students do projects, internship and other soft skills based activity which prepares them for placement/employment.
- **PEO 4:** To promote application-based pedagogy by exposing management students to formulate real world problems.
- **PEO 5:** To develop and strengthen skills in research-based problem-solving and providing innovative solutions.
- **PEO 6:** To make students understand about the functional areas of the business.
- **PEO7:** To prepare students to be corporate ready and pursue higher education in management.

DEPARTMENT OF MANAGEMENT STUDIES

Programme Learning Outcomes (PLOs)

The MBA course provides an extreme and rigorous base for teaching, research and allied business administration. It serves the needs of academics and prepares students for research and teaching. The course is well received in the industry and for years they have been serving the needs of managerial cadre in business and industry. MBA Course offers research in diverse areas of management discipline and has large base of research contribution. Teaching pedagogy is adopted to ensure all round learning for the students. Following are the specific learning outcomes of the Programme that the students will have the ability:

- **PLO1:** To apply knowledge of various management functional areas in the context of business.
- **PLO 2:** To apply the acquired competence and skills by focusing on problem solving and decision-making.
- **PLO 3:** To adapt themselves with the corporate environment and will get confidence to get placed in corporate sector.
- **PLO 4:** To apply analytical mind-set to generate innovative solutions.
- **PLO 5:** To develop divergent thinking and help in devising appropriate solutions.
- **PLO 6:** To apply their learning towards diversified businesses.
- **PLO7:** To implement various managerial skills in order to establish their career in management field.

**MAPPING MATRIX OF PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)
AND PROGRAMME LEARNING OUTCOMES (PLOs)**

PLO PEO	01	02	03	04	05	06	07
01							
02							
03							
04							
05							
06							
07							

PROPOSED PROGRAMME STRUCTURE- MBA

The curriculum of MBA will help students to get an insight into the tricks & acumen necessary for competent handling of business and segments constituting it. MBA Programme also help the students in sharpening the managerial skills & soft skills necessary for conducting routinized and specialized task in real work-life scenario. In order to earn a Master degree, a student should earn a minimum of 110 credits in the course of their study. The credit requirements for their Programme of study are comprised of the following Programme Structure:

- **Core Courses:**

The core courses are aimed at providing the students with a solid foundation in their chosen field of study as per Industry 5.0 skills and knowledge that includes effective collaborations of human and machine. The purpose of core courses is to lay a strong foundation of basic principles of various disciplines such as Human resource, Marketing, International Business, accounting and finance in the mind of the learners, so that they proceed to rest of their years of study with up-to-date knowledge. Some core courses are interdisciplinary due to their requirements in management Programme.

- **General and environment related courses (GEC):**

In order to develop versatility and flexible management skills, such courses are provided to the students in their first year of this Programme. Such courses help them to create hierarchies that help the company thrive in difficult and unexpected times. Along with this, students also get a pragmatic view of the real difficulties and gain momentum to face them and act rationally.

- **Discipline Specific Electives (DSE)**

Elective courses may be offered by the main discipline/subject of study is referred to as Functional Elective. Such elective courses provide the student with an option to gain exposure to different Specializations within the discipline or an opportunity to study two of the subfields in some depth. Students opt for dual specialization consist of six subjects in III & IV semester.

- **Ability Enhancement Courses (AEC):**

Ability Enhancement Courses emphasize on the development of ability among the learners in the terms of their capacity building with respect to the courses that could give them enough exposure. Such courses are meant for the overall development of the students and thus encouraging them to exercise their practicality regarding the subject.

- **Skill Enhancement Courses (SEC):**

Skill enhancement courses are focused around those disciplines that combines the best practices from education, psychology, social work, career counselling, sports, and technology. Through skill training a person can improve their overall performance in any identified area and in so doing can improve the overall quality of life.

- **Live Project & Summer Internship Project:**

All students have to undergo a live project during Semester I, Semester III, and Semester IV. Also, after Semester II, students are directed to prepare one summer internship project based on the internship, which is scheduled for 6-8 weeks. Each student shall undertake a project to be pursued by him/her under the supervision of internal faculty to be appointed by the Head of Department. The project should be based on Primary data, and in case of secondary data, the quality of the project should be justified by the supervisor. The title of the project and the name of the supervisor should be approved by the Head of the department. The Project Report will carry 100 marks. It shall be evaluated for 60% as formative evaluation and 40% end-semester evaluation.

MBA PROGRAMME STRUCTURE

	Semester 1	Semester 2	Semester 3	Semester 4	Total	Percentage of Courses
Core Courses	7	7	2	2	18	45%
Functional Areas Electives			6	6	12	30%
Skill Enhancement Courses	2	2	2		6	15%
Value added course	1				1	2.5%
Live Projects		1			1	2.5%
Summer Internship Project			1		1	2.5%
Final Dissertation				1	1	2.5%
Total	10	10	11	9	40	100%

MBA PROGRAMME CREDIT STRUCTURE

Category	Semester 1	Semester 2	Semester 3	Semester 4	Total	% of Credits
Core Courses	19	22	6	6	53	48.18%
Functional Areas Electives	-	-	18	18	36	32.72%
Skill Enhancement Courses	2	2	2	-	6	5.46%
Value added course	1		-	-	1	0.90%
Live Project		2			2	1.82%
Summer Internship	-	-	6	-	6	5.46%
Final Dissertation	-	-	-	6	6	5.46%
TOTAL	22	26	32	30	110	100 %

COURSE CURRICULUM MASTER OF BUSINESS ADMINISTRATION
(PROGRAMME COURSES STRUCTURE SEMESTER WISE)
w.e.f. Academic Year 2025-26
SEMESTER – I

Sl. No	Subject Code	Name of the Courses	L	T	P	Credits	Total Hours	Course Category
1	24MBA101	Financial Reporting and Analysis	4	0	0	4	4	Core
2	23MBA102	Quantitative Techniques for Managers	2	0	0	2	2	Core
3	23MBA102P	Quantitative Techniques for Managers (Lab)	0	0	2	1	2	Core
4	23MBA103	Management Process and Organisational Behaviour	3	0	0	3	3	Core
5	21MBA104	Marketing Management	3	0	0	3	3	Core
6	25MBA105	Legal Aspects of Business	3	0	0	3	3	Core
7	23MBA106	Managerial Economics	3	0	0	3	3	Core
8	23SS152	Teamwork & Interpersonal Skills	0	0	2	1	2	SEC
9	21CS151A	Elementary IT Skills	0	0	2	1	2	SEC
10	23VAC103	Sports, yoga and fitness	0	0	2	1	2	VAC
		Total	18	0	8	22	26	

SEMESTER – II

Sl. No	Subject Code	Name of the Courses	L	T	P	Credits	Total Hours	Course Category
1	23MBA201	Entrepreneurship Development and startups	3	0	0	3	3	Core
2	24MBA202	Business Analytics	3	0	0	3	3	Core
3	24MBA203	Human Resource Management	3	0	0	3	3	Core
4	21MBA204	Marketing Research	3	0	0	3	3	Core
5	23MBA205	Operations Management	3	0	0	3	3	Core
6	23MBA206	Financial Management	4	0	0	4	4	Core
7	24MBA207	Accounting for Managers	3	0	0	3	3	Core
8	23SS254	Professional Skills	0	0	2	1	2	SEC
9	23TS201	Advanced Excel & Power BI	0	0	2	1	2	SEC
10	23MBA208	Live Project	0	0	0	2	0	Project
		Total	22	0	4	26	26	

SEMESTER – III

Sl. No	Subject Code	Name of the Courses	L	T	P	Credits	Total Hours	Course Category
1	21MBA301	Strategic Management	3	0	0	3	3	Core
2	23MBA302	Project Planning and Analytics in Management	3	0	0	3	3	Core
3		Discipline Specific Elective 1	3	0	0	3	3	DSE
4		Discipline Specific Elective 2	3	0	0	3	3	DSE
5		Discipline Specific Elective 3	3	0	0	3	3	DSE
6		Discipline Specific Elective 4	3	0	0	3	3	DSE
7		Discipline Specific Elective 5	3	0	0	3	3	DSE
8		Discipline Specific Elective 6	3	0	0	3	3	DSE
9	25MBA309	Summer Internship Project	0	0	0	6	0	Project
10	23SS353	Presentation Skills	0	0	2	1	2	SEC
11	23AR355	Aptitude and Reasoning	0	0	2	1	2	SEC
		Total	24	0	4	32	28	

SEMESTER – IV

Sl. No	Subject Code	Name of the Courses	L	T	P	Credits	Total Hours	Course Category
1	24MBA401	E-Commerce	3	0	0	3	3	Core
2	24MBA402	Business Ethics and Corporate Governance	3	0	0	3	3	Core
3		Discipline Specific Elective 7	3	0	0	3	3	DSE
4		Discipline Specific Elective 8	3	0	0	3	3	DSE
5		Discipline Specific Elective 9	3	0	0	3	3	DSE
6		Discipline Specific Elective 10	3	0	0	3	3	DSE
7		Discipline Specific Elective 11	3	0	0	3	3	DSE
8		Discipline Specific Elective 12	3	0	0	3	3	DSE
9	23MBA409	Final Dissertation	0	0	0	6	0	Project
		Total	24	0	0	30	24	

FINANCE

S.no.	Courses Category	Course Code	Name of the Courses	Credits
Semester III				
1	Discipline Specific Elective	21MBA303F	Security Analysis and Portfolio Management	3
2	Discipline Specific Elective	24MBA304F	Corporate Tax Procedures and Practices	3
3	Discipline Specific Elective	23MBA305F	Financial Technology (FINTECH)	3
4	Discipline Specific Elective	23MBA306F	Financial Econometrics	3
5	Discipline Specific Elective	23MBA307F	Mergers and acquisitions	3
Semester IV				
6	Discipline Specific Elective	23MBA403F	Financial Markets & Instruments	3
7	Discipline Specific Elective	23MBA404F	Goods and Service tax	3
8	Discipline Specific Elective	21MBA405F	Behavioural Finance	3
9	Discipline Specific Elective	23MBA406F	International Financial Management	3
10	Discipline Specific Elective	21MBA407F	Insurance & Banking	3

MARKETING

S.no.	Courses Category	Course Code	Name of the Courses	Credits
Semester III				
1	Discipline Specific Elective	25MBA303M	Consumer Behaviour	3
2	Discipline Specific Elective	21MBA304 M	Digital Marketing	3
3	Discipline Specific Elective	23MBA305M	Retailing Management	3
4	Discipline Specific Elective	23MBA306M	International Marketing	3
5	Discipline Specific Elective	23MBA307M	Brand Management	3
Semester IV				
6	Discipline Specific Elective	23MBA403M	Marketing of Services	3
7	Discipline Specific Elective	23MBA404 M	Advertising and Sales Promotion	3
8	Discipline Specific Elective	23MBA405M	Sales & Distribution Management	3
9	Discipline Specific Elective	24MBA406M	Marketing Analytics	3
10	Discipline Specific Elective	23MBA407M	Rural & Agribusiness Marketing	3

Organisational Behaviour & Human Resource Management

S.no.	Courses Category	Course Code	Name of the Courses	Credits
Semester III				
1	Discipline Specific Elective	21MBA303HR	Managing Training, Learning and Development	3
2	Discipline Specific Elective	24MBA304HR	Performance Management	3
3	Discipline Specific Elective	23MBA305HR	Human Resource Metrics & Analytics	3
4	Discipline Specific Elective	24MBA306HR	Management of Industrial Relations	3
5	Discipline Specific Elective	21MBA307HR	Team Dynamics at Work	3
Semester IV				
6	Discipline Specific Elective	23MBA403HR	Compensation and Rewards Management	3
7	Discipline Specific Elective	23MBA404HR	Organization Change & Development	3
8	Discipline Specific Elective	23MBA405HR	Strategic Human Resource Management	3
9	Discipline Specific Elective	21MBA406HR	Leadership, Power and Politics in Organizations	3
10	Discipline Specific Elective	21MBA407HR	International Human Resource Management	3

LIST OF DISCIPLINE SPECIFIC ELECTIVES

INTERNATIONAL BUSINESS

S. No.	Courses Category	Course Code	Name of the Courses	Credits
Semester III				
1	Discipline Specific Elective	24MBA303IB	International Business	3
2	Discipline Specific Elective	23MBA304IB	Export Import Procedures	3
3	Discipline Specific Elective	24MBA305IB	International Marketing	3
4	Discipline Specific Elective	23MBA306IB	Information System in Global Business	3
5	Discipline Specific Elective	21MBA307IB	International Regulatory Environment	3
Semester IV				
6	Discipline Specific Elective	23MBA403IB	India's Foreign Trade & Policy	3
7	Discipline Specific Elective	23MBA404IB	International Advertising & Brand Management	3
8	Discipline Specific Elective	21MBA405IB	International Relations & Management	3
9	Discipline Specific Elective	23MBA406IB	Overseas Buying Behaviour	3
10	Discipline Specific Elective	23MBA407IB	Cross Cultural Management and Management of MNCs	3
11	Discipline Specific Elective	21MBA409IB	International Business Strategy	3

BUSINESS ANALYTICS

S. No.	Courses Category	Course Code	Name of the Courses	Credits
Semester III				
1	Discipline Specific Elective	24MBA303BA	Data Science Fundamental	3
2	Discipline Specific Elective	24MBA304BA	Business Intelligence	3
3	Discipline Specific Elective	24MBA305BA	Predictive Analytics	3
4	Discipline Specific Elective	24MBA306BA	Introduction to Python	3
5	Discipline Specific Elective	24MBA307BA	Database Management Essentials	3
Semester IV				
6	Discipline Specific Elective	24MBA403BA	Big Data Analytics	3
7	Discipline Specific Elective	24MBA404BA	Machine Learning for Business	2
	Discipline Specific Elective	24MBA404P	Machine Learning for Business Lab	1
8	Discipline Specific Elective	24MBA405BA	Financial Modeling Analytics	2
	Discipline Specific Elective	24MBA405P	Financial Modeling Analytics Lab	1
9	Discipline Specific Elective	24MBA406BA	Human Analytics	3
10	Discipline Specific Elective	24MBA407BA	Sectorial Analytics	3

List of Core Courses

S.no.	Courses Category	Course Code	Name of the Courses	Credits
1	Core	24MBA101	Financial Reporting and Analytics	4
2	Core	23MBA102	Quantitative Techniques for Managers	2
3	Core	23MBA102P	Quantitative Techniques for Managers (Lab)	1
4	Core	23MBA103	Management Process and Organisational Behaviour	3
5	Core	21MBA104	Marketing Management	3
6	Core	24MBA 105	Legal Aspects of Business	3
7	Core	23MBA 106	Managerial Economics	3
8	Core	23MBA201	Entrepreneurship Development and startups	3
9	Core	24MBA202	Business Analytics	3
10	Core	23MBA203	Human Resource Management	3
11	Core	21MBA204	Marketing Research	3
12	Core	23MBA205	Operations Management	3
13	Core	23MBA206	Financial Management	3
14	Core	24MBA207	Accounting for Managers	3
15	Core	21MBA301	Strategic Management	3
16	Core	23MBA302	Project Planning and Analytics in Management	3
17	Core	23MBA401	E-Commerce	3
18	Core	24MBA402	Business Ethics and Corporate Governance	3

List of Skill Enhancement & Value Added Courses

S.no.	Course Category	Course Code	Name of the Courses	Credits
1	SEC	23SS152	Teamwork & Interpersonal Skills	1
2	SEC	21CS151A	Elementary IT Skills	1
3	SEC	23SS254	Professional Skills	1
4	SEC	23TS201	Advance Excel/Power BI	1
5	SEC	23SS353	Presentation Skills	1
6	SEC	24AR355	Aptitude and Reasoning	1
7	VAC	23VAC103	Sports, yoga and fitness	1

List of Project, Summer Internship and Final Dissertation

S.no	Course Category	Course Code	Name of the courses	Credits
1	LP	23MBA208	Live Project	2
2	SIP	25MBA309	Summer Internship Project	6
3	Project	23MBA409	Final Dissertation	6

PROPOSED CURRICULUM

Master of Business Administration (MBA)

**COURSE CONTENT OF ALL SEMESTERS WITH
SPECIALIZATION**

Semester 1

Financial Reporting and Analysis

Course Code:24MBA101	Continuous Evaluation:40Marks
Credits:4	End Semester Examination:60Marks
Prerequisite: Basics of accounting	Course Category: Core

COURSE OBJECTIVES (COs)

1. The course aims to abreast the students with the knowledge of concepts of Financial Accounting
2. To increase the ability to read and understand financial statements and related information.
3. Students will learn about analysis of final accounts of organisation.
4. The course shall understand how financial statement information can help to solve business problems by adopting latest trends and practices in Financial Accounting.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Have a comprehensive overview of concept of financial accounting and thus promoting Experiential learnings.
2. Prepare and comprehend the final accounts of firms.
3. Develop an understanding of how analysis of final accounts be implemented in business firms.
4. Analysing and implementing the latest trends and practices in Financial Accounting

MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO1	CLO2	CLO3	CLO4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENT

Unit-I: Financial Accounting

An Introduction: Meaning, Need, Importance and Limitations of Accounting, Accounting Conventions, Concepts and Principles. Nature and Branches of Accounting. Accounting Cycle, Recording of transactions: journalizing, ledger posting, preparation of Trial Balance.

Unit-II: Financial Statements

Preparation of Financial Statements with adjustments.

Unit-III: Analysis of Financial Statements

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, Du Pont Analysis; Common Size Statement; Comparative Balance Sheet.

Unit IV: Latest Trends and Practices

Framework of IFRS and GAAP. Human Resource Accounting, Inflation Accounting, Social Accounting, Environmental Accounting and International Accounting.

TEXTBOOKS

- R.Narayanaswamy, Financial Accounting –A Managerial Perspective, 2014, 5th Edition, PrenticeHall India Ltd.
- Paresh Shah, Basic Financial Accounting for Management, 2017, 3rd Edition, Oxford Publications.

SUGGESTED READINGS

- Gerald Keynes, Accounting: A Complete Step-by-Step Guide to Financial and Managerial Accounting for Beginners.
- The Essence of Financial Accounting, Chadwick, L. PHI, 2nd Edition
- M Hanif , A Mukherjee, Financial Reporting and Financial Statement Analysis, McGraw-Hill Education

Quantitative Techniques for Managers

Course Code: 23MBA102	Continuous Evaluation: 40 Marks
Credits: 2	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To illustrate how the statistical tools and techniques solves real-time businesses problems.
2. To understand the types of parametric and non-parametric tests applied in research.
3. To gain understanding of calculus and differential equations.
4. To understand the concepts and application of linear programming, transportation and assignment models.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply the concepts and formulae learnt in solving business and economy related problems and thus gaining experiential learning.
2. Gain Experiential learning through setting of hypothesis and applying tests to prove it.
3. Recognize the importance and application of integration and differentiation in industry.
4. Formulate linear programming equations, derive solutions to transportation and assignment and extract its economic significance.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO1	CLO2	CLO3	CLO4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENT

Unit I- Fundamentals of Statistics: Measure of Central Tendency-mean, median, mode, properties and application, Measures of Dispersion- standard deviation, variance, properties and application, Correlation– Simple Correlation, Regression– Simple and Multiple Regression.

Unit II- Testing of Hypothesis: Sampling Theory – Basic Concepts in sampling theory – T Test, Z Test – One sample mean, Difference between means – F Test, one way ANOVA, two-way ANOVA. Non-Parametric Tests – Chi-square test- meaning and application.

Unit III- Linear Programming: Formulation, economic interpretation, managerial significance, limitations and application. Solving LPP using graphical method, simplex method.

Unit IV- Transportation Models: Concept, transportation problems, finding IBFS and Optimal solutions using MODI method.

Assignment Models: Concept, assignments problems using Hungarian method.

TEXTBOOKS

Books:

1. H.A. Taha, A.M. Natrajan, P. Balasubramanie, and A. Tamilarasi, "Operations Research", 2019, 8th Edition, Pearson Prentice Hall.
2. Richard Levin & David Rubin, Statistics for Management, 2019, Prentice Hall Publications.
3. S.P. Gupta, Elements of Business Statistics, 2018, Sultan Chand.
4. Gupta, Kavita, "Business Mathematics", 2015, Taxmann Publications.

SUGGESTED READINGS

1. Ravindran, A., Phillips, D.T., and Solberg, J.J., "Operations Research Principles and Practice", 2014, 2nd Edition, John Wiley and Sons.
2. Philips, Ravindran & James Solberg, "Operations Research – Principles and Practices", 2017, 6th Edition, Wiley Publications.

Quantitative Techniques for Managers (Lab)

Course Code: 23MBA102P	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To develop a thorough understanding of establishing and interpreting the correlation between given datasets.
2. To gain proficiency in testing hypotheses using ANOVA (Analysis of Variance) techniques.
3. To acquire the skills necessary for deriving and analysing the objective value of lpp.
4. To develop a comprehensive understanding of transportation problems and assignment problems.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Analyze and interpret correlation coefficients to establish relationships between different datasets accurately.
2. Apply ANOVA techniques to test hypotheses and draw appropriate conclusions based on the results.
3. Utilize mathematical methods to derive and infer solutions for minimizing linear programming problems.
4. Apply algorithms to reduce the total transportation cost and assign jobs/workers to machines in an efficient and optimal manner.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

List of Experiments

1. Establishing and interpreting the correlation between the given datasets.
2. Testing of hypothesis by using ANOVA.
3. Creating and interpreting the graph of maximising the linear programming problem.
4. Deriving and inferring the solution for the objective of minimising the given lpp.
5. Solving and calculating the total transportation cost for the given transportation problem.
6. Assigning the jobs/workers to machines for the given assignment problem.

TEXTBOOKS

1. H.A Taha, A.M. Natrajan, P. Balasubramanie, and A. Tamilarasi, "Operations Research", 2019, 8th Edition, Pearson Prentice Hall.
2. Richard Levin & David Rubin, "Statistics for Management", 2019, Prentice Hall publications.
3. S.P. Gupta, "Elements of Business Statistics", 2018, Sultan Chand.

4. Gupta, Kavita, "Business Mathematics", (2015), Taxmann Publications.

SUGGESTED READINGS

1. Ravindran A., Phillips, D.T. and Solberg, J.J., "Operations Research Principles and Practice", 2014, 2nd Edition, John Wiley and Sons.
2. Philips, Ravindran & James Solberg – "Operations Research – Principles and Practices", 2017, 6th Edition, Wiley publication.

Management Process & Organizational Behaviour

Course Code: 23MBA103	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Core

COURSE OBJECTIVES (COs)

1. This course is designed to expose the students to fundamental concepts of management, its process, and behavioral dynamics in organizations.
2. To equip the students to understand organizational behavior that evolved from historical concepts.
3. To make students comprehend career planning and development programs in an organizational context.
4. To make students understand theories behind managerial decisions.

COURSE LEARNING OUTCOMES (CLOs)

1. Enumerate, explain, compare, and analyze the concepts, theories, and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.
2. Identify and discuss the functions of management i.e. planning, organizing, leading, and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.
3. Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.
4. Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra-organizational issues.

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study.

Unit II

Process of Management: Planning- Concept, Process and Techniques, Directing – Definition,

Principles and Process, Controlling - Definition, Process and Techniques, Decision Making – Concept, Importance and Models, Case Study.

Unit III

Fundamentals of Organizational Behaviour: Organizational Behaviour - Nature and Scope, OB Models – merits and demerits, Personality – concept and types, Perception and Attitude, Learning – concept and theories, Motivation – definition, importance and theories, Managing stress at Work – concept and techniques, Organization Structure – concept and types, Case Studies. Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Cross Cultural Organizational Behavior

Unit IV

Group and their Dynamics, Work Teams: Group and their dynamics – Concept and Types, Work Teams – definition and importance, Stages of team Building and its behavioral dynamics, Leadership - Concept, Importance and Styles, Organizational Justice - Concept, Importance and Types.

TEXT BOOKS

1. Robbins. Judge, S.P., T.A., Vohra, N. Organizational Behaviour. Pearson Education
2. Nahavandi, A. et al., Organizational Behavior. Sage Publication
3. Greenberg, J. and Baron, R.A. Behaviour in Organization. Pearson Education

SUGGESTED READINGS

1. Stoner, J.A.F., Freeman, R.E., Kodwani, A.D., et.al. Management. Pearson Education.
2. Newstorm, J.W. & Davis, K. Organizational Behaviour Human Behaviour at Work, McGraw Hill Education
3. Koontz, H, Weihrich, H, Mark V, Cannice, M.V. Essentials of Management An International Innovation and Leadership Perspective, McGraw Hill.

Marketing Management

Course Code: 21MBA104	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To expose the students to the basic concepts and principles of Marketing
2. To develop student's conceptual and analytical skills to be able to manage marketing operations of a business firm in context of 4 Ps.
3. To equip students with knowledge of consumer behaviour.
4. To enlighten students about market segmentation and branding.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the fundamentals of marketing to take better marketing decisions
2. Know about the nuances and complexities involved in various product, pricing, promotion, physical distribution and additional 3 Ps decisions.
3. Understand consumer and industrial consumer behaviour through collaborative learning systems.
4. Develop skills in students to enable them to make segmentation strategies and do branding.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I Introduction

Defining Marketing in 21st Century – Importance – Scope – Changing Scenario of Business & Marketing – Fundamental Marketing Concepts – States of Demand –Elements of the Marketing Environment; Contemporary issues in marketing, Case Study

Unit-II Managing Product and Pricing

Product Characteristics – Classification – Product Differentiation – Product Hierarchy – Co-Branding– Packaging – Labelling – Warranties & Guarantees – New Product Development – Related Case Studies in Product Strategies, Understanding Pricing – Setting the Price – Types of Pricing Strategies– Initiating & Responding to the Price Changes – Related Cases in Pricing Strategies

Unit-III Managing Marketing Channels and Promotional Tools

Importance of Marketing Channels – Functions – Channel Design – Channel Management – E- Commerce – Marketing Practices – Retailing – Types & Recent Trends – Wholesaling – Market Logistics – Managing Sales Force – Related Cases in Distribution Strategies. Role of Marketing Communication – Components of Promotion (Advertising, Sales Promotion, Personal Selling, Public Relations – Basic Concepts), Direct Marketing (Direct Mail, Catalogue, Tele Marketing), Case Study.

Unit-IV Segmentation and Branding

Segmentation: Levels of Market Segmentation – Segmenting Consumer Markets – Bases for Segmenting Business Markets – Market Targeting – Case Study, Role & Scope of Brands – Brand Equity – Devising a Branding Strategy – Brand Positioning – Developing & Communicating a Positioning Strategy – Differentiation Strategies – Case Study.

TEXT BOOKS

1. Philip Kotler, “Marketing Management – A South Asian Perspective”, 2018, 12th Edition, Pearson Publication.
2. Philip Kotler, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, 2019, 7th edition, Pearson Education, New Delhi
3. Michael J Etzel, Marketing Concepts and cases, 2017, 5th edition, Mc Graw Hill

SUGGESTED READINGS

1. Zikmund, G. William, Marketing Management, 2017, 7th edition, Cengage Learning, New Delhi.
2. Tapan K Panda, Marketing Management, 2018, 5th edition, Excel Books, New Delhi.

Legal Aspects of Business

Course Code: 25MBA105	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of law	Course Category: Core

COURSE OBJECTIVES (COs)

1. To explain the students the complexities of overall legal framework within which legal framework aspects relating to business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions related sale of goods act, companies act and negotiable instrument.
3. To make students understand the legal aspects of business in terms of various acts that influence business in India.
4. To acquaint the students to handle critical situations in business world through practical application by understanding legal aspects of business.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand legal perspective of this course and how it is critical for the success of business organizations.
2. Apply knowledge to understand the legal byelaws in business and gaining hands-on experience in exercising them.
3. Grasp understanding of industry competition at different level so as to enable them appreciate associated opportunities, risk and challenges and their relevance in business decisions.
4. Demonstrate capability of making their own decisions by understanding legal in dynamic business environment.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

Indian Contract Act – 1872 General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. Specific Contracts Indemnity, guarantee, bailment, pledge, agency, etc. Rights & Duties of the respective parties, applications in the business World, Sample draft of contract.

Unit-II: Companies Act, 2013, Sale of Goods Act, 1930 & Negotiable Instrument

Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal and appointment of directors, Membership of a company, Issue of Capital, Amalgamation and Reconstruction. Draft of share certificate,

Sale of Goods: Essentials of sale, sale and ownership, conditions and warranties, sale by description, sale by general name, caveat emptor, case studies.

Negotiable Instruments: Meaning, promissory note, bill of exchange, cheque, parties to a negotiable instrument, negotiation, dishonor and discharge, banker and customer, liability of banker.

Unit-III: Indian Trusts Act and Consumer Protection Act

Meaning of Trust, Creation of Trust, Purpose of a Trust, who can be a Trustee GST Act, 2017 Basic understanding and applicability, registration process, Indian Trust Act, Format 2020; Consumer Protection Act, 1986: Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.

Unit-IV: Information Technology Act and Organisational Structure

Information Technology act, 2000:Introduction, objectives,Implementing International strategy: Organizational structure in MNC's; relationship between strategy and structure in international context; strategizing with social responsibility.

TEXT BOOKS

1. K. R. Bulchandani, Business Law for Management, 2014, 7th Edition, Oxford University Press, New Delhi.
2. Ravinder Kumar, Legal Aspects of Business, 2016, 4th Edition, Cengage Learning India Pvt. Ltd.

SUGGESTED READINGS

1. S.K. Kapoor, law of Contract and Specific Relief Act, 2019, 15th Edition, Central Law Agency, Allahabad-2, India.
2. N.V. Paranjape, New Company Law, Central Law Agency, 2021, 1st Edition, Allahabad, India

Managerial Economics

Course Code: 23MBA106	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of economics	Course Category: Core

COURSE OBJECTIVES (COs)

1. To make the students understand the concepts of Managerial Economics by applying a series of basic economics principles.
2. To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.
3. To analyse how to incorporate a global perspective to their managerial economics box of tools
4. To lay foundation for a variety of other courses, like finance, marketing, and strategy.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Strengthen the foundation of the analytical approach to Managerial decision-making.
2. Understand consumer behaviour and expand experiential learnings via connecting with the stakeholders.
3. Understand the production problem and how managers make input purchase decisions.
4. Understand the external environment, common information problems faced/created by manager.

MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-1: Introduction

Introduction to Managerial Economics – Nature and scope of macroeconomics -Incremental principle–equimarginal principle – some decision rules – The risk and uncertainty theory – optimization techniques – Baumol’s sales maximization – least-cost combination. The Firm in Theory and Practice- Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis –Game Theory and Asymmetric Information.

Unit-2: Demand Decisions

Demand Decisions – Demand analysis – elasticity of demand – demand overcasting –types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses

Unit-3: Input- Output Decisions

Input-Output Decisions - Production function – Cost and managerial decision making –Cobb Douglas production functions – Law of variable proportion – short run cost output– long run cost output – economies and dimensions of scale of production.

Unit-4: Price-Output Decisions

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry– Pricing under perfect competition – duopoly pricing strategies and tactics– pricing – pricing in life- cycle of a product -Profit-Maximization & Competitive Markets-Price-Searchers, Cartels, Oligopoly- Advanced Pricing and Auctions.

TEXT BOOKS

1. Evan J. Douglas, Managerial Economics, Theory, Practice & Problems, 2018, 5th Edition, PHF publishers, New Delhi
2. M. Hirschey, Managerial Economics: An Integrative Approach, 2018, 5th Edition, Cengage Learning.

SUGGESTED READINGS

1. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases, 2017, 3rd Edition Sultan Chand, New Delhi
2. C.R. Thomas & S.C. Maurice, Managerial Economics: Foundations of Business Analysis and Strategy, 2018, 10th edition, McGraw Hill Education.

Semester 2

Entrepreneurship Development and Startups

Course Code: 23MBA201	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture
2. To enable students to investigate, understand and internalize the process of setting up a business
3. To disseminate knowledge regarding new venture planning including franchising and Marketing research.
4. To explain about various sources from which a new venture can raise finance.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.
2. Understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.
3. Write effective business plans for establishing and managing any business venture.
4. Know how to raise finance while starting a new enterprise

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process.

Unit-II: Entrepreneurship Development and Leadership

Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programs; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas;

Unit-III: Start-up Planning

Methods to initiate ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities;

Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research;

Unit-IV: Financing Venture

Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

TEXT BOOKS

1. Arya, K. (2016). Entrepreneurship: Creating and Leading an Entrepreneurial Organization, 11th Edition, Pearson Publication.
2. Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). Entrepreneurship. 9th Edition, McGraw-Hill Education.

SUGGESTED READINGS

1. Galindo, C. R. (2018). The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business. CreateSpace Independent Publishing.
2. Ramachandran, K. (2014). Entrepreneurship Development: Indian cases on Change Agents. Tata McGraw Hill.
3. Robinson, P. J. (2017). A Guide for Writing Your Business Plan. Independently published.

Business Analytics

Course Code: 24MBA202	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Business Analytics	Course Category: Core

COURSE OBJECTIVES (COs)

1. To provide students with a comprehensive understanding of business analytics's fundamental concepts and methodologies.
2. To teach students effective techniques for collecting, managing, and processing large datasets using various tools and software.
3. To enable students to apply business analytics tools and techniques in real-world business scenarios, solving practical problems.
4. To apply the application of business analytics in marketing, finance, and human resource management.
5. To understand the ethical implications and responsibilities involved in using business analytics.

COURSE LEARNING OUTCOME (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain and apply fundamental concepts of business analytics, including descriptive, predictive, and prescriptive analytics.
2. Demonstrate the ability to collect, clean, and organize data from various sources, ensuring data quality and integrity.
3. Apply statistical and machine learning methods to analyze data and extract actionable insights for business decision-making.
4. Use business analytics tools such as Excel, SQL, Python, and R to solve business problems.
5. Identify and analyze ethical issues related to data privacy, security, and the responsible use of analytics in business contexts.

MAPPING MATRIX BETWEEN COURSE OBJECTIVES (COs) & COURSE LEARNING OUTCOMES (CLOs)

CLOs	01	02	03	04	05
COs					
01					
02					
03					
04					
05					

COURSE CONTENT

UNIT-I

Introduction to Business Analytics

Introduction to Business Analytics, History of Business Analytics, Big Data and Business Analytics, Data Types and Data Sources, Big Data Investments by the Numbers, Providers of Big Data Services, The Growing Role of Business Analytics.

UNIT-II

Business Analytics Framework

Framework for Business Analytics, Types of analytics: Descriptive, Predictive, and Prescriptive, The Basic Tools of Business Analytics, Hands-on Business analytics tools i.e. Excel, SQL, Python, and R, etc. Key Analytical Techniques.

UNIT-III

Applications of Business Analytics

Applications of Business Analytics in Finance: Introduction to Fintech, Role of Analytics in Financial Services, Customer Analytics in Banking; Applications of Business Analytics in Human Resource: Introduction to HR Analytics, Workforce Planning and Talent Management, Employee Performance and Retention Analysis, Predictive Analytics in HR, Applications of Business Analytics in Marketing: Introduction to Marketing Analytics, Customer Segmentation, Campaign Effectiveness Analysis, Social Media and Web Analytics.

UNIT-IV

Ethics Issues in Business Analytics

Ethical Issues, Ethical Implications of Business Analytics, Big Data Collection and Ethics, Advanced Analytics and Careers in Analytics

TEXTBOOKS

1. Fundamentals of Business Analytics, 2nd Edition; R N Prasad, Seema Acharya; Wiley
2. Business Analytics: Data Analysis & Decision Making by S. Christian Albright and Wayne L. Winston, Cengage Learning.

REFERENCE BOOKS

1. Competing on Analytics: The New Science of Winning by Thomas H. Davenport and Jeanne G. Harris
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger
3. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya

Human Resource Management

Course Code: 24MBA203	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To help the students to develop an understanding about the concepts and functions of human resource management.
2. To equip the students to understand acquisition, training and compensation Management.
3. To make students comprehend about Performance Appraisal and career planning and development program in organizational context.
4. To communicate to the students about maintenance and separation of employees.

COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the concept of HRM and how it is critical for success of business.
2. Learn and implement the acquisition, placement, training, development & compensation structures of the organisation.
3. Comprehend the role of Performance Appraisal & Career development for organisation and employees.
4. Develop an understanding of Maintenance and Separation of Employees.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CL O 1	CL O 2	CL O 3	C L O 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I: Introduction to Human Resource Management and HRP

Concept, Nature, Scope Objectives, Functions, and Importance of HRM, Roles and Responsibilities of HR Managers, Difference between Personnel Management and HRM, Evolution of HRM, Emerging Challenges of HRM; New age HRM Concepts - Flexi-Time, Work from Home, Talent Management, Moonlighting, Quiet quitting, Quick Quitting, Quiet Firing, Ghost Jobs. HR planning and Job Analysis.

Unit-II: Acquisition, Training and Compensation

Recruitment, Selection, Placement, Induction and Socialization of the employee. Manpower Training and Development, Job Evaluation and Compensation Management.

Unit-III: Appraisal, Career Planning and Development

Performance Appraisal: Concept and Objectives, Methods of Performance Appraisal, errors in performance appraisal.

Career Planning & Development

Unit-IV: Maintenance & Separation

Maintenance: Overview of Employee Welfare, Health and Safety, Social Security, Grievance Redressal.

Separation- Resignation, Termination & Retirement. Exit Policy, Voluntary Retirement Scheme. Labor Turnover- Meaning, Causes and Control measures.

TEXT BOOKS

1. Garry Dessler, Fundamentals of Human Resource Management, 5th Edition (2019) Pearson
2. K. Ashwathapa, Human Resource Management Text and Cases, 8th Edition (2017), McGraw Hill Education.
3. Jeffrey A Mello, Strategic Human Resource Management, 4th Edition (2015) Cengage.

SUGGESTED READINGS

1. Randall S. Schuler and Susan E. Jackson, Strategic Human Resource Management, 2nd Edition (2017), Wiley-Blackwell.
2. Charles R. Greer, Strategic Human Resource Management : A General Managerial Approach, 2nd Edition (2007), Pearson Education
3. Decenzo, D. A. and Robbins, S.P, "Human Resource Management", 8th Edition (2006.), John Wiley and Sons,

Marketing Research

Course Code: 21MBA204	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Research	Course Category: Core

COURSE OBJECTIVES (COs)

1. To expose the students to the concepts of marketing research.
2. To make students learn the tools and techniques of social research.
3. To train students for executing research in social sciences.
4. To make students apprehend how to write a report.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Get an overview of marketing research, its scope and process.
2. Formulate the research problems and understand the major research designs.
3. Determine data sources and develop understanding for data collection for business research.
4. Analyse data and students will be able to write report.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction to BRM and Research Process

Marketing Research Dynamics- Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Research Process

Unit-II: Research Design and Data Collection

Research Design- Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design, Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data

Unit-III: Sampling and Data Presentation

Sampling Theory: design and procedures, determining sample size, Frequency distribution, cross tabulation, regression, correlation, ANOVA, Factor analysis.

Unit-IV: Report Writing

Data Interpretation and Report Writing Report Writing, Bibliography, references and appendix

TEXT BOOKS

1. William G. Zikmund, Barry J. Babin, Jon C Carr and Mitch Griffin, Business Research Methods 9th Edition (2013) Cengage.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, 7th Edition (2019), Pearson

SUGGESTED READINGS

1. Emma Bell, Alan Bryman, and Bill Harley, Business Research Methods, 5th Edition (2018), Oxford University Press.
2. Donald Cooper, Pamela Schindler and J K Sharma, Business Research Methods, 11th Edition (2017) McGraw-Hill Education

OPERATIONS MANAGEMENT

Course Code: 23MBA205	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To develop an understanding of and an appreciation for the production and operations management function in any organization.
2. To understand the importance of productivity and competitiveness to both organizations and nations.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
4. Obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Facilitate collaborative learning by establishing relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.
2. Understand the roles of inventories and basics of managing inventories in various demand settings.
3. Understand the importance of an effective production and operations strategy to an organization.
4. Understand contemporary operations and manufacturing organizational approaches.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Quality Management

Quality Management- Evolution, Contributions of Juran, Deming, and Crosby, Quality Systems: Six Sigma, TQM, ISO Certification, Statistical Quality Control: Process variations and causes, statistical basis for quality control, Quality characteristics variables and attributes, SPC problem-solving tools, Control charts for mean and standard deviation, Process capability analysis.

Unit-II: Materials Management

Materials Management – Functions & Objectives, Systems approach to Materials Management, Inventory management and techniques, Purchasing policy and sourcing strategies, Supplier Rating, Selection and Development, Stores Management Principles and Practices, Learning Curve, MRP I, MRP II & ERP, JIT systems, Materials Accounting and Information Systems.

Unit-III: Supply Chain Management and Logistics

Supply Chain Management – genesis, definitions and basic structure, Value Chain concept, Relevant issues in supply chain, Strategy formulation, Product type- Supply Chain Matrix, Strategic sourcing and management of supply, Suppliers evaluation and development, Outsourcing strategy.

Logistic Management – functions and basic issues, Indian Scenario, Areas of logistical decision making, Design of transportation network, Warehousing, Introduction to e-commerce, Performance measurement of Supply Chain Management.

Unit-IV: Operations Strategy

Competing through Operations, Strategic Location Choices, Manufacturing Strategies – FMS, Concurrent Engineering, Agile manufacturing system, Outsourcing and Networking, Planning and Scheduling – PULL based Systems, Process Choices, and Product Design.

TEXT BOOKS

1. B. Mahadevan, Operations Management, Theory and Practical, 3rd Edition (2015) Pearson India.
2. Muhleman, Production and Operations Management, 9th Edition ,(2018), Pearson Education
3. Gaither, Norman and Frazier, G. Operations Management, 9th Edition, (2014), Cengage Learning.

SUGGESTED READINGS

1. Kachru, Upender, (2006), Production and Operation Management, Excel Books
2. Chary, S.N and Paneerselvam R., Production and Operations Management, 4th Edition (2019) McGraw Hill Education.
3. Stevenson, W. J, Operations Management, 9th Edition (2017), McGraw Hill Education.

Financial Management

Course Code: 23MBA206	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To familiarise the students with the basic understanding of the subject.
2. To develop the analytical skills by associating the tools and techniques with the situation
3. Developing skills for interpretation business information and application of financial theory in financing related decisions
4. To develop skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Gain knowledge of the financial environment of business.
2. Apply analytical knowledge of the tools and techniques with the situation.
3. Gain knowledge of interpretation business information and application of financial theory in financing related decisions.
4. Acquire knowledge of interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

Introduction to Finance, Objectives of Financial Management – Profit Maximization and Wealth Maximization. Changing role of finance managers in globalized environment. Organization of finance function. Time value of Money, Risk Return Analysis.

Unit-II: Capital Budgeting and Appraisal of Risky Investments

Capital budgeting – concept, steps, different types of investment decisions, Different methods –Payback, Net Present Value, Internal rate of return, Profitability index, Average rate of return. Certainty equivalent cash flows and risk, adjusted discount rate, risk analysis in the context of DCF methods using probability information, simulation and investment decision, decision tree approach in investment decisions.

Unit-III: Capital Structure and Leverage

Different Approaches in Capital Structure: NI, NOI, Traditional and M M Approach of Capital Structure. Cost of capital: Cost of Equity, Preference, Debentures and Retained Earnings. Weighted Average Cost of Capital and its implication. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

Unit IV: Dividend policy and Working Capital Planning and Management:

Dividend policy, Walter's model, Gordons's dividend growth model, M.M irrelevance doctrine, practice in industry, Interdependence of investment, financing and dividend decisions, Working Capital Planning and Management: Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Working capital financing. Determinants of working capital. Components of working capital management. Cash management- Baumol's Model and Miller- Orr Model of managing cash.

TEXT BOOKS

1. Richard A. Brealey, Stewart C. Myers and Franklin Allen, Principles of Corporate Finance, 3rd Edition (2019), McGraw-Hill Education.
2. Prasanna Chandra, Financial Management Theory and Practice, 10th Edition (2019), McGraw- Hill Education
3. Rajiv Srivastava, Anil Misra, Financial Management, 2nd Edition (2012), OUP India.

SUGGESTED READINGS

1. I M Pandey, Financial Management, 12th Edition (2021), Pearson.
2. Aswath Damodaran, Applied Corporate Finance, 2013, 4th Edition, Wiley.

Accounting for Managers

Course Code: 24MBA207	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: GC

COURSE OBJECTIVES (COs)

1. To provide students in-depth knowledge and understanding of concepts of cost and management accounting and various types of costing.
2. To make students understand the difference of absorption and marginal costing and application of CVP analysis in decision making.
3. To provide students basic skills to prepare budget and use standard costing for variance analysis.
4. To learn skills to prepare and interpret cash flow statements as per AS-3.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Apply the concepts of cost and management accounting in real life business scenario.
2. Take the business decisions using marginal costing techniques.
3. Critically analyse the deviations of actuals from budgeted and standards.
4. Critically analyse and provide recommendations to improve the cash flow position in business.

MAPPING MATRIX OF COURSE OBJECTIVES (Cos) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I: Introduction to Cost and Management Accounting

Cost Accounting- concept, need and characteristics. Cost Concepts, classifications. Elements of cost and cost determination- Cost Sheet. Target Costing, Life Cycle, Kaizen Costing, Backflush Costing; Management Accounting – concept, need and characteristics. Functions of Management accounting, Scope and Relation of Management Accounting with Financial Accounting.

Unit-II: Marginal and Cost Volume Ratio Analysis

Marginal Costing – Concept of Marginal Costing, Scope and Characteristic of Marginal Costing, Assumptions and Limitations of Marginal Costing, Marginal Costing Vs Absorption costing, Contribution, Marginal Cost equations, Profit Volume ratio Introduction of cost Volume Profit analysis, methods of determination of Breakeven point, Margin of safety, Angle of Incidence, Assumptions & Limitations of Breakeven point. Applications of Marginal Costing.

Unit-III: Standard Costing and Budgeting

Standard Costing – Meaning and need of Standard Costing, Steps involved in Standard Costing, Standard Cost vs. Estimated cost, Establishing a system of Standard Costing, Variance Analysis, Classification of Variances- Material, Labour (simple problems) Budget, Characteristics of Budgeting, Objectives of budgetary control, Budgeting Vs. Forecasting, Limitation of Budgetary control, Types of Budgets, Zero Base Budgeting.

Unit-IV: Preparation and interpretation of Cash Flow Statement

Cash flow statement; preparation and its interpretation

TEXTBOOKS

1. Srikant Datar, Madhav V Rajan, Cost Accounting - A Managerial Emphasis, 16th Edition (2017), Pearson.
2. M Y Khan, P K Jain, Management Accounting, 7th Edition (2018), McGraw-Hill Education.
3. M. N. Arora, Cost and Management Accounting, 3rd Edition (2016), Himalaya Publishing House
4. Jawahar Lal, Seema Srivastav, Manisha Singh, Cost Accounting: Text, Problems and Cases

SUGGESTED READINGS

1. Colin Drury, Cost and Management Accounting, 9th Edition (2018), Cengage.
2. Manuel G. Velasquez, (2007), Business Ethics Concepts, Printice Hall of India.

Live Project

Course Code: 23MBA208	Continuous Evaluation: 60 Marks
Credits: 2	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: LP

COURSE OBJECTIVE (COs)

1. Aims at developing pragmatic skills among the students as they face real situations related to the chosen domain with respective to time management.
2. Optimization of the allocated necessary inputs and their application to meeting the project's pre-defined objectives.
3. Confront with numerous compliance concerning to a particular rule, procedure, standard or policy.
4. Successfully develop and implement all project's procedures.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Create project plans that address real-world management challenges.
2. Nurture project by fulfilling various technical, quality and financial needs.
3. Implement standard mark approach to measure actual output with the standard one.
4. Deliver successful software projects that support organization's strategic goals

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT:

The project sequence focuses on “Idea to marketplace” and engages student teams in evaluating the commercial potential of business opportunities. Project ideas must be significant market opportunities in various sectors of industry, including sustainability and social enterprise innovations. Project sponsored by companies and research institute are often of interest to students and the institutions.

Semester 3

Strategic Management

Course Code: 21MBA301	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Course Category:	Core
Prerequisite:	Basic understanding of foundation courses of Management

COURSE OBJECTIVES (COs)

1. To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
2. To develop a holistic approach to see business issues comprehensively and using other core and functional subject knowledge for decision-making.
3. To acquaint the students to handle critical situations in business world through practical application of knowledge and skills of the subject.
4. To make them learn about the business practices and procedures to meet business objectives

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Describe major theories, background work, concepts and research output in the field of strategic management.
2. Develop a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.
3. Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems.
4. Demonstrate capability of making their own decisions in dynamic business environment

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

UNIT-I: Introduction

Strategy, Levels of strategies: Corporate, Business and Operational level, Types of Strategies - Functional Strategies, Human Resource Strategy, Marketing Strategy, Financial Strategy, Operational Strategy. Nature of Strategic Management, Vision Mission, Goals and Objectives.

UNIT-2: Corporate Restructuring and Analysis

Introduction to corporate Restructuring, Need for corporate restructuring and forms of corporate restructuring. Analyzing Companies Resource in Competitive Position, Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Evaluation of Strategic Alternatives, Types of Strategic Alternatives like Portfolio Analysis and its techniques, SWOT Analysis, Profit Impact of Market Strategy (PIMS).

Unit-3: Strategic analysis and Matrix

BCG matrix, DPM matrix, G. E Nine cell matrix, Strategies for Foreign Direct Investment and International Trade in India. Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies, Emerging Strategies in Telecommunication Sector.

Unit -4: Strategic Evaluation and Control

Strategy Evaluation; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control. Corporate Governance Principles and Practices in India.

TEXT BOOK

1. Gerry Johnson & Scholes, Exploring Corporate Strategy: Text & cases, 11th Edition, 2019, Pearson Publications.
2. Thomas L. Wheelan, J. David Hunger (2016). Strategic Management and Business Policy, 14/e, Pearson/Prentice Hall.
3. Arthur, A, Thomson and Strickland, A. J. (2014). Strategic Management – Concept and Cases. 19/e, Tata McGraw Hill, New Delhi.

SUGGESTED READINGS

1. Kark Rajneesh (2016). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena, 8th Edition, Penguin Books.
2. Fred David (2015) Strategic Management: Concepts and Cases, 12th Edition Prentice Hall of India

Project Planning and Analytics in Management

Course Code: 23MBA302	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To make students understand the basic principles of Project Planning, Analyzing and Management.
2. To impart the knowledge of functional areas of management like HR, finance and marketing.
3. To learn various aspects, tools and techniques of projects with reference to use and apply in business organizations.
4. To develop strengthening skills in research-based problem-solving and providing innovative solutions.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of final and allied domains to the solutions of real-world complex business issues
2. Be an informed and engaged participant in discussions related to project planning and project analysing.
3. Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques in project management.
4. Comprehend and analyse organisational structure and issues managed by project manager.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-1: Introduction

Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles.

Unit-2: Project Identification, Selection and Work Structure

Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point. Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project

Planning Process, Work Breakdown Structure (WBS).

Unit-3: Organisational Structure and Organisational Issues

Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management. PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

Unit-4: Resources Considerations in Projects

Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts, Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering. Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS. Case Studies in Project Management.

TEXT BOOKS

1. Gary L. Richardson & Brad M. Jackson, Project Management Theory and Practice, 3rd Edition, 2018, Taylor & Francis Ltd.
2. K Nagarajan, Textbook of Project Management, 8th Edition, 2017, New Age International Ltd. Publishers.

SUGGESTED READINGS

1. Dennis Hock, Project Management Handbook, 9th Edition, 2016 PHI publication.
2. S. Choudhry, Project Management, 6th Edition, 2018, SAGE publication.
3. Goel B. B, (2014), Project Management: A Development Perspective, 2nd Edition, 2014 Deep & Deep Publications.

Summer Internship Project

Course Code: 25MBA 309	Continuous Evaluation: 60 Marks
Credits: 6	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: SI

L	T	P	TOTAL CREDIT UNITS
0	0	12	6

Internal Marks

Review 1	20
Review 2	20
Report & Final submission	20
Total	60

External Marks: 40

Introduction:

The Summer Internship is a mandatory Non-teaching Credit Course and is an important component of the MBA Programme. Under the program, the students are required to undertake an internship assignment within assigned companies for hands-on corporate experience and for integrating the knowledge and skills acquired. SIP also offers students the opportunity to gain industry exposure through participation in industry projects, interactions with professionals and other summer interns, and the improvement of their presentation, writing, and communication skills. SIP often acts as a gateway for final placement of students.

Prerequisites:

The prerequisite for this course is a basic understanding of specific management domain, research methodology, and quantitative techniques.

COURSE OBJECTIVES (COs)

SIP is designed for students to:

- Transfer their analytical, integrative, team skills honed in the classroom to the workplace;
- Understand the complexities of the corporate world first hand;
- Focus on a narrow problem within a selected topic/field – typically a micro theme – to facilitate an in-depth study using quantitative/qualitative measurement tools to organize and analyze data, intensively focusing on the area to arrive at reasoned conclusions about the issue or problem;

- Identify opportunities for networking with people in industry/ corporates/ organizations;
- Aim for pre-placement offers where feasible/appropriate.

COURSE LEARNING OUTCOMES (CLOs)

The specific student learning outcomes expected of the project are:

- To equip the student to apply concepts, theories, models, and tools in real life, projects and problems.
- Learn to apply the Conceptual knowledge in real life scenarios or case situations across diverse industry sectors.
- To synthesize information to arrive at a coherent conclusion and evaluate the implications for the recommendations presented.
- To critically reflect on his or her development of knowledge, skills and techniques during the preparation of the Summer Internship Project.

GUIDELINES FOR SUMMER INTERNSHIP

- It is mandatory for students to be engaged in a summer internship with an organization for a period of 6-8 weeks.
- Students on joining the internship at the concerned Industry / Organization, submit the details of the mentor and organization to the allotted SRM Faculty.
- The student should be in constant touch with the allotted SRM faculty mentor.
- The student after discussing with industry mentor should work on the summer internship project and intimate the same to SRM Faculty.
- On completion of the internship students will submit a Summer Internship Report at the organization as well as Faculty of Management Studies , SRM University, Delhi-NCR, Sonepat) and will give final presentation in front of Evaluation Committee.
- Summer Internship Completion Certificate to be obtained from the Organisation .

Beginning Stage

- I. Every student will be allotted a faculty mentor from the department and a mentor from the company. The faculty mentor will be the guide to the student during SIP preparation. Any problem related to SIP faced by the student must be reported to his/her faculty member.
- II. Every student must submit an Initial Internship Report (IIR) (**Annexure- I**) before starting of internship to his/her faculty mentor.

Code of Conduct during SIP

- a) Students will abide by the applicable policies and norms of the Organization during the period of internship.
- b) The students are expected to first understand the organization and the industry/field in which the organization is operating, in order to make a meaningful difference with the quality of his/her work
- c) The organization has the right to terminate students from the internship at any time due to inappropriate behavior and/or non-cooperation with the internship process and/or continued non-performance in assignment or any other reason the organization deem so fit.
- d) It is strongly advised that a student takes this internship with utmost seriousness.

- e) The students are expected to concentrate on the specific topic of their study, objectives, rationale, and need to adopt a methodology and identify a suitable analysis procedure for the completion of the study.
- f) It is expected that all students will adhere to the proper standards of intellectual honesty and professional propriety in their conduct.
- g) Students are advised not to do anything directly or indirectly which may create a poor impression about the University. Any student found disregarding any of the norms would be liable for disciplinary action, including rustication depending upon the severity of the offence.
- h) The students should ensure that the data and other information used in the study report is obtained with the permission of the institution concerned.
- i) Every student must submit an Internship Progress Report (IPR) (**Annexure- II**) on every fortnight post submission of Initial Internship Report to his/her faculty mentor.
- j) In case a student wants to take an off they should take permission from their corporate guide and faculty mentor.
- k) No student should copy or use confidential information of the organization. All students are required to maintain strict confidentiality of any information.

Completion Stage

- a) At the end of the internship, the student shall prepare Internship Completion Report (ICR) (format attached as **Annexure- III**).
- b) The student may be required to make a presentation to the Industry Mentor.

As proof of completion of the internship, the student intern will obtain an Internship Completion Certificate from the organization/company/Industry Mentor. The Faculty Mentor will obtain a performance evaluation from the Industry Mentor/Supervisor in terms of OS (Outstanding), EE (Exceeded Expectations), ME (Met Expectations), and BE (Below Expectations) **Annexure (IV)**.

After completion

- A. The student intern shall submit the **SIP Report (With certificate)** to the Faculty Mentor during final evaluation of SIP.
- B. The student must make a detailed presentation during the formative and summative assessment of SIP.

SUMMER INTERNSHIP REPORT: Basic Requirements

- Students are required to prepare a project report during the internship and submit the hard copy of the project at the end of the internship.
- Students are required to make two hard-bound copies of internship report in the recommended format.
- The copies must be signed by the Head /Dean and Faculty mentor.
- Detailed format and guidelines for writing the report are attached herewith for student's reference.

Annexure I: INITIAL INTERNSHIP REPORT (IIR)

Reporting Date :
Name of the student intern :
Name of the company :
Company Mentor :
Faculty Mentor :
Project start date :
Project's broad area (like HR/M/F) :

:

How will the project be performed?

Expected Project learnings:

Name of Faculty Mentor :
Signature

Name of Company Mentor :
Signature

Annexure II: INTERNSHIP PROGRESS REPORT (IPR)

Submission Date :
Name of the student intern :
Company Mentor :
Faculty Mentor :

Project title :

Objectives of the study

Activities completed since the last report :

Activities stalled, if any :

Activities planned for the next fortnight :

Signature of Student

Signature of Faculty Mentor

Annexure III: INTERNSHIP COMPLETION REPORT (ICR)

Completion Date :

Name of the student intern :

Faculty Mentor :

Company Mentor :

Project Title :

Status of Project :

Skills Acquired :

Project Learnings :

Learning Gaps (if any) :

Challenges Faced :

Proposed Solutions:

Signature of Student

Signature of Company Mentor

Signature of Faculty Mentor

Annexure IV: INTERNSHIP SUPERVISOR EVALUATION FORM

INTERNSHIP SUPERVISOR EVALUATION FORM

This evaluation is designed primarily to provide feedback for intern performance and related issues to assist the student. This form is to be completed and submitted at the end of the semester.

Evaluate the intern's performance using following metrics: **OS** (Outstanding Performance), **EE** (Exceeded Expectation), **ME** (Met Expectation), **BE** (Below Expectation)

INDUSTRY SUPERVISOR INFORMATION					
NAME:		JOB TITLE:			
ORGANIZATION'S NAME:		PHONE NUMBER:			
EMAIL ADDRESS:					
INTERNSHIP INFORMATION					
STUDENT'S NAME:					
STARTING DATE (DD/MM/YYYY):		COMPLETION DATE (DD/MM/YYYY):			
ABOUT THE INTERN					
1. Please evaluate this student intern on the following items by checking the appropriate rating.		OS	EE	ME	BE
i.	Arrived to work on-time				
ii.	Behaved in a professional manner				
iii.	Effectively performed assignments				
iv.	Oral communication skills				
v.	Written communication skills				
vi.	Computer Skills				
vii.	Ability to work with others				
viii.	Ability to adapt to a variety of tasks				
ix.	Decision-making, setting priorities				
x.	Reliability and dependability				
xi.	Attention to accuracy and details				

xii.	Willingness to ask for help and guidance				
xiii.	Quality of work				
xiv.	Demonstrated critical thinking and problem solving skills				
xv.	Making and meeting deadlines				
xvi.	Seemed interested in and enthusiastic about the internship experience				

<p>SUPERVISOR NAME WITH SIGNATURE & SEAL</p>	<p>STUDENT NAME & SIGNATURE</p>
---	--

Internship & Placement Coordinators:

Dean/HOD, Faculty of Management and Commerce

Annexure V: FORMAT FOR SUMMER INTERNSHIP(SIP) PROJECT

Each student should strictly follow the format given below for his/her summer internship project.

Table of Contents

S. No.	Particular	Page No
	Front Page	i.
	Summer Internship Completion Certificate	ii.
	Internship Supervisor Evaluation Report	iii.
	Student's Declaration	iv.
	Acknowledgement	v.
	Executive Summary	vi.
	Table of Contents	vii.
	List of Tables	viii.
	List of Figures	ix.
1	Introduction 1.1 Industry Overview 1.2 Company Overview 1.3 Introduction to the Research Topic	1-20
2	Review of Literature (Minimum 25 reviews)	21-30
3	Research Methodology 3.1 Research: Meaning and Definition 3.2 Research Methodology: Meaning and Definition 3.3 Research design 3.4 Data Collection Design 3.4.1 Sources of Data Collection(Primary and secondary sources) 3.4.2 Data Collection Instrument (e.g. Questionnaire) 3.4.3 Sampling Design 3.4.3.1 Universe/ Population 3.4.3.2 Sample 3.4.3.3 Sampling Unit 3.4.3.4 Sample Size 3.4.3.5 Sampling Technique 3.5 Data Analysis Design	31-40
4	Data Analysis and Interpretation	41-60
5	Findings & Suggestions	61-65
6	Conclusion	66-70
	Bibliography	71-75
	Annexure	I
	Annexure (a) Questionnaire	II
	Annexure (b) Any other supporting Document	III
	Plagiarism Report	IV
	AI- Plagiarism Report	V

Formatting Guidelines

- a. Total length of report approximately **20000-25000 words** (80-100 A4 Size pages)
- b. The page for project should be **A4 size Quality Bond** paper.
- c. Font Type – Times New Roman.
- d. Font size
 - i) Main heading: 16 (Bold Font, Capitalize Each Word)
 - ii) Subheading: 14 (Bold Italics Font (Capitalize Each Word))
 - iii) Text body of project: 12 (Unbolded, non-italics)
- e. Line spacing should be 1.5
- f. Maintain a single-inch Margin on all four sides of A4 size paper.
- g. Each page should have a Page number beginning from the introduction.
- h. All tables, charts, graphs, and big equations should be numbered properly.

Instructions for the Table

- i) The Title of the table must be written **above the table** in the format given below:

Table 1.1: Title of the table (Numbered Chapter-wise) and Center Aligned

Table 2.1 Title of the table (Numbered Chapter-wise) and Center Aligned

Instructions for the Figures

- ii) The Title of the figure must be written **below the figure** in the format given below:

Figure 1.1: Title of the table (Numbered Chapter-wise) and Center Aligned

Figure 2.1 Title of the table (Numbered Chapter-wise) and Center Aligned

- i. Below each table the source of data must be mentioned.
- j. Content on each page should be justified aligned
- k. Report should be hardbound with black color, and golden printed with Front Page Title as per the format attached.
- l. The front title page should be on the cover page.
- m. The student should ensure that there are no grammatical and spelling errors in the report.
- n. Follow American Psychological Association (APA) Guidelines for preparation of manuscript in-text citations and references. The format of the same is as under,

I. For In-text Citations

1. Single Author (Agarwal, 2002)
2. Two Authors (Agarwal and Shah, 2002)
3. More than 2 Authors (Agarwal, Roosa, and Shah, 2002) or (Agarwal, et al., 2002)

II. For Research Paper

1. Name of the author, last name first.
2. Title of article, in quotation marks.
3. Name of periodical indicated in italics.
4. The date of the issue.
5. The pagination (Page number)

Example

Robert V. Roosa, "Coping with Short-term International Money Flows", *The Banker*, London, September, 1971, p. 995.

III) For books in Tabular Format

- ◆ Name of author, last name first.
- ◆ Title indicated in italics.
- ◆ Place, publisher, and date of publication.

S.No.	Title of the Book	Authors Name	Year of publication and Edition	Publisher Details and Place of Publication
-------	-------------------	--------------	---------------------------------	--

IV) For Websites

S.No.	Title of the Webpage	Date of Access	Link of the Webpage
-------	----------------------	----------------	---------------------

Additional Information:

1. Students and Mentors' interaction time as per mentor availability.
2. **Plagiarism report guidelines**

Objectives:

- To develop systems to detect plagiarism and to set up mechanisms to prevent student committing the act of plagiarism.

Zero Tolerance Policy in core area:

- The core work carried out by the student shall be based on original ideas and shall be covered by Zero Tolerance Policy on Plagiarism.
- The core work shall include an executive summary, introduction, review of literature, research methodology, results, conclusions and recommendations.

Zero Tolerance Policy- Limits

- Plagiarism – below 10 % **(excluding References)**
- AI- Plagiarism – below threshold limit (i.e. *) **(excluding References)**
- **Only the University Library-generated Plagiarism and AI-Plagiarism report will be accepted.**

FORMATS FOR THE REPORT

(For Front Title page)

Summer Internship Project

A study on...(Title)

Prepared by

(Student Name)

(Enrollment Number: XXXXXX)

MBA III Semester

Batch

Under the guidance of

(Name of the Faculty Guide)

ACADEMIC YEAR

20.....



Submitted to

Faculty of Management Studies

SRM University, Delhi-NCR, Sonapat, Haryana

(For Inner title page)

Summer Internship Project

A study on...(Title)

Prepared by

(Student Name)

(Enrollment Number: XXXXXX)

MBA III Semester
Batch

Under the guidance of

(Name of the Faculty Guide)

ACADEMIC YEAR

20.....



Submitted to

Faculty of Management Studies

SRM University, Delhi-NCR, Sonapat, Haryana

Internship Completion Certificate (by Company)

Internship Supervisor Evaluation Form

Student's Declaration

I undersigned _____ a student of Faculty of Management Studies, SRM University, Delhi- NCR, Sonapat, Haryana, MBA III semester, declare that summer internship project titled “ _____ ” is a result of my/our own work and my/our indebtedness to other work publications, references, if any, have been duly acknowledged. If I/we are found guilty of copying any other report or published information and showing as my/our original work, I understand that I/we shall be liable and punishable by University, which may include ‘Fail’ in examination, ‘Repeat study & re- submission of the report’ or any other punishment that University may decide.

Mentor's Signature
Mentor Name:

Students' Signature
Student Name:
Student Enrollment No.:

Dean/HOD
Faculty of Management and Commerce

Presentation & Speaking Skills

		L	T	P	C
Course Code: 21SS353	Course Name: Presentation & Speaking Skills	0	1	2	2
Pre-requisite : None Co-requisite : None					
	Continuous Evaluation: 70 Marks				
	End Term Evaluation : 30 Marks				

Training Objectives (TOs):-

- TO1. To develop the public speaking skills in the student.
- TO2. To make the students learn and adapt to the necessary etiquettes required to work and grow in corporate culture.
- TO3. To make the students learn to speak in a debate session by putting their arguments and making others accept their viewpoint convincingly.

Training Learning Outcomes (TLOs): -

After the completion of the training, the student will have ability:

- TLO1. To be confident in presenting himself in front of audience.
- TLO2. To become professional in his approach towards work culture.
- TLO3. To enhance the level of communication skills while interacting with others.

Mapping Matrix of Training Objectives (TO) & Training Learning Outcomes (TLO)

Training Learning Outcomes (TLOs)→ Training Objectives(TOs)↓	TLO1	TLO2	TLO3
TO1			
TO2			
TO3			

Unit	COURSE CONTENT	Student Engagement Activity
Unit-I	Presentation Skills <ul style="list-style-type: none"> Importance of presentation skills 4 P's of presentation skills – plan, prepare, practice & present Guidelines for effective presentation 	PPT Presentation Activity
Unit- II	Story Telling Skills <ul style="list-style-type: none"> 4 P's of story telling skills – people, place, plot & purpose Types of story telling techniques Importance of story telling skills 	Start From Where I Stopped Activity
Unit- III	Corporate Culture Etiquettes <ul style="list-style-type: none"> Importance of professional behaviour at work place Understand & implementation of etiquettes at work place Importance of values & ethics Types of professional / corporate etiquettes 	Etiquettes Role Play Activity
Unit- IV	Debate / Extempore <ul style="list-style-type: none"> Difference between debate, extempore & group discussion Learning argument /counter argument in debate Role of verbal & nonverbal communication in debate / extempore Importance of current affairs / general knowledge 	Current Affair Topic Speech Activity
Unit- V	Art of Creating Impression <ul style="list-style-type: none"> Importance of creating first impression 6 ways to master the art of creating impression 	Speech Activity

Learning Resources

Text Book	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
Suggested Reading	<i>Personality Development & Communication Skills-1</i> by C B Gupta: Scholar Tech Press, 2019.(ISBN No. – 9382209131)

Internal (Continuous Assessment & Evaluation) & End Term (Assessment & Evaluation) for Teamwork & Interpersonal Skills

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Presentation Skills	Presentation Activity	20	Written Test	10
2	Story Telling Skills	Speech Activity	15		
3	Corporate Culture Etiquettes	Assignment	10		
4	Debate/ Extempore	Speech Activity	15	Viva	20
5	Art of Creating Impression		10		

Semester 4

E-Commerce

Course Code: 24MBA401	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of Computer	Course Category: Core

COURSE OBJECTIVES (COs)

1. To understand the concept and types of E-Commerce.
2. To expand knowledge on ISP, HTML and Infrastructure of Network System.
3. To practically perform the process of website building and identifying security threats in e-commerce.
4. To make understanding of business-to-business e-commerce and its functions.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concept and various types of E-Commerce.
2. Initiate collaborative learning of the technology related to ISP, HTML and Infrastructure of Network System in e-commerce.
3. Understand the techniques to build website and cope up with its related threats.
4. Learn business-to-business e-commerce and its benefit for industries.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction of E-Commerce

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e- business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B, G2C.

Unit-II: Technology in E-Commerce

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies

Unit-III: Website Building and Security Threats in E-Commerce

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value Web page design using HTML and CSS. Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams.

Unit IV: B2B E-Commerce

Business to Business e-commerce: Meaning, benefits, and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool. E-commerce case studies related to Amazon, Flipkart, etc.,

TEXT BOOKS

1. Dave Chaffey, E-Business & E-Commerce Management: Strategy, Implementation and Practice, 5th Edition, 2013, Pearson Education, India
2. Hanson & Kalyanam, Internet Marketing & e-commerce, 2nd Edition, 2007, Thomson Learning, Bombay.
3. Laudon, K. C., E-Commerce: business, technology, society.2017, Pearson Education, India.

SUGGESTED READINGS

1. Bharat Bhasker & Srikumar, Recommender Systems in E-Commerce, 2nd Edition, 2010, McGraw Hill Education.
2. David Kosiur, Understanding E-Commerce, Ist Edition, 1997, Microsoft Press.
3. P.T. Joseph, E-Commerce: An Indian Perspective, 6th Edition, 2019, PHI learning Pvt. Ltd.

Business Ethics and Corporate Governance

Course Code: 24MBA402	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Course Category:	Core
Prerequisite:	Basic understanding of Ethics and Values

COURSE OBJECTIVES (CO)

1. To learn to identify common ethical issues in business
2. To analyse and understand how business people make ethical decisions and handle ethical issues.
3. To make them comprehend about corporate governance and its implications on society and legal system
4. To become familiar with how firms evaluate social responsibility activities.

COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand ethical issues in business and how it is critical for the success of business organizations.
2. Comprehend and create organizational and management strategies in facilitating ethical socially responsible decision making.
3. Confront with the concept of Corporate Governance and its legal framework and role and importance of stakeholders in a corporate.
4. Analyse and assess ethical situations prevailing in the society.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

UNIT-I: Overview of Business Ethics

Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems,

UNIT-2: Business Ethics Principles

Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kant's Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection;

Unit-3: Corporate Social Responsibility

Nature of Corporations; Corporation as Morally Responsible Agent; Nature and significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory;

Unit -4: Corporate Governance

Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory framework, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line

Note:- Case studies will be provided by the concerned faculty in the class.

TEXTBOOKS

1. C.S.V Murthy, "Business Ethics- Text and Cases", 6th Edition, 2012, Himalayan Publishing House.
2. Luura Hartman and Joe Des Jardins, Business Ethics, Mc Hill Education, 2013, 8th Edition, Mc Hill Education.
3. Sanjiv Agarwal, Corporate Governance: Concept & Dimensions; 2014, 7th Edition, Snow white Publications P. Ltd.

SUGGESTED READINGS

1. Inderjit Dube, Corporate Governance; 2014, LexisNexis Butterworths Wadhwa Nagpur
2. B.N. Ghosh, Business ethics and corporate governance,
N Balasubramanian, Corporate Governance and Stewardship; 2012, 1

Final Dissertation

Course Code: 23MBA409	Continuous Evaluation: 60 Marks
Credits: 6	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: Project

Introduction

In the last semester of the program, students are required to carry out detailed study of a practical problem in the industry. They may also study the scenario, growth and outlook of a specific industry. A project report is to be submitted by the student at the end of the study, which is carried out under the supervision of an allocated faculty supervisor.

FINAL DISSERTATION OBJECTIVES (FDOs)

5. To provide students an opportunity to apply the concepts learned in the class room to real life situations.
6. To sensitize students towards the corporate culture by assigning time bound projects.
7. To provide students a platform to a global network which will be useful to them in their career prospects.

FINAL DISSERTATION LEARNING OUTCOMES (FDLOs)

Upon successful completion of Final Dissertation, the student will be able to:

1. Acquire written and verbal communication skills that allow them to communicate a convincing and reasoned critical argument at a level and style appropriate to the audience.
2. Learn to appreciate work and its function in the economy
3. Apply the knowledge gained in previous courses to practical problems in management disciplines
4. Demonstrate the ability to work independently and collaboratively for problem- solving

MAPPING MATRIX OF DISSERTATION OBJECTIVES AND LEARNING OUTCOMES

Course (FDOs)	Course Outcomes (FDLOs)	FDLO1	FDLO2	FDLO3	FDLO4	FDLO5	FDLO6	FDLO7
Final Dissertation	FDO1							
	FDO2							
	FDO3							

I. Introduction

The final project is an important and integral part of the curriculum. While undertaking a research project, the students gain first-hand experience in a particular industry and get an opportunity to innovate, add to, and challenge ideas and techniques imbibed in the first year.

II. General Guidelines

- a) Final project is a compulsory course during semester IV.
- b) It is an in-depth report of a company assigned project/ an industry study that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- c) It is a faculty- supervised course component carrying 3 credits.
- d) Each student will be attached to a faculty guide during final project course.

- e) Students shall be oriented towards execution of the final project at the beginning of semester
- f) The orientation sessions (to be scheduled every week) should educate the students on the need for final project, relevance to the placements, importance of selecting research topics of student's interest, possibility of company's interest/sponsorship, importance of quality in implementing the final project, various stages of the project, deliverables expected from the project, timelines, etc. The prospective employers emphasize on the objectives, research methodology, findings and recommendations during the recruitment process. The sessions should stress on the importance of selecting research topics in the area of specialization of the students. It should also elucidate the role of faculty guide in the implementation of the project and the evaluation methodology.

III. Allocation of Faculty Guides: A faculty guide carries multiple responsibilities while guiding the student during the project course and plays an important role in its effective implementation.

- He/she shall supervise, guide, coach and mentor the students towards successful execution of the project.
- He/she should work towards alignment of the project as per the interest of the student and preferably the company with which research work is taken up.
- He/she should conduct weekly sessions where students shall present their progress and receive suggestions from peers and the guide.

IV. Project Title

The topic for the final project selected should investigate the strategic or operational issues of managerial interest to one or more organizations. This can be very advantageous in generating a prospective employer's interest in the research project thereby enhancing a student's employability. The topic should be of student's interest and should contribute towards achieving his/her career aspirations.

V. Project Report: This is the culmination of the work done by a student. By this time the student would have understood the research process and applied himself/herself for studying a problem/issue researched.

a) Format and Guidelines for Project Report

One printed/typed and bound copy of the Final project (bearing the original signature of the student and Faculty Supervisor) should be submitted for the final evaluation. The Thesis must contain a certificate from the student declaring that the thesis embodies original work done by him/her.

The layout of the report should be as per the standard layout prescribed as per details below:

i. Title or Cover Page

The title page should contain Project Title: Student's name, Programme, Year and Semester and Name of the Faculty Guide.

ii. Certificate of originality by the student

CERTIFICATE

This is to certify that the project titled _____ submitted for partial fulfillment of the MBA program (Faculty of Management & Commerce, SRM University, Sonipat), embodies original work done by me conducted during Sem. IV of the program.

Signature of the Student

Name (in Capitals): Roll Number:

Signature of the Faculty Guide: Name (in Capitals) :

Designation

Signature of the HoD

iii. Acknowledgements

Acknowledgement to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.

iv. Abstract

A good "Abstract" should be to the point; and fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but a concise summary of the scope and results of the project. It should not exceed 1000 words.

v. Table of Contents

Titles and subtitles are to correspond exactly with those in the text.

vi. Introduction

Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.

vii. Methodology

This section should aim at experimental design, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used within its validation, procedures followed and precautions.

viii. Results and Discussion

In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to assist in smooth flow.

Note that in writing the various sections, all figures and tables should be associated to the main text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should be numbered and unless it is really necessary, do not write in "point" format.

While presenting the results, write at length about the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusions, rather it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/ contradicting with the previous research work in the given area. Usually one should not use more than two researches in either case of supporting/contradicting the present case of research.

ix. Conclusion(s) and Recommendations

- Conclusion should be the final section in which the outcome of the work is mentioned briefly. Check that your work answers the following questions:
- Did the research project meet its aims (check back to introduction for stated aims)
- What are the main findings of the research?
- Are there any recommendations?
- Do you have any conclusion on the research process itself?

x. Implications for Future Research

This should bring out further prospects for the study either thrown open by the present work or with

the purpose of making it more comprehensive.

xi. Appendices

The appendices contain material which is of interest to the reader but not an integral part of the thesis. It may be in the form of a problem that may be documented for future reference.

xii. References

References should include papers, books etc. referred to in the body of the report. These should be written in APA style of referencing.

The Layout Guidelines

- A4 Size Paper
- Font: Arial (10 points) or Times New Roman (12).
- Line spacing: 1.5
- Top and bottom margins: 1 inch /2.5 cm; Left and right margins: 1.25 inches/3 cm
- Two copies of the report are to be submitted with the faculty guide in the academic department.

VI. Assessment Scheme

There are six components of assessment- Structure of the report, Abstract, Results and analysis, Discussion of implications, Conclusions and/or recommendations, References, appendices, glossary and abbreviations. The assessment scheme used will assist in judging the students on various characteristics, such as- knowledge of concepts, application of principles, intellectual ability, creativity and originality, professional judgment and decision making ability, interdisciplinary approach, skills for data handling, documentation, initiative, self- reliance, self- expression, cooperation, leadership, industry, sense of responsibility, and social sense.

Format for Dissertation Project

Each student should strictly follow the format given below for his/her SIP project.

Content Specifications

Note: Pagination will be i, ii for serial number 3-5 only

1. Front Page
2. Student's Declaration
3. Acknowledgement
4. Summary
5. Table of Content
6. List of Tables
7. List of Charts
8. Executive summary

Note: Pagination will start from Chapter 1 to Conclusion

1. Industry Overview
 - e. Basic overview of industry
 - f. Major Players
2. Company Overview
 - a. History
 - b. Mission, visions etc.
 - c. Management

- d. Products
 - e. Overview of different departments etc.
3. Review of Literature (8 to 10)
 4. Introduction to topic
 5. Research methodology
 - a. Introduction
 - b. Rational for the study
 - c. Statement of problem
 - d. Significance of the Problem
 - e. Research Objectives
 - f. Scope of the study
 - g. Research hypothesis (If any)
 - h. Research design (Research Type)
 - i. Data sources (Primary and secondary sources)
 - j. Data Collection Instrument (for e.g. Questionnaire)
 - k. Sampling Design
 - i. Sample Size
 - ii. Sampling Method
 - iii. Sampling Unit
 - l. Outline of analysis (a brief outline of tools and techniques to be used for analysis, statistical tools and tests to be used)
 - m. Limitations of the Project
 6. Data Analysis and Interpretation
 - c. Tabular representation of data
 - d. Charts
 - e. Statistical tests
 - f. Analysis and Interpretation
 7. Findings & Suggestions
 8. Conclusion
 9. Annexure
 - g. Annexure - Questionnaire
 - h. Annexure – Any other document
 10. Bibliography
 11. Glossary of terms

Formatting Specifications

- a. The page for project should be A4 size paper.
- b. Font Type – Times New Roman.
- c. Font size
 - i. For the Main heading: 16 (Bold Font, Capitalize Each Word)
 - ii. For the Sub heading: 14 (Bold Italics Font (Capitalize Each Word))
 - iii. For the text of project: 12 (Unbolded, non-italics)
- d. Line spacing should be 1.5
- e. Maintain Single inch Margin on all four sides of A4 size paper.
- f. Each page should have a Page number.
- g. All tables, charts, graphs, big equations should be numbered properly
- h. Below each table the source of data must be mentioned
- i. Content on each page should be justified and left aligned
- j. Report should be hardbound with black color, with Front Page Title as per the format.
- k. The front title page should be on the cover page.

- l. The student should ensure that there are no grammatical and spelling errors in the report.
- m. Follow American Psychological Association (APA) Guidelines for preparation of manuscript references. The format of the same is as under,
For books
 1. Name of author, last name first.
 2. Title indicated in italics.
- n. Place, publisher, and date of publication.

Chandra Prassana, *Financial Management: Theory and Practice*, New Delhi, Tata Mcgraw Hill, 8 Edition, 2018.

For magazines, journals and newspapers

1. Name of the author, last name first.
 2. Title of article, in quotation marks.
 3. Name of periodical indicated in italics.
- o. The date of the issue.
 - p. The pagination (Page number)

Example

Robert V. Roosa, "Coping with Short-term International Money Flows", *The Banker, London*, September, 1971, p. 995.

NOTE: Total length of report 20000-25000 words (80-100 A4 Size pages)

Indicative Formats to be used

(For Front Title page)

Dissertation Project

A study on...(Title)

Prepared by

(Student Name) (Enrollment Number: XXXXXXX)

MBA Batch (Year)

Under the guidance of

(Name of the Faculty Guide)

ACADEMIC YEAR

()

Submitted To Faculty of Management Studies SRM University, Delhi-NCR,
Sonipat, Haryana

(For Inner title page)

A study on...(Title)

Prepared by

(Student Name) (Enrollment Number: XXXXXXX)

MBA Batch (Year)

Under the guidance of

(Name of the Faculty Guide)

ACADEMIC YEAR ()

Submitted To Faculty of Management Studies SRM University, Delhi-NCR,
Sonipat, Haryana

Functional Electives (Finance)

Security Analysis and Portfolio Management

Course Code: 21MBA303F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic Understanding of Financial Management	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To provide the students an overview of the investment theory.
2. To expand knowledge of the students in the context of analysis of fixed income Securities.
3. This course aims to provide the students an overview of analysis of Equity.
4. To practically learn the working and management of Portfolio Analysis, Selection and Management.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the theory of investment.
2. Analyze and administer fixed income securities.
3. Evaluate and adequately utilize the equity and related securities.
4. Select, analyze and manage portfolios.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and Hedging; socially responsible investing; Ethical investing and other contemporary issues in investment management.

Unit-II: Analysis of Fixed Income Securities

Bond fundamentals; Types of bonds; innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield relationship; Bond convexity; Malkiel Bond Theorems; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds- Bond Duration, modified duration and their measurement; Bond portfolio management including immunized bond portfolio.

Unit-III: Equity Analysis: Approaches to security valuation; Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio. Technical Analysis – basic premise and Dow theory; types of charts and Chart patterns; Moving average analysis; Market indicators and stock specific indicators; Odd lot theory; Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of different forms of market efficiency; Assumption of Investor's rationality and its critique; Behavioral Finance- Prospect theory and behavioral biases such as Framing, Mental accounting, Regret avoidance.

Unit-IV: Portfolio Analysis, Selection and Management

The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk free asset; Optimal risky portfolio; Optimal complete portfolio; Markowitz portfolio selection model; Sharpe's single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML) and concept of market portfolio; Tobin's separation Theorem; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect); Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model); Active and Passive portfolio management; Investment strategies- value investing, momentum and contrarian strategies; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, Information ratio and Fama's decomposition measure).

TEXT BOOKS

1. S. Kavin, Security Analysis & Portfolio Management, 2nd Edition, 2015, PHI learning
2. M Ranganathan & R Madhumati, Security Analysis and Portfolio Management, 2nd Edition, 2015, Pearson India.

SUGGESTED READINGS

1. Elton, Martin, Stephen & Goetzman, Modern Portfolio Theory and Investment Analysis. 9th Edition, 2014, John Wiley and Sons.
2. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, 6th Edition, 2016, Pearson India.

Corporate Tax Procedures & Practices.

CourseCode:24MBA304F	ContinuousEvaluation:40Marks
Credits:3	EndSemesterExamination:60Marks
Prerequisite: Basic knowledge of taxation	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make students conversant with the concept of corporate tax planning and Indian tax laws and determine the residential status of a company
2. To make students understand the provisions of head Capital Gains and Profit and Gains of Business or Profession and able to compute taxable income.
3. To make students understand the provisions of Minimum Alternate Tax u/s 115JB and able to compute taxable income under the head income from other sources.
4. To familiarize students with provisions relating to Returns of Income and Filing of return, Advance Payment of Tax, Deduction and Collection of Tax at Source (TDS) and apply them for tax planning in real-life scenarios.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with the National Education Policy (NEP). After completion of the course, students would be able to:

1. Understand the basic concepts in the field of taxation laws and determine the residential status of a company.
2. Compute taxable income from Capital Gains and Profit and Gains of Business or Profession.
3. Compute taxable income from other Sources and understanding of Minimum Alternate Tax.
4. Compute Taxable income and Tax liability of a company and effectively use the taxation laws concepts that help in enhancing the organization in today's business.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO1	CLO2	CLO3	CLO4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit-I: Introduction

General Framework of Direct Taxation in India: Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income and Total Income; Tax Planning, Tax Avoidance & Tax Evasion, Residential status of companies and tax incidence.

Unit-II: Taxation of companies under different heads-1

Computation of Income under the head Capital Gains and Profit and Gains of Business or Profession.

Unit-III: Taxation of companies under different heads-2

Computation of Income under the head Other Sources, Set off and Carry forward of Losses, Deductions to be

made in Computing Total Income, Minimum Alternate Tax u/s 115JB.

Unit-IV: Tax Planning and Tax Management

Simple Problems on computation of Taxable Income and Tax Liability of companies, Returns of Income and Filing of return, Advance Payment of Tax, Deduction and Collection of Tax at Source (TDS).

TEXTBOOKS

1. Dr. H.C. Mehrotra, Dr. S.P. Goyal, Income Tax including Tax Planning & Management AY 2022-23, Sahitya Bhawan publication.
2. Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic Approach to Income Tax. Allahabad, Bharat Law House. Latest Edition.
3. Dr. Vinod K. Singhanian & Dr. Monica Singhanian, Tax Planning & Business Tax Procedures, Taxmann's Publication.

SUGGESTED READINGS

1. Dr. Vinod K. Singhanian & Dr. Monica Singhanian, Student's Guide to Income Tax, Taxmann's Publication (Latest).
2. Dr. Vinod K. Singhanian & Dr. Kapil Singhanian, Direct Taxes: Law and Practices. Delhi, Taxman.
3. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
4. Girish Ahuja & Ravi Gupta, Corporate Tax Planning & Management, Bharat Law House. Latest Edition.

Financial Technology (Fintech)

Course Code: 23MBA305 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. The course aims to abreast the students with latest Fintech developments and their applications.
2. Analyse the role and Applications of various technologies in finance industry.
3. Students will learn about business ideation and real world problem-solving through use of Fintech.
4. The course shall help in not only improving the employability of the students but also kindle the spirit of entrepreneurship within the student community at large, in line with the Prime Minister's Start-Up India initiative

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Have a comprehensive overview of the Fintech space – technologies, the applications and the startup ecosystem
2. Appreciate the role of technology in financial services and how it can provide solutions to key corporate challenges.
3. Develop an understanding of how FinTech is reconfiguring financial services business models and how they are different from the traditional business models.
4. Distinguish between financial and industrial innovation and the regulatory framework, the pros and cons of financial innovation.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit I Introduction

FinTech Transformation, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banks, FinTech Evolution 3.0 & 3.5: Startups and Emerging Markets, Collaboration between Financial Institutions and Startups, FinTech Typology, Emerging Economics: Opportunities and Challenges. Case Study on Revolut and Alibaba

Unit II Payments, Cryptocurrencies-

Individual Payments, Developing Countries and DFS: The Story of Mobile Money, Developing Countries and DFS: Regulation of Mobile Money, RTGS Systems, Cryptocurrencies, Legal and Regulatory Implications of Cryptocurrencies Case Study on Aadhar and Credit Karma.

Unit III Blockchain

Bitcoins or Genesis of BCT, Model of BCT Implementation, BCT in Education, BCT in Law, BCT in

Financial Services-Banking, Insurance, Share Market and NBFC's, A case study on Digibank.

Unit IV FinTech Regulation and RegTech(Regulatory Technology)

FinTech Regulations, Evolution of RegTech, RegTech Ecosystem: Financial Institutions, RegTech Ecosystem: Startups, RegTech Startups: Challenges, RegTech Ecosystem: Regulators, Use Case of AI in Smart Regulation and Fraud Detection, Regulatory Sandboxes, Smart Regulation, Redesigning Better Financial Infrastructure, FinTech Big Trends - Looking Forward

TEXT BOOKS

1. The FINTECH Book, The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Susanne Chishti, Janos Barberis, Wiley.
2. Fintech Future: The Digital DnaOf Finance, Sanjay Phadke, Sage Publishing House.

SUGGESTED READINGS

1. 3F: Future FINTECH Framework, Kartik Swaminathan
2. Fintech & Covid-19 Pandemic, Anim Akhtar Ali Khan

Financial Econometrics

Course Code: 23MBA306F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of statistics	Course Category: Discipline Specific Electives

COURSE OBJECTIVES (COs)

1. To introduce the students to the of basic econometrics and its assumptions and impact of violations of classical assumptions
2. To enable the student to Interpret functional forms of regression model
3. To Build Understanding of models using dummy variable and Qualitative Response Regression Models
4. To Empower the Understanding of Panel data regression models, stochastic regressors and the method of instrumental variables

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understanding of basic econometrics and its assumptions and impact of violations of classical assumptions
2. Interpretation of functional forms of regression model
3. Understanding of models using dummy variable and Qualitative Response Regression Models
4. Understanding of Panel data regression models, stochastic regressors and the method of instrumental variables

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

Unit I

Financial Econometrics: Meaning, Nature, scope and methodology of Financial Econometrics, Types of Data, Returns in financial modelling, process of formulation of econometric model. Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression coefficient, R² and adjusted R²

Unit II

Issues with Classical Regression Model: Multicollinearity, Autocorrelation and Heteroskedasticity; Functional forms; Dummy variables-Nature and uses. Stationary Time Series Models: Stochastic process, Stationary, Modeling AR, MA, ARMA processes, Deterministic and stochastic trends, unit roots, testing unit roots – Dickey & Fuller, Phillips and Perron tests.

Unit III

Modelling Volatility – Conditional Heteroscedastic Models: ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model, Asymmetric GARCH Models, The GARCH-in-Mean Model, Volatility and Correlation: The VECM Model, The Diagonal VECM Model, The BEKK Model, The Constant Correlation Model, the Dynamic Correlation Model. Vector Autoregressive Models: Issues in VAR, Hypothesis Testing in VAR

Unit IV

Advanced Topics in Regression Analysis Selected Topics: Dynamic Econometric Models: distributed lag models; autoregressive models; instrumental variable estimation; simultaneous equation models. Panel Data Models Methods of estimation; fixed effects model; random effects model.

TEXT BOOKS

1. Dougherty, C. Introduction to Econometrics. Oxford University.
2. Gujarati, D. N. Basic Econometrics. Mc GrawHill Education.

SUGGESTED READINGS

1. Studenmund. Using Econometrics; A Practical Guide. Pearson Education.
2. Wooldridge, J. Introductory Econometrics - A Modern Approach. Cengage Learning Pvt. Ltd

Mergers and Acquisitions

Course Code: 23MBA307F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make student learn the preliminary conceptual drafting consisting of combination of theories and strategies.
2. To make student aware of financial evaluation when some company goes into mergers and acquisitions.
3. To impart knowledge to the students pertaining to analysing the output received after evaluation taken place.
4. To deeply study the forms and characteristic of mergers and acquisitions for formulating future policies.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand Mergers and Acquisitions with its different classifications, strategies, theories, synergy etc.
2. Conduct financial evaluation of Merger and Acquisition.
3. Analyse the results after evaluation.
4. Critically evaluate different types of mergers and acquisitions, takeover and anti- takeover strategies.

COURSE CONTENT

Unit I: Corporate Restructuring

Concept, Reasons for Restructuring, Barriers to Restructuring, Types of Corporate Restructuring. Mergers and Acquisitions: Concept, Classification of Mergers, Motives behind M & A, Process of M & A, Reasons for failure, Reverse Merger, Recent Examples of M & A in India, Concept of Acquisition and types of Acquisitions. Due Diligence: Concept, Types of Due Diligence. Cross Border Acquisition: Concept, Benefits of Cross Border Acquisitions, Difficulties in Cross Border Acquisition.

Unit II: Takeover

Concept, Takeover Defense tactics, Benefits and disadvantages of Takeover. Divesture: Concept, benefits, Types of Divesture, Reasons for Divesture Going Private and Leverage Buyout: Concept, Types of Leverage Buyouts Concept of Employee Stock Ownership (Only Theory) Funding options for M & A.

Unit III: Accounting for Mergers

AS14, Methods of Accounting, Balance Sheet Treatments after M & A. Exchange Ratio and Synergy: Concept, ER based on EPS, MPS, PE, Combined EPS, Combined MPS, Combined PE, Minimum and Maximum Exchange Ratio based on MPS and EPS. Market value of merged firm, Cost and Benefits of a merger.

Unit IV: Different Approaches of Valuation of M & A

Asset Based Valuation: Net Asset Method, Book Value basis, Market Value basis, Liquidation Value basis Income Based Valuation: Discounted Cash flow Method, Equity Valuation and Firm Valuation covering Stable growth and two stage growth model, Dividend Yield Method, Capitalization Method. Market Based Valuation: Comparable Company and Transaction Analysis Method Fair Value Method

TEXT BOOKS:

1. Pradip Kumar Sinha, Mergers, Acquisitions and Corporate Restructuring 3rd (2016) Himalaya.
2. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings ,7th Edition (2017), Wiley

SUGGESTED READINGS:

1. Vinod Kumar, Priti Sharma, An Insight Into Mergers and Acquisitions A Growth Perspective, 1st Edition (2019), Springer Singapore.
2. E Y, Master Guide: To Mergers and Acquisitions in India-Tax and Regulatory, 5th Edition (2018), Wolters kluwerindia Pvt Ltd.

Financial Markets and Instruments

Course Code:23MBA403F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To understand the basic concept of Indian Financial System and Markets.
2. To understand the structure and functions of banking institutions and regulatory authorities.
3. To provide students with an overview and mechanism of the derivatives.
4. To impart knowledge on trading strategies working with various models of options valuation.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply knowledge of Indian Financial System and Markets.
2. Understand structure and functions of banking institutions and statutory bodies.
3. To process the mechanism of the options market for expanding peer learnings.
4. To make better investment decisions by strategizing, implementing and valuing the derivatives.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction of Indian Financial System and Financial Markets

Indian Financial System and Financial Markets: Organizational structure of the Indian Financial System, Major Components- Financial Markets; Primary market; Secondary Market and Money Market.

Unit-II: Banking Institutions and Regulatory Authorities

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms, Non-Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms. Mutual Funds & Regulators in IFS, Reserve Bank of India, Securities and Exchange Board of India, NBFC.

Unit-III: Financial Instruments

Exchange-traded markets, Over-the-counter markets, Forward, Futures and options Contracts. Types of Traders. Mechanism of futures market including hedging strategies using futures. Determination of futures and forward prices.

Unit-IV: Trading strategies and options Valuation

Option trading strategies- Spreads, Straddles, Strips, Straps, Butterfly and Strangles. Binomial Model, Risk neutral Approach, Black-Scholes option pricing Model.

TEXT BOOKS

1. L. M. Bhole, Financial Institutes & Markets, 5th Edition, 2009, Tata McGraw Hill.
2. Hull, J.C. (2014). Options Futures and other Derivatives. 9th edition, Prentice Hall of India
3. Chance, D.M., & Brooks, R. (2015). Derivatives and Risk Management Basics. Cengage Learning India.

SUGGESTED READINGS

1. John C. Hull, Management and Financial Institutions”, 2nd Edition, 2009, Prentice Hall.
2. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, 4th Edition, 2009, Prentice Hall.
3. Jarrow, R. & Stuart, T. (2014). Derivative Securities. 3rd edition, South Western publication.
4. Neftci, S.N. (2013). An Introduction to the Mathematics of Financial Derivatives. 6th Edition, Academic Press.

Goods and Service Tax

Course Code: 23MBA404F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make students understand about the rationale of Goods and Services Tax (GST), constitutional amendments for implementation of GST in India and comprehend the composition and working of GST council and also procedure of registration of GST.
2. To make students understand about the meaning of supply, types of supply, provisions related to place of supply and time of supply and composition levy.
3. To acquaint students regarding provisions of claiming and utilization of input tax credit and reverse charge mechanism.
4. To develop students' ability to prepare various documents and computation of taxable value of supply.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the rationale of Goods and Services Tax (GST), constitutional amendments functioning of GST council and registration process.
2. Interpret the meaning of supply under GST law, composite and mixed supply, provisions related to taxability of GST with regard to place and time of supply and composition levy.
3. Understand the utilization of input tax credit and the provisions of reverse charge mechanism.
4. File various returns under GST and payment of taxes.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives(COs)	Course Learning Outcomes(CLOs)			
	CLO1	CLO2	CLO3	CLO4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENT

Unit I

Introduction to Goods and Services Tax: Structure, Registration and Exemptions

Constitutional framework of indirect taxes before GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council; GST Network; State mechanism; Registration; Exemptions from GST.

Unit II

Levy and Collection of GST

Scope of Supply, Nature of supply: Inter-State, Intra-State, Classification of goods and Services; Composite and Mixed supplies; Composition levy scheme, Place of supply, Time of supply

Unit III

Input Tax Credit and Reverse Charge Mechanism

Eligible and ineligible input tax credit; Apportionments of credit and blocked credits, Availability of tax credit in special circumstances; Reverse Charge Mechanism

Unit IV

Value of Supply, Tax Invoice

Value of supply, Tax Invoice, Credit and debit notes, and e-Way bills

TEXTBOOKS

1. Ahuja, Girish and Gupta, Ravi, GST & Customs Law. Flair Publications Pvt. Ltd., Delhi.
2. Babbar, Sonal, Kaur, Rasleen and Khurana, Kritika. Goods and Service Tax (GST) and Customs Law. Scholar Tech Press, New Delhi.
3. Bansal, K. M., GST & Customs Law. Taxmann Publication, Delhi.
4. Gupta, S.S. GST- How to meet your obligations, Taxmann Publications.
5. Mittal, Naveen, Goods & Services Tax and Customs Law. Cengage Learning India Pvt. Ltd., Delhi.
6. Sahi, Shilpi. Concept Building Approach to Goods & Service Tax, & Customs Laws. Cengage.
7. Singhania, V. K., GST & Customs Law. Taxmann Publication, Delhi.

SUGGESTED READINGS

1. Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017.
2. Sisodia Pushpendra, GST Law, Bharat Law House.
3. The Constitution (One hundred and First Amendment) Act, 2016

Behavioral Finance

Course Code: 21MBA405F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To acquaint students with the concept of the importance of behavioral finance.
2. To facilitate students in developing an understanding of the theories affecting investments.
3. To make the students understand about the investor's behavior and biasness.
4. To manage and administer series of the factors affecting corporate decisions.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Differentiate the behavioral finance from classical finance.
2. Apply the understanding of the concepts to help promote more efficient financial decisions for investors, professional traders and corporate.
3. Communicate with clarity the psychological factors influencing decision making.
4. Incorporate and analyze psychological and external factors in making systematic decisions.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

Unit1: Behavioral finance: Introduction

Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting- Hyperbolic discounting

Unit 2: Theories of Behavioral Finance:

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

Unit3: Behavioral Factors and Financial Markets:

The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability – The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

Unit 4: Behavioral Corporate Finance:

Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

TEXT BOOKS

1. Prasanna Chandra, Behavioral Finance, 2020, 2nd Edition, McGraw Hill Publications
2. Williams Forbes, Behavioral Finance, 2014, 3rd Edition, John, Wiley & Sons Publications

SUGGESTED READINGS

1. James Montier, Behavioral Finance: Insights into Irrational Minds and Markets, 2013, 3rd Edition, John, Wiley & Sons Publications
2. Burton and Shah, Behavioural Finance: Understanding the Social, Cognitive, and Economic Debates, 2013, Wiley Publication
3. Shefrin, Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, 2014, Oxford Scholarship Online

International Financial Management

Course Code: 23MBA406F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. The course aims to acquaint students with complexities and issues pertaining to financial management of multinational firms.
2. The course aims to equip the students with analytical tools and techniques for sound financial decision making in a global setting.
3. The course aims to educate students about various financial functions and processes.
4. It equips the students dealing with exchange rate changes.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts of multinational firms, environment of international financial management and foreign exchange market.
2. Understand cross border investment and international capital budgeting along with risks in financial decision making
3. Analyse issues relating to various finance functions and processes.
4. Understand translation, transaction, and economic exposure to exchange rate changes.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

Globalization and the multinational firm; Complexities and issues in financial decisions of a multinational firm; Foreign investment decision; Exchange rate movement and decision to invest; Foreign Direct Investment theories and strategies; Greenfield investment Vs. cross border M&As; Foreign exchange market-spot and forward market, Participants in foreign exchange market; Arbitrage, Hedging and speculation, covered interest arbitrage; Contemporary issues in International Financial Management.

Unit-II: International Capital Budgeting Decision

Estimation of cash flows from cross border investment projects; Valuation techniques including Adjusted Present Value method; Risks in cross border investment decision- Currency risk, Political risk, Country risk, Inflation risk etc.; Techniques for incorporating risks in cross border investment decision.

Unit-III: Financing Decision, International working capital management

Cash management, inventory management and receivables management; International capital structure and cost of capital; Determinants of capital structure of MNEs; Dividend policy of MNEs; Multinational transfer

pricing and performance measurement.

Unit-IV: Currency Risk and Interest Rate Risk Management

Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure; Management of currency risk using currency forwards, currency futures, currency options and currency swaps; Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

TEXT BOOKS

1. P.G. Apte, Multinational Financial Management. 6th Edition, 2011, Tata McGraw- Hill, New Delhi, 6th Edition.
2. Bekaert, Greet & Hodrick, Robert J. (2014). International Financial Management, 2nd Edition, 2014, Prentice Hall.

SUGGESTED READINGS

1. Eun, Cheol, & Resnick & Bruce, International Financial Management, 7th Edition, 2017, Tata McGrawHill
2. Jeff Madura, International Financial Management, 12th Edition, 2013, Cengage Learning.
3. Alan C. Shapiro, Multinational Financial Management, 10th Edition, 2010, John Wiley

Insurance and Banking

Course Code: 21MBA407F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To disseminate knowledge among the students of theoretical structures about Insurance.
2. To train and equip the students with the skills of insurance types and schemes.
3. To examine latest trends and regulations in commercial banking arena.
4. To become proficient in management of various aspects of commercial banking.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Develop a clear understanding and knowledge about the functioning of an insurance.
2. Nurture their understanding and expertise in various matters relating to operations of insurance schemes.
3. Understand origin of banking system and structure of banks.
4. Apply and connect various activities of commercial banks and gain knowledge on recent development in banking system.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction to Insurance

Introduction to Insurance-Meaning, Definition of insurance- General principles of insurance- Types of insurance life, fire and marine-Difference between life and other types of insurance, Growth & Development of Indian insurance industry- Regulations of insurance business and the emerging scenario.

Unit-II: Types of Insurance

Life Insurance-Introduction to life insurance- Features of life insurance-Essentials of life insurance, Different types of life policies. Fire Insurance- Fire insurance contracts- Fire insurance coverage- Policies for stocks- Rate fixation in fire insurance- Settlement of claims. Marine Insurance- Functions- Marine perils- Types of marine policies- Clauses in general use- Warranties and conditions- Proximate cause- Subrogation and conciliation - Re-insurance- Double Insurance-Types of marine losses. Miscellaneous Insurance -Motor insurance - Employer's liability insurance- Personal accident and sickness insurance.

Unit-III: Introduction to Banking

Introduction to Banking – Meaning, Origin, Scope – Indian Banking System- Types of Banks- Role and functions of Banks – Banking Structure – Branch Banking, Unit Banking, Group Banking and Chain Banking. Commercial Banks: Meaning, Role and Functions, Definition of Banking as per Banking Regulation Act 1949, Banking Systems – Branch Banking Vs Unit Banking and other Banking Systems, Deposit Banking Vs Commercial Banking.

Unit IV: Recent Developments in Indian Banking Sector

RBI Act, 1934 – Role and Functions of RBI, Monetary Policy of RBI – Provisions of RBI Act 1935, Banking Regulation Act 1949 - Opening of new banks and branch licensing - Constitution of board of directors and their rights - Banks shareholders and their rights - CRR / SLR concepts, Recent developments in the Indian Banking System – Retail Banking - Wholesale Banking – Universal Banking – Narrow Banking – Investment banking - Electronic Banking - Core Banking, E-Banking etc.

TEXT BOOKS

1. Benton E. Gup & James W. Kolari Commercial Banking, 2012, 6th Edition, Wiley India Pvt Ltd.
2. Padmalatha Suresh & Justin Paul Management of Banking and Financial Services, 2nd Edition, 2013, Pearson India.
3. Srivastava, R. M. and Divya Nigam. Management of Indian Financial Institutions, 8th edition, 2013, Himalaya Publishing House, New Delhi.

SUGGESTED READINGS

1. Peter S. Rose & Milton H Marquis, Money & Capital Markets, 2014, McGraw-Hill International.
2. Reddy.P.N., Appannaiah.H.R.; Theory & Practice of Banking; 8th Edition, 2014, Himalaya Publishing House.
3. Machiraju.H.R.; Modern Commercial Banking; 6th Edition, 2015, Vikas Publishing House Pvt. Ltd.
4. D. Muraleedharan -Modern Banking, Theory and Practice, 2012, 8th Edition, PHI Publishers.
5. Chhabra.T.N.; Banking, Theory & Practice; 6th Edition, 2014, Dhanpat Rai & Co.
6. N.K. Sinha -Money, Banking and Finance, 2012, 3rd Edition, BSC Publishing House
7. IIBF -Basics of Banking, Know your Banking – I, April-June, 2020, The Journal of Indian institute of banking and finance, Bank Quest.
8. IIBF- Banking Products and Services, April 2020 report, Bank Quest.

Functional Electives (Marketing)

Consumer Behaviour

Course Code: 25MBA303M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Electives

COURSE OBJECTIVES (COs)

1. The purpose of this course is to understand the conceptual foundations of consumer buying behavior
2. To create awareness of the theories of motivation and perception as applied in consumer behavior, and
3. To acquaint with the communication and consumer decision making
4. To make students understand the theoretical perspectives associated with consumer decision making, including recognizing cognitive biases and heuristics.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Identify the dynamics of human behavior and the basic factors that influence the Consumers decision process.
2. Explore and compare the core theories of consumer behavior in both consumer and organizational markets.
3. Apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.
4. Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I

Consumer Behaviour – Types of Consumer and Consumer Orientation - Consumer Buying Process Model - - Consumer Behaviour Models. Determinants of Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations.

Unit-II

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o- graphic.

Unit-III

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour

Unit-IV

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

TEXT BOOKS

1. Loudon & Della Bitta, consumer behaviour: concepts and applications, 8th Edition, 2007, Tata McGraw Hill. New Delhi.
2. Berkman & Gilson, consumer behaviour: Concepts and Strategies, 2nd Edition, 1986, Kent publishing company.

SUGGESTED READINGS

1. Michael r. Solomon, consumer behaviour, 12th Edition, 2014, Phi learning Private limited, New Delhi.
2. Poornima Sharma, Consumer Behaviour, 1st Edition, 2016, Pointer Publishers, Jaipur

Digital Marketing

Course Code: 21MBA304M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Marketing	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. This course will provide students with the knowledge, skills, and foundations of Internet penetration and digital commerce. Also, all about the Internet Marketing in India.
2. Students will develop an understanding of the Digital marketing strategy. Students will gain both the theoretical and practical skills necessary for success of search engine optimization; paid advertising, search advertising, display advertising and learn about various factors bringing in changes in digital marketing as per market.
3. Students will understand the basics of online consumer behavior and consider how all of this applies to real world situations.
4. Students will be examining the process of Social Media analytics.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Enable students to appreciate the difference and similarities between non-digital and digital marketing.
2. Demonstrate understanding of consumer behaviour on digital media.
3. Gain clarity on the ways to develop digital strategy & offering it for implementation purpose.
4. Understand the concept and working of social media marketing & its relevance.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I Introduction

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Application of Digital Marketing in Business, Creating the Webstore, Search Engine Optimization(SEO), Functions of Search Engine, Types of Optimization On Page Optimization, Off Page Optimization, Local Search Optimization, Keyword Management, Keyword Matching, Creating Backlinks, Search Engine Marketing, Types of Bidding – CPC, CPM, CPV, CPA, Ad Rank, Quality Score.

Unit-II Channels of Digital Marketing

Digital Marketing, Website Marketing, Search Engine Marketing, Online Social Media Marketing, Facebook Marketing, Facebook Messenger, Facebook Page, Facebook Ad, Facebook Groups, Facebook Events, YouTube Marketing, YouTube Ad Formats, Instagram Marketing, Twitter Marketing, Hashtag Marketing

LinkedIn Marketing, Creating LinkedIn Company Pages, Pinterest Marketing, Types of Pins, Tumblr Marketing, Microblogging, Digital Display Advertisements, Creating Digital Banners, Creating Videos for YouTube Marketing, Creating Content for Digital Marketing, Writing Blogs, Remarketing.

Unit-III Digital Marketing strategy

E-Mail Marketing Strategy, Types of Email Marketing Campaigns, Mobile Marketing, SMS Marketing – Long Code, Short Code, Mobile App Marketing, Different types of Mobile App Ads, Missed Call Marketing, Web Analytics, Google Analytics, Different types of Google Analytics Reports, Type of Metrics used in Web Analytics – Open Rate, Page Views, Unique Visitors, Listening, Affiliate Marketing, Growth Hacking. Importance of ethics in Digital Marketing

Unit-IV Social Media

Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things

TEXT BOOKS

1. Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice. 5th Edition, 2013, Pearson Education India.
2. Ian, Dodson (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, 2nd Edition, 2016, Wiley.

SUGGESTED READINGS

1. Hemann & Burberry, Digital Marketing Analytics, 2nd Edition, 2019, Pearson India.
2. Tanvi Gupta, Smita Mishra & Khushi Katyal, 1st Edition, 2021, Puffins Publishers Pvt. Ltd.

Retailing Management

Course Code: 23MBA305M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. This course will bring clarity to students about basics of retail and its relevance.
2. To make the retailing structure and presence of retail in India clear to students.
3. To make concepts of retail location and merchandise management clear to students.
4. To provide knowledge to students regarding retail pricing, promotion and relationship management.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Gain knowledge of retailing and various essential features related to it
2. Understand structure of retailing and retail sector from Indian perspective.
3. Grasp knowledge of location and merchandise management concepts in respect to retailing.
4. Understand pricing, promotion techniques and how to build relation with customers in Retail sector.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I Introduction

Understand the issues - opportunities -and problems- characteristics of retailing, functions, categorizing retailers- category killers, structure and nature of retailing channels, Retailing role relevance and trends, Retail strategy, drivers of success in retail sector

Unit-II Retail organizations in India

Retail Organizations – changing structure of retailing, classification, merchandise mix, customer interaction, Retail in India- emergence of organized retail, retail in rural India, VMS in India, challenges

Unit-III: Retail location and merchandise management

Retail location strategy – trading area, site selection analysis, merchandise turnover, Merchandising – merchandise mix management, merchandise acquisition, handling, control Product – product Assortment, retail brand, private labels- Retail space management, atmospherics, store space management, visual merchandising

Unit-IV: Retail pricing, promotion and relationship marketing

Retail pricing- objectives, approaches and strategies, Retail Promotion strategy, advertising, media selection,

sales promotion, personal selling, Relationship Marketing, CRM in organized and unorganized retailing, loyalty programs, Managing retail chains- challenges, operational decisions, franchising

TEXT BOOKS

1. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, Retail Management, 2015, 6th edition, Oxford University Press.
2. Berman, B., & Evans, Jr. Retail management, 2016, 10th edition, New Delhi: Prentice Hall India.
3. Michael, L. M., Weitz, B. W., & Pandit, A., Retailing management, 2018, 6th Edition, New Delhi: Tata McGraw Hill.

SUGGESTED READING

1. Newman, A. J., & Cullen, P, Retailing environment & operations. 2012, 6th Edition, London: Cengage Learning.
2. Kotler, P., Keller, K., Koshy, L., & Jha, M., Marketing management: a south Asian perspective, 2014, 13th Edition, New Delhi: Pearson.

International Marketing

Course Code: 23MBA306M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To provide students with the knowledge, skills, and foundations of International marketing.
2. To develop an understanding of numerous aspects presented in marketing in an international context.
3. To synthesize functional aptitude of marketing variables.
4. To have hands-on-experience with strategy formulating and comparing for choosing best option among others.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Introduce the students to the concept of international markets, international marketing and the management of international business.
2. Describe the manifestations of international markets and analyse the various aspects in international marketing.
3. Explain and analyse the management functions of international marketing
4. Apply and compare the strategy issues and choices available for managers in international marketing.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

UNIT I: Concept of international marketing

Introduction: Globalization, Concepts of international marketing, Theory of international trade, Internationalization of Indian forms, Process of international marketing

UNIT-II: Emerging opportunities in international market

Introduction: Background of international trade, Composition of world trade, Direction of world trade, an overview of Indian foreign trade, India's growth of exports in international markets

UNIT III: Entering international market & Pricing decision for international market

Introduction: Concepts of international market, the modes of international market entry, Factors affecting the selection of entry mode, choosing the right international market entry mix, pricing decisions, pricing approaches for international markets, factors influencing pricing decision in international markets

UNIT IV: Building brand in international markets

Introduction: Types of brands, Benefits of brandings, selecting brand name for international market, brand – image, equity, identity, essence, positing, revitalization, strategies for building global brand.

TEXT BOOKS

1. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing, 2012, 10th Edition, McGraw Hill publication.
2. Rakesh Mohan Joshi, International Marketing, 2013, Oxford University Press; Pap/Cdr, edition.
3. Sak Onkvisit and John Shaw, International Marketing, 2013, 5th Edition, Books Era publication, India.

SUGGESTED READINGS

1. Cateora, P.R., Gilly, M.C. & Graham, J.L., International Marketing, 15 Ed., Tata McGraw Hill Publication.
2. Paul, International Marketing- Text and cases, Tata McGraw Hill publication.
3. R. Srinivasan, International Marketing, 4th Edition, PHI learning publication

Brand Management

Course Code: 23MBA307M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make students aware about strategic brand management process and brand building concepts.
2. To provide knowledge to students about brand elements and designing marketing programs to build brand equity.
3. To make students understand integrated marketing communications and program to build brand equity.
4. To make students understand designing and implementing branding strategies

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand strategic brand management process and implications of brand building.
2. Utilize brand elements and design marketing programs to build brand equity.
3. Apply different forms of marketing communication to build brand.
4. Create and implement branding strategies.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I Introduction

What is a Brand- Can anything be Branded-Strategic brand Management process, Brand elements (Criteria and option) - Building a strong brand and it's applications, Identifying and establishing brand positioning-positioning guidelines

Unit-II Marketing programs to build brand equity

Brand elements (Criteria and option), Designing marketing programs to build brand equity, Brand values-Internal branding-Co branding-- Corporate Branding- Brand Audit - Brand equity concepts

Unit-III Marketing communications and brand equity management

Integrated marketing communications and program to build brand equity- Brand leveraging- Brand equity measurement and management system, Qualitative and Quantitative research techniques for measuring sources of brand equity

Unit-IV Designing and implementing branding strategies

The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy, Brand Extensions, Reinforcing

TEXT BOOKS

1. Kevin Lane Keller, Strategic Brand Management, 4th Edition, 2013, Pearson Education
2. Kevin Lane Keller, building measuring and managing Brand equity, 2nd Edition, 2009, Prentice Hall of India.

SUGGESTED READINGS

1. David A. Aakar, Managing Brand Equity: Capitalizing on the Value of a Brand Name. First Edition, 1991, The Free Press New York.
2. Y. L. Moorthi, Brand Management: The Indian Context. 2nd Edition, 2009, Vikas Publishing House Pvt Limited.

Marketing of Services

Course Code: 23MBA403M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Course Category:	Discipline Specific Elective
Prerequisite:	Basic understanding of Marketing

COURSE OBJECTIVES (COs)

1. To understand distinctive features of services and key elements in service marketing.
2. To communicate to the students about the new ways to improve service quality and understand consumer behaviour.
3. To be well-versed with marketing mix of services and its application in Indian Context.
4. To develop an understanding of the role of service marketing in service sector.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Comprehend and internalize the concepts covered in the course and be able to creatively apply them.
2. Demonstrate integrative knowledge of marketing issues associated with service quality and understanding of consumer behaviour.
3. Prepare, communicate and justify marketing mixes and information systems for service-based organizations.
4. Exhibit the capability to work effectively within a service team environment.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.

II: Service Consumer Behaviour

Understanding the Service Customer as a Decision Maker, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision-Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions.

Unit-III: Marketing Mix elements of services and Marketing Research

Product- Promotion- Price - Distribution- role of people in services marketing, Physical evidence of a service, Marketing Research in service marketing.

Unit IV: Role of Service marketing in Service Sector

Tourism and travel, Hotel Management and Catering, Hospitals, Educational institutions, financial consultancy, entertainment & Seminars and projects.

TEXT BOOKS

1. Dave Kerpen (2015) *Likeable Social Media: How to Delight Your Customers, Create Irresistible Brand and Be Generally Amazing on Facebook (and other social networks)*, 2nd Edition, New York, NY: McGraw-Hill Companies.
2. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler (2009), *Services Marketing: Integrating Customer Focus across the Firm*, Sixth Edition, New York, NY: McGraw-Hill Companies.

SUGGESTED READINGS

1. Vaarie A Zeithaml, Ajay Pandit and others, *Services Marketing*, McGraw Hill Special Indian Edition, 2018, 4th Edition.
2. GovindApte, *Services Marketing*, 2014, Oxford Press.

Advertising and Sales Promotion

Course Code: 23MBA404M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. This course will provide students with the knowledge, skills, and foundations of Advertisement in organizations.
2. To consider basics of advertising agencies and consider how all of this applies to real world situations.
3. The primary objective of this course is to provide understanding of advertisement, advertising budgets, and the exciting world of Indian advertising & structure of advertising agency.
4. To learn the process of setting advertising objectives.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand reasons behind choosing an advertising agency & apply the same knowledge in practical situations.
2. Gain clarity about Creative department, Media department, Client servicing department, marketing research department; Ancillary Services & various other processes associated with advertising agency.
3. Explore how to allocate the Marketing Communication Budget.
4. Understand The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness & Kinds of Advertising Objectives.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I Overview of Advertising Management

Introduction, Meaning and Framework of Advertising; Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies; Choosing an Advertising Agency

Unit-II Structure of an Advertising Agency

Introduction, Overview of an Advertising Agency; Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department; Ancillary Services; Interfacing with Client's Organisation; Integration of Services

Unit-III Advertising Budgets

Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

Unit-IV Setting Advertising objectives

Introduction, Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives; The DAGMAR Approach to Setting Objectives and Measuring Advertising Effectiveness; Kinds of Advertising Objectives; The Advertising Communication System, The communication process, The advertising exposure model; The Need for Clear Understanding of Objectives

TEXT BOOKS

1. Pankhuri Bhagat, Advertising & Sales Promotion, 1st Edition, 2021, SBPD Publishing House.
2. Faris Yakob, Paid Attention: Innovative Advertising for a Digital World. 1st Edition, 2015, Kogan Page Publisher

SUGGESTED READINGS

1. Saibal Roy, Advertising & Sales Promotion, 1st Edition, 2020, Sankalp Publication
2. V.S Padmanabhan & H.S Murthy, Advertising & Sales Promotion, First edition, 2011, ANE books.

Sales and Distribution Management

Course Code: 23MBA405M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES (COs)

1. To understand the roles and responsibilities of sales function
2. To manage and enhance the sales force productivity and performance
3. To plan and implement an effective sales strategy for their organizations
4. To frame socially, legally and ethically acceptable policies and plans for marketing channels

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understanding of the various roles, responsibilities and policies of sales function
2. Overview the issues of power and conflict in the organization
3. Understanding to manage, motivate and lead sales force
4. Framing policies and plan for sales organization and channels

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit 1:

Nature, Scope and process of sales management, relevance integration with product management and integrated marketing communication, Recruiting, Selecting, Training and development of sales force and sales organization, evaluation of sales personnel.

Unit 2:

Comprehension and motivation of sales personnel, impact on the sales practices and sales achievements, Designing territories and allocating staff efforts, associated strategic advantages and disadvantages. Sales Budgeting, Sales forecasting and control, approaches, techniques.

Unit 3:

Importance of distribution management in competitive business environment, associated strategies and techniques, Marketing Channels – Roles, structures, functions and relationships with the elements of marketing mix.

Unit 4:

Managing distribution channels, channel design and planning and associated models, strategies and the role

of strategies in business enhancement and growth, Physical Distribution management – transportation and warehousing.

TEXT BOOKS

1. Jeff, T., Earl, D.H. and Robert, C.E. “Sales Management” Prentice Hall, 2008.
2. Still, R.R., Cundiff, E.W. and Govoni, N.A.P., “Sales Management”,5th Edition, Prentice Hall, 1988.

SUGGESTED READINGS

1. Kotler, P., Keller, K., Koshi, A. and Jha, M., “Marketing Management”,13th Edition, Pearson, 2009.
2. Jobber, D., Lancaster, G., “Selling and Sales Management”,5th Edition, Prentice Hall, 200

Marketing Analytics

Course Code: 23MBA406M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES (COs)

1. To provide a strong foundation in marketing analytics with the basic understanding of the concepts and theories of analytics in marketing domain
2. To enabled the students to handle diversified marketing data.
3. To enable the students to build advanced analytical marketing models.
4. To deliver effective visualization product and comprehensive reports.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the importance of marketing analytics for forward looking and systematic allocation of marketing resources.
2. Know how to use marketing analytics to develop predictive marketing dashboard for organization.
3. Analyze data and develop insights from it to address strategic marketing challenges.
4. Identify the various challenges to marketing analytics domain.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNINGOUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I Introduction of Marketing Analytics

Introduction, basic marketing models, Analytical framework for marketing models, Case Study.

Unit-II Marketing Mix Analytics

Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity. Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modeling segmentation and Pricing, Market Basket Analysis, Case Study.

Unit-III Customer Analytics

Customer Analytics Survival Analysis, Analysing customer lifetime value. Predicting customer retention and profit, Choice modeling, Case Study.

Unit-IV: Social Media Analytics

Digital Analytics Planning, search engine marketing and mobile marketing, Resource Allocation Planning and modelling, resource allocation in the organization, Case Study.

TEXTBOOKS

1. Marketing Analytics (2021) by Moutusy Maity, Pavankumar Gurazada, Oxford Publication.
2. Marketing Analytics (2021) Seema Gupta, Avadhoot Jathar, Willey.
3. Marketing Analytics For Strategic Decision-Making (2021) Moutusy Maity & Pavankumar Gurazada, Oxford

SUGGESTED READINGS

1. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques (2018) Mike Grigsby
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel 1st Edition (2014) Wayne L. Winston

Rural and Agribusiness Marketing

Course Code: 23MBA407M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To understand the concept of Rural Market & rural customer
2. To identify the process of Rural Marketing
3. To understand the marketing mix in rural markets
4. To understand the innovations being done for rural markets

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Students will be able to recite problems in rural marketing and changing focus of corporate towards rural market.
2. Students will be able to solve the problems of cooperative sector in India.
3. Students will be able to recognize need of agricultural marketing in economic development and constraints of agricultural marketing.
4. Students will be able to evaluate role of government and financial institution in growth of rural and agricultural marketing.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

UNIT 1: Introduction to Rural Markets

Features, Significance, Scope and Limitations of rural markets in India; Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Classification of products and services in Rural marketing, rural demand and problems in rural marketing.

Unit 2: Marketing Mix in Rural Markets

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co- operative, Government, Financial

Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

UNIT-3: Agricultural Marketing

Agriculture Marketing –Definition, Scope, Concept and Objectives; Differences in Agricultural and Consumer Marketing; Constraints in Agricultural marketing; Role of Agriculture in Economic Development of India; Role of Government in Agricultural Development; Agribusiness; Export potential for farm products - Supporting Services.

UNIT 4: Agribusiness in India

Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector. Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

TEXT BOOKS

1. S.S.Acharya& N.L.Agarwal (2021), Agricultural Marketing in India, 7th Edition, New Delhi Oxford and IBH Publishing
2. K.S.Habeeb - Ur - Rahman (2019) Rural Marketing in India, 1st Edition- Himalaya Publishing House
3. S.S.Chinna Agricultural Marketing in India - KALYANI publishers
4. Rama Bijapurkar (2007), We are Like That Only, Understanding the Logic of Consumer India, Penguin Random House India Pvt. Ltd

SUGGESTED READINGS

1. S.S.Acharya& N.L.Agarwal (2021), Agricultural Marketing in India, 7th Edition –New Delhi Oxford and IBH Publishing
2. Dr. Subhash Bhave, Agribusiness Management in India –Text & Cases.
3. Arora, R C., (1979), Integrated Rural Development, S. Chand
4. Vasant Desai, Rural Development in India, Himalaya Publishing House

Functional Electives (OB & HRM)

Managing Training, Learning and Development

Course Code: 21MBA303HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Understanding of HRM and OB	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make students understand the concept, process and training needs of various categories of employees at different levels
2. To deliver students to understand about learning and other aspects in relation to development
3. To make the students understand how to prepare people to carry out predetermined tasks in well-defined job contexts
4. To provide students learn about a steady source of competent persons at different levels so as to meet the future requirements of the organisation.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain the key concepts of training, the training process and identify training needs of various categories of employees in a variety of organizational contexts
2. Describe the key concepts associated with Learning & Development
3. Examine and evaluate the impact of training on various organizational and HR aspects.
4. Develop an understanding to get ahead in the race especially in a complex, dynamic and ever-changing

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction to training, Process and TNA

Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training, Process of Training: Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.

Unit-II: Learning: Nature, Process, styles and types

Learning: Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, learning styles, elements and Profile, Types of Learning, Adult Learning, Implementing Learning/HRD needs.

Unit-III: Training Plan, Methods and Types

Designing and Implementation of Training Plan: Objectives of Designing Training Plan, Trainer and Trainee Identification, Designing and Conducting Specific Training and Development Program. Methods of Training,

Competency based training, Online Training, E- Learning, New Employee Training, ROI of training

Unit-IV: Management Development

Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD.

TEXT BOOKS

1. Raymond Noe, Employee Training & Development, Sixth Edition, 2013, McGraw Hill.
2. B. Janakiram, Training & Development, Indian Text Edition, 2007, Dreamtech Press.

SUGGESTED READINGS

1. Robert Craig, The ASTD Training and Development Handbook: A Guide to Human Resource Development, 4th edition, 1996, McGraw Hill.
2. Rebecca Page Tickell, Learning and Development: a practical Orientation, 2nd Edition, 2018, Kogan Page Ltd.

Performance Management

Course Code: 24MBA304HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To impart the understanding about the concept of performance management.
2. To provide understanding of system and strategies adopted by the organizations to manage employees' performance.
3. To practically implement performance management process and chalking out its necessities.
4. To acquaint students with the issues in performance management.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Outline and understand the core objectives of performance management.
2. Understand the key stages of performance management cycle and differentiate between performance management and performance appraisal.
3. Apply and connect the organizations performance management process.
4. Bring in collaborative learning by identifying and removing key issues with performance management.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

Unit-II: Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Performance management and organizational transformation, appraisal communication; Counselling, identifying potential for development; Linking pay with performance.

Unit-III: Implementation of Performance Management: Implementing performance management system-strategies and challenges; High Performance, Motivation for achieving high performance, Reaching the Top and Guaranteeing High Performance metrics; Role of HR professionals in performance management; Performance management documentation; Performance management audit; Performance Matrix

Unit-IV: Issues in Performance Management: Essence of Ethics, Code of conduct, Ethical and legal issues in performance management; Use of technology and E-PMS; Performance management practices in Indian organizations and international context.

TEXT BOOKS

1. Armstrong, M. & Baron, A., Performance management and development. 2012, 4th Edition, Mumbai: Jaico Publishing House.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, 2016, London: Kogan Page.

SUGGESTED READINGS

1. Bhattacharyya, D. K., Performance management systems and strategies, 2011, 6th Edition, India: Pearson Education.
2. Rao, T.V., Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, 2012, 11th Edition, Response Books: A division of Sage Publications.
3. Soumendra, Narain Bagchi, Performance Management. 11th Edition, 2013, Delhi: Cengage Learning India Pvt. Ltd.

Human Resource Metrics & Analytics

Course Code: 23MBA305HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. Relate the importance of using data-based reasoning to support HR decisions.
2. Formulate decisions about human resource initiatives using data-based reasoning and analysis.
3. Identify the quantitative analyses suitable for the analysis of employee data.
4. Interpret statistical output involving HR data.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Formulate decisions for developing logical reasoning related to HR procedures.
2. Exercise analysis related to impacts of decisions
3. Synthesis and process employee data for further decision making
4. Interpret and decode the output so received by applying metrics and analytics tools

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit I: Human Resource Metrics and Analytics

Understanding HR indicators, metrics and data, Data collection– tracking, entry, assess IT requirements to meet HR needs, Relational databases and HR systems, The Role of Analytics in HR–A Brief History of the Evolution of Analytics – Importance of analytics in the HR Field
HR Analytics Defined –HR's Value Proposition

Unit II: An Overview of HR Regulations and Reporting Requirements

HR Policies, Procedures, and Guidelines– Key Regulations and Reporting Requirements–Metrics, Benchmarks, and Other Indicators– Connecting Missions or Goals to HR Benchmarks and Metrics Analytics Tools and Techniques for HR Professionals

Unit III: Key Systems of Record for HR Data

Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel),

Benchmarking and best practices,

Unit IV: Using the Analytics Process Model

The Analytics Process Model and Its Phases– Applying the Analytics Process Model, Effectively Presenting HR Data– Effectively Presenting HR Data– Staffing, Supply and demand forecasting, total compensation analyses, Cost justification–return on investment, communicating recommendations.

TEXTBOOK

1. Cascio, W. F., & Boudreau, J. W. (2016). Investing in People: Financial Impact of Human Resource Initiatives (3rd ed.). Pearson.
2. Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments. AMACOM.

SUGGESTED READINGS

1. Lawler, E. E., III, Levenson, A., & Boudreau, J. W. (2004). Human Resources Business Process Outsourcing: Transforming How HR Gets Its Work Done. John Wiley & Sons.
2. Stone, D. L., & Deadrick, D. L. (2015). Human Resource Management: A Strategic Approach (7th ed.). Cengage Learning.
3. Van den Heuvel, S., Bondarouk, T., & Looise, J. C. (2017). Electronic HRM in Theory and Practice (2nd ed.). Emerald Publishing Limited.

Management of Industrial Relations

Course Code: 24MBA306HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Discipline Specific Electives

COURSE OBJECTIVES (COs)

1. Acquainting the students with the Basic concepts of Industrial Dispute and the Industrial Dispute Act, 1947 and putting concepts in their practical perspective.
2. Providing an elementary understanding of the penalties and offences under Industrial Dispute Act
3. Providing extensive knowledge regarding Powers and Duties of Authorities under Industrial Dispute Act.
4. To sensitise the students with the employee relations scenario in India.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Elaborate the concept of Industrial Relations and also able to elaborate Industrial Dispute settlement procedures
2. Illustrate the role of trade union in the industrial setup and can also outline the important causes & impact of industrial disputes.
3. Identify and realize the role of trade union in the industrial setup.
4. Summarize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-1: Introduction

Concept and scope of employee relations. Tripartite Scheme. Approaches to employee relations: a. Sociological Approach b. Psychological Approach c. Gandhian Approach d. Marxian Approach History of Industrial Relations in India-Pre independence and post- independence. Impact of Liberalization, Privatization and Globalization on Indian Industrial Relations.

Unit-2: Industrial Relations Acts

The Factories Act, 1948-Interpretation of the Act and Important Definitions, Provisions relating to Health safety and welfare under the Factory Act, 1948; Penalties and Offences, The Trade Union Act, 1926-Definitions; Registration of Trade Union, The Apprentices Act, 1961- Apprentices and their Trainings; Authorities.

Unit-3: Collective Bargaining

Concept. Essential Pre requisites for collective bargaining. Levels of Collective Bargaining Plant Level, Industry Level and National Level. The collective Bargaining Process-with special reference to Charter of Demands, Sticking point, Integrative and Distributive Bargaining, Attitudinal Structuring. Advantages and disadvantages of collective bargaining. Collective Bargaining in India.

Unit-4: Industrial Disputes and Legislative Framework in India

Industrial Disputes and Legislative Framework in India- Causes and types of Industrial disputes. Machinery for the prevention and settlement of Industrial Disputes. Salient features of Industrial Disputes Act 1947.

TEXT BOOKS

1. Rao, Rega Surya, Lectures on Labour and Industrial Laws, 8th Edition, 2017, Asia Law House
2. Thothadri, Vijayalakshmi M S., Industrial and Labour Laws, 7th Edition, 2018, Dreamtech Press.
3. Ahuja K K: Industrial Relations Theory and Practice, 4th edition (2019), Vikas Publishing House.

SUGGESTED READINGS

1. S.C. Srivastava, Industrial Relations and Labour Laws, 5th Edition, 2020, Vikas Publishing House.
2. S.N. Mishra, Labour and Industrial Laws, 4th Edition, 2018, Central Law Publications
3. Jerome Joseph, Strategic Industrial Relations Management, 5th Edition, Global Business Press.

Team Dynamics at Work

Course Code: 21MBA307HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. Analyze and describe the core attributes of effective team design.
2. Identify the factors of ethical and power based leadership of teams
3. Amalgamate the dynamic of global practical team work.
4. Practically applying team dynamics at the workplace.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the importance of team work and ways to execute it.
2. Exercise ethical approach of managing and executing team assignments.
3. Gain clarity on dynamics of teams as team size, norms, social loafing.
4. Execute team settings and allocation of teams for the official task.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit I

Definition of Team Dynamics– Team composition, formation and development– Impact of Team dynamics on Performance– Team Performance and Motivation.

Unit II

Team Conflict and Leadership. Conflict in Teams: Leveraging differences to Create Opportunity– Leadership in the team setting; energizing team efforts, Empowerment– Team decision making: Pitfalls and Solutions.

Unit III

Discovering the interpersonal orientation through FIRO–B, Experiential learning methodologies–T– group sensitivity training, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari window.

Unit IV

Communication skills– Negotiation skills and strategies for team building–team morale, Conflict resolution in teams, competitive vs collaborative behavior, developing collaboration

TEXT BOOKS

1. Group Dynamics for Teams 3rd Edition by Daniel J. Levi

SUGGESTED READINGS

1. Team Roles at Work Paperback – 26 Jan 2010 by R Meredith Belbin
2. The Five Dysfunctions of a Team Hardcover – 9 Jan 2006 by Patrick Lencioni

Compensation and Reward Management

Course Code:23MBA403HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To gain insights on various conceptual aspects of Compensation and Benefits to achieve organizational goals.
2. To determine the performance based compensation system for business excellence and solve various cases.
3. To designing the compensation strategies for attraction, motivation and retaining high quality workforce.
4. To understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand components and basic structures of compensation.
2. Define and relate functioning with the importance of internal alignment and conducting job evaluation for an appropriate compensation designing.
3. Gain knowledge on external competitiveness and benefits management.
4. Apply and connect with performance based compensation system and incentives.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit 1: Introduction to Compensation

Definition of Compensation, Basic concepts of Compensation: components; Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

Unit 2: Internal Alignment and Job Evaluation

Definition of Internal Alignment, Internal Pay Structures, Definition of Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan,

Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans.

Unit 3: Determining External Competitiveness and Benefits Management

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

Unit 4: Performance Based Compensation System and Incentives

Employee Contributions: Pay For Performance (PFP): Designing PFP Plans, Incentives: Positive & negative incentives, Types of individual incentives: incentive plans for blue collar workers, Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. Incentive plans for white collar worker: straight salary, straight commission, combination plans

TEXT BOOKS

1. BD Singh, Compensation & Reward Management, 2012, 2nd Edition, Excel books.
2. Milkovich & Newman, Compensation, 2017, 9th edition, Irwin/McGraw-Hill.
3. Bashker D. Biswas, Compensation and Benefit Design, 2012, FT Press

SUGGESTED READINGS

1. Steven Balsam, an Introduction to Executive Compensation, 2002, Academic Press.
2. Joseph J. Martocchio, Strategic Compensation, 2014, 14th Edition, Prentice Hall.
3. Richard I. Anderson, Compensation Management in Knowledge based world, 2012, 10th edition, Pearson Education.
4. Er Soni Shyam Singh, Compensation Management, 2012, Excel Books.

Organizational Change & Development

Course Code: 23MBA404HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To familiarize students with the underlying concepts of organizational change and development.
2. To explore the practice of change management, including strategies for inducing and managing changes at the organizational, group, and individual levels.
3. To understand the framework of Organizational Development (OD) and its foundational principles with emphasis on its interventions.
4. To design, implement and address implementation challenges, responsibilities, and effectiveness measurement.
5. To gain insights into contemporary issues related to Organizational development.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Differentiate and apply various approaches to managing organizational change.
2. Utilize competencies to induce and manage changes at different levels (organization, group, and individual).
3. Develop skills to design and implement effective intervention strategies.
4. Critically address problems related to OD implementation.
5. Understand challenges and contemporary issues in Organizational Development

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

UNIT I: Introduction to organizational change

Introduction to organizational change: Nature of change, forces of change, organizational routines and mental models, content of change, types and styles of change, building capability for change, providing leadership to change, types of change, cultural change, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change

UNIT-II: Introduction to organizational development

Organizational development– An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

UNIT III: Interventions

Designing Interventions: OD Interventions, Characteristics of OD Interventions, Conceptual Framework of

OD, OCTAPACE model– Managing OD Process, Classification of OD Interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD.

UNIT IV: Technology and Evaluation of interventions

Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD– Issues Faced in OD: Introduction, Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions.

TEXT BOOKS

1. Burke, W. W. (2017). *Organization Change: Theory and Practice* (5th ed.). Sage Publications.
2. Cummings, T. G., & Worley, C. G. (2019). *Organization Development and Change* (11th ed.). Cengage Learning.

SUGGESTED READINGS

1. Beer, M., Eisenstat, R. A., & Spector, B. (2014). *Leading Change and Organizational Renewal* (3rd ed.). Harvard Business Review Press.
2. Carnall, C. A. (2018). *Managing Change in Organizations* (7th ed.). Prentice Hall.
3. Anderson, D. L. (2014). *Organization Development: The Process of Leading Organizational Change* (4th ed.). Sage Publications

Strategic Human Resource Management

Course Code: 23MBA405HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of human resource management	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive advantage.
2. To understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioural perspective and cybernetic systems.
3. To identify the Non-Strategic HR practices which derive from institutional and political forces within the firm as well as outside the firm and the negative impact of such practices on firm performance
4. To analyse the strategic role of human resource management in a competitive environment and evaluate the relationship between human resource management and organizational performance

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive advantage.
2. Understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioural perspective and cybernetic systems.
3. Identify the Non-Strategic HR practices which derive from institutional and political forces within the firm as well as outside the firm and the negative impact of such practices on firm performance
4. Synthesize and apply knowledge in human resource management to contemporary organizations.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit 1: Introduction to Strategic Human Resource Management

Definition, need, importance of Strategic Human resource management, a shift from Traditional HRM to Strategic HRM, Linking HR strategy with business strategy, Challenges of Strategic HRM and Approaches of SHRM

Unit 2: Human Resource Environment

Cross Cultural Management, Workforce Diversity, Change in Employment Relationship: Temporary and Contract Labour, Nepotism, Headhunting, Assessment Centre, Role of an HR in CSR.

Unit 3: Competency and Potential Development

What are competencies? Competency mapping, Potential Development, The concept and Importance of Talent management, Attracting and retaining Talent, Career Planning – Organizational centered career planning, individual centered career planning, Succession planning, Elements of succession planning, Challenges of Succession planning

Unit 4: Strategic Human resource management issues and global dimension

Employee engagement, Investment in Training and Development, Learning organization, Skill based pay, Variable pay, HR outsourcing, Factors driving the need to outsource, Stages of Outsourcing, Understanding retrenchment and redundancy, Global competitive advantage, Employer branding and Employee Value proposition, Benchmarking and Balanced scorecard, HR audit, Global ethical environment, Cases related to Strategic HRM

TEXT BOOKS

1. Tanuja Agarwala, Strategic Human Resource Management, 2012, Oxford University Press.
2. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
3. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.

SUGGESTED READINGS

1. Luis R. Gomez-Mejia, David B. Balkin and Robert L. Cardy, Managing Human Resources, 2012, PHI publication house.
2. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, 2012, 8th edition, Thomson South-Western
3. S.K. Bhatia, Strategic Human Resource Management: Winning through People, 2011, 6th edition, Deep and Deep publications.

Leadership, Power and Politics in Organizations

Course Code: 21MBA406HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To introduce students with the concepts that are useful for understanding, analysing, and navigating power dynamics in organizations.
2. To diagnosing power and politics in organizations, building coalitions and networks, managing conflict, speaking up for yourself and others you care about, responding to status loss and low expectations, and leading change (e.g., issue selling, change management and downsizing).
3. To develop their leadership, general management and career skills through a better understanding of power and politics.
4. To understand the importance of relationships with organizational stakeholders and an organizational context crucial to successfully navigating the political terrain of organizations.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate an understanding of the types of power in organizations.
2. Understanding the formation of formal structures and apply different strategies of influence to their own problems in organizations.
3. Gain knowledge on informal structures and analysing strengths and weaknesses of individual influence.
4. Implement cultural change and understanding the ways by which one overcome the barriers to power and influence

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit 1: Leadership and Roles

Leadership and gender; Roles of personal traits; Leadership emergence; Leadership and Cross Cultural Management; Charismatic and transformational Leadership

Unit 2: Introduction to power and informal structures

Introduction to power and evolution; Organization power: meaning and functions; power and dependence, managing resources and relationships, Introduction to formal structures; building formal structures; uses and limits of formal structure, Introduction to informal structures; informal structures and dependence

Unit 3: Implementation of cultural change

Persuasion and manipulation; Power and culture; managing meaning and symbols; Internal networks,

Implementing cultural change, overcoming barriers to power and influence, Social Exchange and Reciprocity

Unit 4: Ethical issues on organizational Politics

Politics and organizational change; Empowerment and making difference; Sexism, Sexual Harassment and Gender Issues in the Workplace; Ethical Issues in Organizational Politics

TEXT BOOKS

1. Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge: How to make extraordinary things happen in organizations*. Hoboken, New Jersey: John Wiley & Sons, Inc.
2. David A. Buchanan and Richard J. Badham, *Power, Politics and Organizational change*, 2018, 2nd Edition, SAGE Publication

SUGGESTED READINGS

1. Mayo, A. J., & Nohria, N. (2017). *In their time: The greatest business leaders of the twentieth century*. Boston, Mass: Harvard Business School Press
2. *Influence, Power & Politics In The Organization*, Report by Roy E. Belen, 2017-2018, Access at Microsoft Word - PDF_OBDReport_brochure.docx (roybelen.com)
3. Lesson 30; access at power and organizational politics (managementconsultingcourses.com)
4. *Managing power and politics in organizations- resistance, empowerment, ethics*, Chapter 5, 2014, pg. 151, *Managing Organizations*.
5. *Power and politics*, Chapter 13, *Organizational Behaviour*, Pressbooks, Chapter 13: Power and Politics – Organizational Behavior (pressbooks.pub)

International Human Resource Management

Course Code: 21MBA407HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To acquaint the students with the concepts and strategies of international human resource management through introduction.
2. To make students clear about staffing and training from expatriate perspective.
3. To make students aware about performance and compensation management from international perspective.
4. To provide clarity to students regarding repatriation and industrial relations.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Know HRM issues in international contexts; issues related to host, home and third country nationals.
2. Become aware about staffing and training strategies essential from international point of view.
3. Understand the performance and compensation management especially from expatriate's perspective.
4. Apprehend repatriation and industrial relations from international point of view.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

International Human Resource Management – Concept, Nature, Scope – Difference between IHRM & Domestic HRM – Developing IHRM strategies – Globalization & HRM – Stages in Internationalization of Business– Cross Cultural Implications – Culture and Organization Performance–HRM in cross border mergers and acquisitions -Case Studies

Unit-II: Staffing and training

Staffing of Multi Nationals – Planning, Recruitment & Selection– Trends in International Staffing – Training & Development – Training Strategies – Expatriate Training – Cross Cultural Training – Trends in Training for Competitive Advantage –Case Studies -International Business Structure – Types of Multi-national Structure-Case Studies

Unit-III: Performance and Compensation management

Performance Management in International Organizations – Variables influences performance of expatriate–
International Compensation management – Variables influences Compensation
– issues in compensation –Case Studies

Unit-IV: Repatriation and Industrial relations

Repatriation – Concept – Benefits from Returns – Challenges of Re-entry – Repatriation, Process – Managing
Repatriation – International Industrial Relations – Nature & Approach – Future of IHRM--Case Studies

TEXT BOOKS

1. K. Aswathappa& Sadhna Dash, International HRM, 2nd Edition, 2013, Tata McGraw Hill.
2. Dowling, Peter J., Festing M. & Engle, A.D. (2013). International Human Resource Management, 6th Edition, (2013), Cengage Learning.

SUGGESTED READINGS

1. Fey, C. F. & Furu, Top management incentive compensation and knowledge sharing in multinational corporations. Strategic Management Journal, 12th Edition, 2008,
2. Peter J. Dowling & Denice E. Welch, International Human Resource Management, 4th Edition, 2004, Cengage Learning.

Functional Electives (International Business)

International Business

Course Code: 24MBA303IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60Marks
Prerequisite: NIL	Course Category: Discipline Specific Electives

COURSE OBJECTIVES (COs)

1. To guide the students upon identifying right structure and understanding the set of key differences between domestic business and international business.
2. To enable students to learn and identify various methods for getting involved in international business.
3. To highlight the components of the international business environment.
4. To make students understand various measures of economic progress and development and describe the position of the United States in International trade.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learn the fundamental theories, purposes and practices of international business, and better understand why companies engage in it;
2. Recognize and appreciate the complexity of entering an international market;
3. Understand the relationship between government (foreign and domestic) and international business;
4. Better understand the impact of physical, cultural, political, legal and financial forces on international business;

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: An Overview of International Business

Background for International Business - the definition international business - the rise of globalization – India's position in international trade. Theories of International Trade & Investment - the advantages of specialization - the concept of comparative advantage. Absolute Advantage Theory, Product Life Cycle, Porter's National Competitive Advantage Theory.

Unit-II: Monetary system and financial markets

The International Monetary System - the role of the International Monetary Fund (IMF) - fixed and floating exchange rates - the impact of European currency (EURO) and US Dollar. International Financial Markets - how a foreign exchange market function.

Unit-III: Integration and Trade Policies

Economic Integration among Countries - the levels of economic integration - the various arguments of economic integration. Trade and Investment Policies - the role of foreign aid in international trade and investment - the goals and function of WTO.

Unit-IV: International Operations & Logistics

Starting International Operations - various entry strategies used by firms to initiate international business activity - indirect exporting and importing - advantages and disadvantages of licensing. Franchising, Joint Ventures and Subsidiaries International Logistics international logistics - the usefulness of free trade zones.

TEXT BOOKS

1. Han, Jerry C. Y., Wild, John J., Wild, Kenneth L., International Business: The Challenges of Globalization, 4th Edition, 2009, Prentice Hall.
2. Thomas G. Cummings & Christopher, Organizational Development & Change, Second Edition, 2015. Sage Publication.

SUGGESTED READINGS

1. Charles W. Hill, International Business: Competing in the Global Marketplace, 11th Edition, 2018, McGraw-Hill Custom Publishing, North Ryde.
2. George Stonehouse, David Campbell, Jim Hamill, Tony Purdie, Global Transnational Business, Strategy and Management, 2nd Edition, 1986, Wiley.

Export Import Procedures

Course Code: 23MBA304IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. This course enables a student to appreciate the role of documentation in international trade.
2. This course will help the students to assess the importance of terms of contract from an international perspective.
3. The students will learn to apply the concepts learned in terms of delivery and international trade pricing to actual transactions.
4. Students would be able to evaluate the different methods of payments used in international trade.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learn basic terminologies and concept related to international trade
2. Understand documentation related to export and import decision.
3. Synthesize procedural movements' related to exporting and importing of goods.
4. Comprehend with institutional framework for exports and imports.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit I: Preliminaries for Exports and Imports:

Meaning and Definition of Export, Classification, Strategy and Preparation for Export Marketing, Export Marketing Organizations, Registration Formalities, IEC, RCMC, Export Licensing, Selection of Export Product, Identification of Markets, Methods of Exporting, Pricing Quotations, Payment Terms, Letter of Credit, Liberalization of Imports, Negative List for Imports, Categories of Importers, Special Schemes for Importers.

Unit 2: Export Import Documentation

Aligned Documentation System, Commercial Invoice, Shipping Bill, Certificate of Origin, Consular Invoice, Mate's Receipt, Bill of Lading, GR Form, ISO 9000, Procedure for obtaining ISO 9000, BIS 14000 Certification, Types of Marine Insurance Policies, Import Documents, Transport Documents, Bill to Entry, Certificate of Inspection, Certificate of Measurements, Freight Declaration.

Unit 3: Export-Import Procedure

Steps in Export Procedure, Export Contract, Forward Cover, Export Finance, Institutional framework for Export Finance, Excise Clearance, Pre-shipment Inspection, Methods of Pre-shipment Inspection, Marine Insurance, Role of Clearing and Forwarding Agents, Shipping and Customs Formalities, Customs EDI System, Negotiation of Documents, Realization of Exports Proceeds, Pre-Import Procedure, Steps in Import Procedure, Legal Dimensions of Import Procedure, Customs Formalities for Imports, Warehousing of Imported goods, Exchange Control Provisions for Imports, Retirement of Export Documents.

Unit 4: Policy and Institutional Framework for Exports and Imports

Foreign Trade Policy, Highlights, Special Focus Initiatives, Duty Drawback, Deemed Exports, ASIDE, MAI & MDA, Star Export Houses, Town of Export Excellence, EPCG Scheme, Incentives for Exporters, Export Promotion Councils, Commodity Boards, FIEO, IIFT, EOUs, SEZs, ITPO, ECGC, EXIM Bank.

TEXT BOOKS

1. Export Management, D.C. Kapoor, 2013, 6th Edition, Vikas Publishing House
2. Reddy, P.V. & Mamatha, P. Export Made Easy. 2015, 6th Edition, Commercial Law Publishers (India) Pvt. Ltd.
3. Khurana, P. K. Export Management. 2013, 5th Edition, Galgotia Publishing Co.

SUGGESTED READINGS

1. Handbook of Import-Export Procedures – Ministry of Commerce, Government of India, New Delhi.
2. Paras Ram, Export: What, Where and How, 2013, 6th Edition, Anupam Publishers, Delhi.
3. Mahajan M.I., Exports – Do it Yourself, 2011, 4th Edition, Snow White Publications, New Delhi
4. TAS Balagopal, Export Marketing, 2013, 8th Edition, Himalaya Publishing House.
5. Export Documentation and Procedures, 2014, 6th Edition, Nabhi Publications, New Delhi
6. R.L. Varshney, International Marketing Management, 2016, 13th Edition, Sultan Chand

International Marketing

Course Code: 24MBA305IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To provide students with the knowledge, skills, and foundations of International marketing.
2. To develop an understanding of numerous aspects presented in marketing in an international context.
3. To synthesize functional aptitude of marketing variables.
4. To have hands-on-experience with strategy formulating and comparing for choosing best option among others.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Introduce the students to the concept of international markets, international marketing and the management of international business.
2. Describe the manifestations of international markets and analyse the various aspects in international marketing.
3. Explain and analyse the management functions of international marketing
4. Apply and compare the strategy issues and choices available for managers in international marketing.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

UNIT I: Concept of International Marketing

Introduction: Globalization, Concepts of international marketing, Theory of international trade, Internationalization of Indian forms, Process of international marketing, Global Culture: concept, Structure of culture, Impact of culture on marketing.

UNIT-II: Emerging opportunities in international market

Introduction: Background of international trade, Composition of world trade, Direction of world trade, an overview of Indian foreign trade, India's growth of exports in international markets

UNIT III: Entering international market & Pricing decision for international market

Introduction: Concepts of international market, the modes of international market entry, Factors affecting the selection of entry mode, choosing the right international market entry mix, pricing decisions, pricing approaches for international markets, factors influencing pricing decision in international markets

UNIT IV: Building brand in international markets

Introduction: Types of brands, Benefits of brandings, selecting brand name for international market, brand – image, equity, identity, essence, positing, revitalization, strategies for building global brand.

Introduction: Types of brands, Benefits of brandings, selecting brand name for international market, brand – image, equity, identity, essence, positing, revitalization, strategies for building global brand.

TEXT BOOKS

1. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing, 2012, 10th Edition, McGraw Hill publication.
2. Rakesh Mohan Joshi, International Marketing, 2013, Oxford University Press; Pap/Cdr, edition.
3. Sak Onkvisit and John Shaw, International Marketing, 2013, 5th Edition, Books Era publication, India.

SUGGESTED READINGS

1. Cateora, P.R., Gilly, M.C. & Graham, J.L., International Marketing, 15 Ed., Tata McGraw Hill Publication.
2. Paul, International Marketing- Text and cases, Tata McGraw Hill publication.
3. R. Srinivasan, International Marketing, 4th Edition, PHI learning publication

Information System in Global Business

Course Code: 23MBA306IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES (COs)

1. To understand the linkage of information system in Global Business.
2. To comprehend with the emerging technologies that would help business at international front.
3. To comply with the strategies that gives success in the global market.
4. To understand the outsourcing mechanism and utilizing its merits for the betterment of the business.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Amend the integration of the information system with the business.
2. Practically apply the advantages of using emerging technologies as Frame Relay, ATM, VOIP; ADSL, Cable Modem, wireless, Mobile technology.
3. Apply strategies to combat competition in the global markets.
4. Generate competency in developing rationality on outsourcing ways for conducting a global business

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I

Information Systems in Global Business today, importance, Global IT workforce vs Domestic Workforce; Global e- business and collaboration; obstacles in rollout, challenges in Multi-site projects; tools and techniques to increase productivity; implications of poor global information systems management.

Unit-II

Moore's Law; Law of Mass Storage; Implications of laws in reducing costs and improving performance; Cloud in multinational enterprise, Information Technology, Corporate Strategy, and Competitive Advantage (Interlinked Value Chains); Basic Communications Technology and Concepts, Local Area Networks, Wide Area Networks (Packet Networks), Network Protocols (ISO OSI); Emerging technologies: Frame Relay, ATM, VOIP; ADSL, Cable Modem, wireless, Mobile technology.

Unit-III

Key business drivers and challenges in the global environment; strategies for success in the global market; “connectivity” as a driver for global information system; software be designed to fit the business requirements Vs. business requirements be modified to fit existing software.

Unit-IV

Micro-sourcing; Outsourcing from Service Provider Viewpoint; Producer/Consumer Perspective in Outsourcing; Need to outsource; challenges and risks, advantages and disadvantages associated with outsourcing an organization’s IT function; different kinds of outsourcing currently in use in today’s global economy.

TEXT BOOKS

1. Dorothy E Leidner and Tim Kayworth (2008), Global Information Systems: The Implications of Culture for IS Management, A Butterworth-Heinemann Title
2. Jawadekar. (2013) Management Information Systems: A Global Digital Enterprise Perspective, McGraw Hill Education (India) Private Limited
3. Yi chen Lan. (2006), Global Information Society: Operating Information Systems in Dynamic Global Business Environment, Idea Group Publication.

SUGGESTED READINGS

1. Arshdeep Bahga and Vijay Madiseti. (2014), Cloud Computing: A Hands-on Approach, Orient Blackswan Pvt Ltd, India.
2. Thorsten Blecker. (2007), Mass Customization Information Systems in Business, IGI Global.
3. Emily Nagle Green (2010), Anywhere: How Global Connectivity is Revolutionizing the Way We Do Business, McGraw Hill Education (India) Private Limited.
4. Mary C. Lacity, Leslie P. Willcocks, Mary Cecelia Lacity, and Leslie Willcocks (2000), Global Information Technology Outsourcing: In Search of Business Advantage, John Wiley & Sons.
5. Erran Carmel and Paul Tjia (2005), Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce, Cambridge University Press.

International Regulatory Environment

Course Code: 21MBA307IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of strategic Management	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To focus on the role of International Trade Institutions in promoting international Trade.
2. To focus on rapidly expanding legal system of the World Trade Organization (WTO).
3. To provide a basic insight into the institutional and substantive law of the WTO.
4. To understand barriers and attempts to remove them.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Utilize competency in lieu of promoting international trade.
2. Synthesis World Trade Organization policies and measures.
3. Understanding and implementing laws of WTO.
4. Understand barriers to international trade

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENT

Unit-I: Role of International Institutions in International Trade

World Bank, IMF, WTO, UNCTAD, International Trade Centre (ITC), Geneva, USTR (United State Trade Representative), CBI (Centre for Promotion of Imports from Developing Countries)

Unit-II: Origin of WTO

Evolution of GATT, From GATT to WTO, Multilateral and Plurilateral Agreements, Principles of GATFT, Exceptions to WTO Commitment

Unit-III: Regulatory Frame work of WTO

Sanitary and Phytosanitary Measures, Technical Barriers to Trade, Safeguards, Rules of Origin, Agreement on Agriculture, Agreement on Textile and Clothing, Subsidies and Countervailing Measures, Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS)

Unit-IV: General Agreements on Trade and Services

Objective and Need for GATS. Services covered under GATS, Obligations, Commitment and Schedules under GATS, Special and Differential Treatment under GATS, Dispute Settlement Mechanism, Stages in Dispute

TEXT BOOKS

1. Rao, M B & Guru Manjula, WTO and International Trade, Vikas Publication, 2001

SUGGESTED READINGS

1. Mattoo Aaditya, Stern Robert Mitchell, India and the WTO, Oxford, University Press, (2003),
2. Qureshi Asif Hasan, Interpreting WTO agreements: Problems and Perspectives, Cambridge University Press (2012)
3. Ezeani Elimma C., (2011), The WTO and its development obligation: prospects for global trade, Anthem Press,
4. Das Bhagirath Lal, WTO: The Doha Agenda : The new negotiations on world trade, Zed Books, (2003)
5. Bhaumik T. K., The WTO: a discordant orchestra, Sage Publications, (2006)

India's Foreign Trade and Policy

Course Code: 23MBA403IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Electives

COURSE OBJECTIVES (COs)

1. To acquaint the students with structure of India's foreign trade and explore India's trade policy.
2. To create awareness about the various schemes initiated for EXIM.
3. To provide understanding about role of Indian government in promoting India's foreign trade.
4. To understand the regulatory framework of bodies handling foreign exchange facilities.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Equip the students to critically evaluate the India's foreign trade policy and it's economic relations.
2. Analyse the importance of various measures and schemes adopted for EXIM.
3. Understand the meaning importance of role of Indian government in promoting India's foreign trade.
4. Develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

Unit I- Introduction to India's Foreign Trade and Policy : History and introduction to foreign trade, India's Foreign Trade Recent Trends, objective of foreign trade policy, Structure and Equilibrium of India's Balance of Payments, major exports and imports, prohibited and restricted items, Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings.

Unit II- Export Promotion Measures and Schemes: Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes: duty free import authorization scheme (DFIA), deemed exports.

Unit III- Indian Government Role: Role of State Trading Organizations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, Role of WTO in India's foreign trade policy.

Unit IV- Foreign Exchange facilities and Regulations: Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

TEXT BOOKS

1. James P. Neelankavil and Anoop Rai, International Business, 3rd Edition, 2015, Taylor and Francis.
2. V.K. Bhalla, International Business Environment and Management, 2010, Thirteen Revised Edition, Anmol Publications.

SUGGESTED READINGS

1. Vyuptakesh Sharan, International Business: concept, environment and strategy, 3rd Edition, 2010, Pearson Education, India.
2. Prashant Salwan, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, 15th Edition, 2016, Pearson.

International Advertising and Brand Management

Course Code: 23MBA404IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To impart knowledge of international advertising concept, issues and decisions.
2. To develop knowledge of advertisement campaign, planning and communication internationally.
3. To understand the international brand concept and decision-making ability of creation.
4. To acquire knowledge of international brand positioning and services.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Acquire Knowledge of international advertising objectives, importance and DAGMAR approach concept.
2. Develop knowledge of advertisement Headline, body copy, logo, illustration and layout internationally.
3. Understand international brand personality, image, identity, equity and loyalty etc.
4. Acquire knowledge of international brand building in Different Sectors along with extension and services.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction of International Advertising

International Advertising: Its importance and nature; International Communication model; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

Unit-II: Developments in International Advertising

Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet. International Advertising of Indian Products: Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications.

Unit-III: Introduction of Branding

Basics of Branding: Importance of branding; Basic branding concepts -Brand personality, brand image, brand

identity, brand equity and brand loyalty; Product vs. corporate branding: Major branding decisions. Brand Creation and Development: Identifying and selecting brand name; Building brand personality.

Unit IV: Development of International Brands

International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet. Brand Building in Different Sectors- Customers, industrial, retail and service brands. Developing International Brands: Local, foreign and global brands; Prerequisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

TEXT BOOKS

1. Aaker, David A. and Alexander L. Biel, Brand Equity and Advertising: Advertising's Role in Building Strong Brands, 2016, 11th Edition, Psychology Press.
2. Mooij, Marieke de, Global Marketing and Advertising: Understanding Cultural Paradoxes, 2015, 6th Edition, Sage Publications
3. Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, 2014, 7th Edition, Prentice Hall of India.

SUGGESTED READINGS

1. Belch. George and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 2018, 8th Edition, McGraw Hill Education.
2. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, 2011, NTC Business Books, Illinois.
3. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing, 2012, 5th Edition, Dryden Press.
4. Arnold, David, The Handbook of Brand Management, 2016, 4th Edition, Addison- Wesle
5. Kapferer, Jean Noel, Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity, 2014, 6th Edition, Simon and Schuster.
6. Moorthi, Y.L.R., Brand Management – The Indian Context, 2017, 3rd Edition, Vikas Publishing House.
7. SenguptaSubroto, Brand Positioning: Strategies for Competitive Advantage, 2014, 5th Edition, Tata McGraw Hill Education
8. Upsaw; Lynn B., Building Brand identity: A Strategy for Success in a Hostile Market place, 2014, 6th Edition, Wiley.

International Relations and Management

Course Code: 21MBA405IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Course Category:	Discipline Specific Elective
Prerequisite:	Basic understanding of International Business

COURSE OBJECTIVES (COs)

1. To understand the basics of International Relations and understand its nature in competitive situation.
2. To make them familiar about the unique characteristics of emerging economies.
3. To learn about international practices and events in world affairs.
4. To acquaint the students to handle critical situations in business world through practical application of knowledge and skills of the subject.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand international perspective of this course and the way power is acquired and used globally and how states and non-states actors interact.
2. Apply knowledge to understand the market volatility and growth and investment potential in emerging economies.
3. Become familiar with contemporary theories of international relations to use as lenses to differently explain outcomes and events in world affairs
4. Become conversant in current international events through a close reading of the news and interpretation of events through international relations theories and concepts.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction to International Relations

Nature of International Relations, scope of the discipline, Scientific approaches in International Relations, State, Sovereignty; Power/Hegemony, National interest; Security, Anarchy Civil Society; Citizenship, Globalisation, Poststructuralism and Green Politics.

Unit-II: Globalization Concepts

Globalization and information revolution, Basic trends in international relations, Constructivism, An Alternative to Materialism and India's Security in its Areas of Strategic Interest

Unit-III: Problems of International Relations

Conflict and peace-making, Comparative foreign policy, Human rights, International Law, Global ethics and

political environment.

Unit-IV: Disaster Management & Business Security

Natural Disaster, Operational Disaster, stages of disaster management, Disaster Management cycle, Global security and business.

TEXT BOOKS

1. Vivienne Jabri, "Reflections on the Study of International Relations, " in Trevor C. Salmon, ed., Issues in International Relations, London: Routledge, 1999.
2. Scott Burchill, "Introduction" in Scott Burchill and Andrew Linklater, eds., Theories of International Relations, New York: St Martin Press.
3. Hans Morgenthau, Politics among Nations (New Delhi: Kalyani, 1997) .

SUGGESTED READINGS

1. E.H. Carr, The Twenty Years Crisis: 1919-1939, 2016, London: Macmillan
2. Hans J. Morgenthau, Balance of Power, in Phil Williams, Donald M. Goldstein and Jay M. Shafritz, 2012, 7th edition.,
3. Classic Readings of International Relations, 2013, 6th Edition, Belmont. Wadsworth Publishing Co.

Overseas Buying Behavior

Course Code: 23MBA406IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To acquaint the students with the basic understanding of the concepts and theories of consumer and industrial buyer behavior
2. To enable students understand the internal determinants of buying behavior and their application to business cases.
3. To enable students understand the external determinants of buying behavior and their application to business cases
4. To understand the socio-cultural trends and their implications in overseas marketing.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain consumer behavior as a field of study, analyze and differentiate the various Consumer behavior models, Organization buying models.
2. Emphasize on the various psychological factors influencing buying behaviour across the various cultures.
3. Discuss the external determinants contributing towards changing buying behaviour.
4. Identify the various changes in the consumer behaviour field and discuss the trends in various cultures.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENT

Unit I- Consumer Behavior

Theory and its application to marketing strategy; Interdisciplinary nature of consumer behavior; Consumer buying process; Levels of decision making. Market Segmentation: Bases of segmentation-Geographic, Demographic, Psychographic, lifestyle, behavioristic, Market positioning, Market Targeting, Market Positioning.

Unit II- Internal Determinants of Buying Behavior

Market segmentation; Needs, motivation; consumer perception; Learning; Attitudes; Personality and psychographics (values and life style analysis); Consumer emotions and moods.

Unit III- External Determinants of Buying Behavior

Family and household influence; Reference groups and social class and Mobility; Culture and subcultures; Interpersonal Communication and influence; Opinion leadership.

Unit IV- Trends in Overseas Consumer and Industrial Buying Behavior

Economic demographic and socio-cultural trends and consumer behavior; Globalization of consumer markets and its implications for international marketing; Consumer behavior in Service market and product market.

TEXT BOOKS

1. Blackwell, R. D., Miniard, P. W., & Engel, J. F. Consumer Behavior. 2014, 12th edition, New Delhi: Cengage Learning.
2. Schiffman, L. G., & Kanuk, L. L. Consumer Behaviour, 2016, 6th Edition, Prentice Hall.

SUGGESTED READINGS

2. Michael R. Solomon. Consumer Behaviour. 2018, 11th Edition, New Delhi: PHI Learning Private Limited.
3. Paul, P. J., & Olson, J. C. Consumer Behaviour and Marketing Strategy, 2017, 8th Edition, McGraw Hill publication.

Cross Cultural Management and Management of MNC's

Course Code: 23MBA407IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To focus on business and management and to provide an intellectual and experiential forum for developing the interpersonal-intercultural communication and interaction skills necessary for international managers.
2. To identify cultural aspects of verbal and nonverbal behavior of persons from different cultures and to recognize cultural differences that can cause difficulties in management situations.
3. To acquire detailed expertise in dealing with a wide variety of cultural situations, challenges and paradigms, thus learning practical skills that will be useful for their own personal and professional development on an international level in and around MNC's.
4. To understand the implications of the globalization of business for effective management. Exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business and travel.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Acquire a sharper understand of their own culture and how it impacts their behaviour in a multicultural setting
2. Interpret behaviour, attitudes and communication styles of people from different cultures correctly
3. Understand the roles of, and challenges facing, MNC subsidiaries and headquarters
4. Deal with ambiguity in an ever-changing and unpredictable context that results from the globalization of business and people

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit 1: Introduction to cross-cultural management and dimensions of culture

Introduction to cross-cultural management; The globalization of business and people in the 21st century; Understanding culture and cultural differences around the globe; dimensions of culture, A look at cross-border business agreements; Components of cultural intelligence; Key cultural values and concepts; How culture affects behaviour; Switching off cultural cruise control; Class Discussion: Examining our cultures, norms and behaviours; Cultural differences between Latin America and other countries

Unit 2: The cross-cultural communication process

The cross-cultural communication process; Verbal language, codes and conventions; Non-verbal communication; negotiating styles in Europe, Latin America and Asia; Focus: Cultural characteristics of Latin American countries; Cultural characteristics of Brazil

Unit 3: Strategy and MNC's

Marketing management in MNC's, Human resource management in MNC's, Operations Management in MNC's, Financial Management in MNC's.

Unit 4: Strategic Issues with MNC's

Modes of entry and strategic alliance, organizational structures of MNC's, control and coordination in MNC's, Challenges of globalization, strategic issues for Indian MNC's

TEXT BOOKS

1. David Thomas and Kerr Inkson, Cultural Intelligence: Living and Working Globally", 2nd edition, 2009, Berrett-Koehler Publishers.
2. Dean Tjosvold, Cross Cultural Management, 2nd Edition, 2017, Taylor and Francis.

SUGGESTED READINGS

1. Sobhana Madhavan, Cross Cultural Management, Second Edition, 2011, Oxford University Press.
2. "Five Global Leadership Forces", by Marshall Goldsmith, Bloomberg Business Week, 10/2016

International Business Strategy

Course Code: 21MBA409 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of strategic Management	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To understand the basics of international business strategy and understand its nature in competitive situation.
2. To make them familiar about the unique characteristics of emerging economies.
3. To learn about international practices and procedures to meet objectives.
4. To acquaint the students to handle critical situations in business world through practical application of knowledge and skills of the subject.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand international perspective of this course and how it is critical for the success of multinational companies.
2. Apply knowledge to understand the market volatility and growth and investment potential in emerging economies.
3. Understanding of industry competition at international level and the choices companies make to compete.
4. Demonstrate capability of making their own decisions in dynamic business environment.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit-I: Introduction

Strategic Management in an International Context, Business policy, Vision and Mission, Purpose, Objectives, Goals and strategy.

Unit-II: Competitive advantage and Industry attractiveness in International Context

Competitive Advantage: resource-based and capability-based models of building competencies in international business. Analysing industry attractiveness in an international context. Competitor's analysis.

Unit-III: Resource Capability analysis and Matrix in International Context

Value chain analysis in international context, Strategic advantage profile in international context, BCG matrix,

DPM Matrix and GE Nine cell Matrix, Strategic Alliances and Networks: strategic motivations, learning and conflict within alliances. Competitive Dynamics: Competition and cooperation.

Unit-IV: Organization Structure in MNCs and Social Responsibility

Implementing International strategy: Organisational structure in MNC's; relationship between strategy and structure in international context; strategizing with social responsibility.

TEXT BOOKS

1. William H. A. Johnson, Global Strategy: Developing an effective strategy in global business, 2020, Routledge.
2. Alain Verbeke, International Business Strategy, 2nd Edition, 2013, Cambridge University Press.

SUGGESTED READINGS

1. David A. Aaker, John Wiley, Developing Business strategies, 6th Edition, 2001, John Wiley & Sons Inc.
2. S. Raghunath, International Business Strategy: Perspectives on implementation in Emerging markets, First edition, 2017, Palgrave Macmillan.

Functional Electives (Business Analytics)

Data Science Fundamental

Course Code: 24MBA303BA	Continuous Evaluation : 40Marks
Credits : 3	End Semester Examination :60 Marks
Prerequisite: Business Statistics and Business Research Methods	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make the foundation through understanding the basics concepts of data science.
2. To make them familiar with the integrated development environment, Tool boxes and Fundamental Libraries.
3. To make them familiar with the methods of data collection and their properties.
4. To equip the students with the knowledge and skills of data science to analyze the real world business scenario in various areas such as finance, marketing, operations etc. and make informed and data-driven decisions .

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP).
After completion of course, students would be able to:

1. To define and explain the cores of data science they are able to understand their role in business decision making.
2. To utilize the fundamental tools, library and IDEs essential of Data science.
3. To identify and apply the most appropriate techniques of data collection and data cleaning.
4. To create and interpret effective data visualization using the key principles and tools and evaluate the ethical considerations and the challenges in data-driven decision making with in various industries.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSECONTENT

Unit-I: Introduction to Data Science

Data Science- Definition & Meaning, Big Data, Data Science Hype, Datafication , Meta-Definition; Data Science Profile, Data Scientist, The Data Science Process, A Data Scientist's Role in this Process, Role of Data Science in Business and Management, Toolboxes: Python, fundamental libraries for data Scientists, Integrated development environment (IDE),

Unit-II: Data Acquisition and Data Preparedness

Data Munging: Properties of Data, Languages for Data Science, Collecting Data, Cleaning Data, Crowdsourcing.

Data Operations using R: Reading, selecting, filtering, manipulating, sorting, grouping, rearranging, ranking, and plotting.

Unit-III: Data Analysis

Exploratory Data Analysis: Descriptive statistics, Univariate and Bivariate analysis, Data visualization: Basic principles, ideas and tools for data visualization, Data Summarization

Inferential Statistics: Data distribution, measuring asymmetry, Sample and estimated mean, variance and standard score, Statistical Inference frequency approach, variability of estimates, hypothesis testing using confidence intervals, using p-values.

Unit – IV: Data-Driven Decision-Making

Application of data analytics in marketing, finance, operations, and human resources; Ethical considerations and challenges in data-driven decision-making.

TEXT BOOKS

1. Joel Grus, "Data Science from Scratch" First Edition, April 2015
2. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, "An Introduction to Statistical Learning-with Applications in R", 2013.
3. R Programming for Data Science, Roger D. Peng, LeanPub, 2015
4. Introduction to Data Science a Python approach to concepts, Techniques and Applications, Iqbal, L;Seghi, S. Springer, ISBN:978-3-319-50016-4
5. Data Analysis with Python A Modern Approach, David Taieb, Packt Publishing, ISBN-9781789950069

SUGGESTED READINGS

1. Evans, J. R. (2020). Business Analytics (3rd ed.). Pearson.
2. Pyle, D. (2015). Data Preparation for Data Mining. Morgan Kaufmann.
3. Zikopoulos, P., Eaton, C., & Zikopoulos, P. C. (2011). Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data. McGraw-Hill Osborne Media.

Business Intelligence

Course Code: 24MBA304BA	Continuous Evaluation : 40Marks
Credits : 2	End Semester Examination : 60 Marks
Prerequisite : Basic concepts of Data Base Management System	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make the foundation through understanding the basics concepts of Business Intelligence and make them familiar with the architecture of the Business Intelligence and its components and Business Intelligence Technologies
2. To understand the concept of Online Line Analytical Processing (OLAP) and Online Transaction Processing.
3. To make them understood the concept of Data Mining and its model and applications in business.
4. To equip the students with the knowledge of dashboards, balanced scorecards and business Intelligence search and text analytical tools.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To define and explain the cores of business intelligence and they are able to understand their role in various areas of business such as Enterprise resource planning, customer relationship etc.
2. To create the various types of tables in data warehouses
3. To use Microsoft's Business intelligence Platform and various analysis services tools.
4. To create effective reports, dashboards and balanced scorecards and interpret data visualization produced through advance BI Search & Text Analytics tools.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSECONTENT

UNIT 1

Introduction, Meaning, Fundamental Concepts of Business Intelligence, Application of Business Intelligence in Business, Business Intelligence Analysis Process, Functions, Objectives Roles & Responsibilities of Business Intelligence, Business Intelligence Framework Structure of Business Intelligence Systems and its components, Development of a Business Intelligence System, Ethics and Business Intelligence

Business Intelligence Technology: Data Warehouses and its role in Business Intelligence,

Enterprise Resource Planning and Business Intelligence, Customer Relationship Management and Business Intelligence, Business Intelligence and Financial Information.

UNIT 2

Introduction to On-Line Analytical Processing (OLAP) and Online Transaction Processing (OLTP), OLAP Applications and Functionality, Multi-dimension OLAP, Understanding Multidimensional Analysis Concepts: Attributes, Hierarchies and Dimensions in data Analysis. Understanding Dimensional Data Warehouse: Fact Table, Dimension Tables, Surrogate Keys and alternative Table Structure

UNIT 3

Understanding meta-data, Type, Functions and Advantages. Microsoft's Business intelligence Platform. Analysis Services Tools. Data Extraction, Transformation and Load: Meaning and Tools. Meaning of Data Mining, its type and purpose, Data mining Approaches, Data Mining Uses and Limitation and issues in Data Mining, Data Mining Applications, Data Mining Models, Data Mining Algorithm, Understanding data mining tools

Unit-4

Introduction to enterprise reporting, concepts of dashboards, balanced scorecards, Future of business intelligence – Emerging Technologies, Machine Learning, Predicting the Future, BI Search & Text Analytics – Advanced Visualization – Rich Report and Future beyond Technology.

TEXT BOOKS

1. David Loshin and David Loshin, "Business Intelligence", First Edition, 2003.
2. Mike Biere, "Business intelligence for the enterprise", Pearson Publication, First Edition.
3. Efraim Turban, Ramesh Sharda, Dursun Delen, "Decision Support and Business Intelligence Systems", 9 th Edition, Pearson 2013
4. Grossmann W, Rinderle-Ma, "Fundamental of Business Intelligence", Springer Publication, First Edition, 2015.

SUGGESTED READINGS

1. Evans, J. R. (2020). Business Analytics (3rd ed.). Pearson.
2. Pyle, D. (2015). Data Preparation for Data Mining. Morgan Kaufmann.
3. Brain, Larson, "Delivering business intelligence with Microsoft SQL server 2008", McGraw-Hill Education, 2008.
4. Stephen Few, "Information dashboard design", McGraw-Hill Education, 2000.
5. Zikopoulos, Eaton, & Zikopoulos, (2011). Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data. Mc Graw-Hill Osborne Media.

Business Intelligence Lab

Course Code : 24MBA304P	Continuous Evaluation : 60 Marks
Credits : 1	End Semester Examination: 40 Marks
Prerequisite : Basic concepts of Data Base Management System	Course Category:

COURSE OBJECTIVES

1. Understand the fundamentals of database theory and acquire the knowledge of Business Intelligence and Analytics.
2. To Understand Business Processes and KPI's and Become an expert in Data handling, Statistics, Decision making, and problem solving
3. Analyse current and historical data and discover how to find trends, market conditions, and research competitor positioning
4. Understanding visualization and Report studio

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand how analytics provided a solution to industries using real case studies
2. Create and design dataware houses and tables
3. Create different types of advanced reports and interpret for business growth.
4. Create powerful professional visualizations, interactive dashboards and reports

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

LIST OF EXPERIMENTS

1. Data definition languages (ddl) commands of base tables and views
2. Data manipulation language (dml) of base tables and views
3. Creating database and Cube using SQL
4. Import the legacy data from different sources such as (Excel, SqlServer, Oracle etc.) and load in the target system
5. Perform the Extraction Transformation and Loading (ETL) process to construct the database in the Sqlserver / Power BI.
6. Apply the what – if Analysis for data visualization. Design and generate necessary reports based on the data warehouse data
7. Front end tools, Forms- triggers- menu design
8. Design and implementation of Database using Visual Studio.
9. Create a dashboard report with widgets
10. Create various types of reports focused on need of the management

TEXT BOOKS

1. Forta, Ben. Sams teach yourself SQL in 10 minutes. Pearson Education, 2013.
2. Kriegel, Alex. *Discovering SQL: a hands-on guide for beginners*. John Wiley & Sons, 2011.
3. Turner, Ryan. SQL: The Ultimate Beginner's Guide to Learn SQL Programming Step by Step. Publishing Factory, 2020.
4. Ferrari, Alberto, and Marco Russo. Introducing Microsoft Power BI. Microsoft Press, 2016.
5. Ferrari, Alberto, and Marco Russo. Analyzing data with power BI and power pivot for excel. microsoft press, 2017.
6. Information Dashboard Design, Stephen Few, O'Reilly
7. The Absolute Guide to Dashboarding and Reporting with Power BI: How to Design and Create a Financial Dashboard with Power BI by Kasper de Jonge.

SUGGESTED READINGS

1. Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data, Edition 2 by Cindi Howson
2. IBM Cognos Business Intelligence 10: The Official Guide by Dan Volitich

Predictive Analytics

Course Code: 24MBA305BA	Continuous Evaluation : 40Marks
Credits : 2	End Semester Examination : 60 Marks
Prerequisite : Basic understanding of Business Statistics and Business Research Methods	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To make them familiar with the key concepts, frameworks, and algorithms in predictive analytics.
2. To understand the concept of Supervised learning, learning curves, support vector machines, random forest
3. To make them understood the Logistic Regression, Multiple Regression and its assumption, Execute variable transformation.
4. To equip the students with the knowledge of Time series methods/ forecasting feature Extraction and various forecasting methods like Univariate stationary processes (ARMA) and Non- stationary , integrated processes(ARIMA).

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To define and explain the core concepts of Predictive analytics and they are able to understand its application in various areas of business such as Finance, marketing, human resource, production, risk management etc.
2. To understand and analyze prediction business capabilities using Supervised Learning methods.
3. To understand and analyze prediction business capabilities using regression.
4. To understand and analyze prediction business capabilities using Time series/ Forecasting methods.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSECONTENT

UNIT 1

Predictive Analytics Meaning, Advantage of Predictive Analytics, Application of the Predictive Analytics in Business, Data Analytics and its importance, How Predictive Analytics is different from Data Analytics, Predictive Analytics Process, Types of Predictive Analytics and its Techniques

UNIT 2

Supervised Learning: First step, learning curves, training-validation and test, Learning models generalities, support vector machines, random forest.

UNIT 3

Regression analysis, Regression: linear regression simple linear regression, multiple & Polynomial regression, Sparse model, Unsupervised learning: clustering, similarity and distances, quality measures of clustering,

Unit-4

Time-Series Analysis and Forecasting: Introduction, Principles and risks of forecasting, Getting to know the data, Visualizing time series, Time Series Components, Assessing forecast quality, The mean (constant) model, Linear Trend Model, The random walk model, The random walk model with drift

TEXT BOOKS

1. Trevor Hastie, Robert Tibshirani, Jerome Friedman , The Elements of Statistical Learning-Data Mining, Inference, and Prediction ,Second Edition , Springer Verlag, 2009.
2. G. James, D. Witten, T. Hastie, R. Tibshirani -An introduction to statistical learning with applications in R, Springer, 2013.
3. E. Alpaydin, Introduction to Machine Learning, Prentice Hall Of India, 2010.

SUGGESTED READINGS

1. Leventhal, Barry. Predictive Analytics for Marketers: Using Data Mining for Business Advantage. Kogan Page Publishers, 2018..
2. Dr Martin Edwards , Kirsten Edwards. Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2019.
3. J. Eric Wilson, Predictive Analytics for Business Forecasting & Planning, Graceway Publishing Company, Inc, 2021

Predictive Analytics Lab

Course Code: 24MBA305P	Continuous Evaluation : 40Marks
Credits : 1	End Semester Examination : 60 Marks
Prerequisite : Basic understanding of Business Statistics and Business Research Methods	Course Category:

COURSE OBJECTIVES (COs)

1. Understand the fundamentals of concepts of R and acquire analytical knowledge to solve the various problems of the business.
2. To understand business problems and gain expertise in Data handling, Statistics, Decision making and problem solving
3. Analyse current and historical data and discover how to find trends, market conditions, and research competitor positioning
4. Understanding data visualization in R

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand how predictive analytics helps the business men to understand the problem and provide the data-driven solutions.
2. Apply the descriptive as well as inferential techniques of analysis
3. Apply the regression, time-series analysis and developed predictive model for businesses.
4. Create the plot and graphs in R.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

LIST OF EXPERIMENTS

1. Learn all the basics of R-Programming (Data types ,Variables Operators etc.)
2. Implement R-Loops with different examples.
3. Learn the basic of functions in R and implement with examples.
4. Implement data frames in R. Write a program to join columns and rows in a data frame using c bind()and r bind() in R.
5. Implement different String Manipulation functions in R.
6. Implement different data structures in R (Vectors, Lists, Data Frames)
7. Write a program to read a csv file and analyze the data in the file in R
8. Create pie charts and bar charts using R
9. Create a data set and do statistical analysis on the data using R.
10. Write R program to find Correlation and Covariance

11. Write R program for Regression Modeling
12. Write R program to build classification model using KNN algorithm
13. Write R program to build clustering model using K-mean algorithm

TEXT BOOKS

1. Lander, Jared P. R for everyone: Advanced analytics and graphics. Pearson Education, 2014.
2. Chambers, J. M. (2008). Software for data analysis: programming with R (Vol. 2, No. 1). New York: Springer.
3. Peng, Roger D. R programming for data science. Victoria, BC, Canada: Leanpub, 2016.
4. Matloff, Norman. The art of R programming: A tour of statistical software design. No Starch Press, 2011.
5. Gardener, M. (2012). Beginning R: The statistical programming language. John Wiley & Sons.

SUGGESTED READINGS

1. Chan, Bertram KC, and Bertram KC Chan. "Data analysis using R programming." *Biostatistics for Human Genetic Epidemiology* (2018): 47-122.
2. Grolemond, Garrett. Hands-on programming with R: Write your own functions and simulations. " O'Reilly Media, Inc.", 2014.

Introduction to Python

Course Code: 24MBA306BA	Continuous Evaluation : 40Marks
Credits : 2	End Semester Examination : 60 Marks
Prerequisite :	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To learn how to design and program Python applications.
2. To define the structure and components of a Python program.
3. To learn how to write loops and decision statements in Python
4. To learn about inbuilt input/output operations and compound data types in Python

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To store, manipulate and access data in Python Ability to implement basic Input / Output operations in Python
2. To define the structure and write loops and decision statements in Python.
3. To write functions and pass arguments in Python.
4. To create and use Compound data types in Python

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSECONTENT

UNIT 1

Python Basics: Entering Expressions into the Interactive Shell, The Integer, Floating-Point, and String Data Types, String Concatenation and Replication, Storing Values in Variables, Your First Program, Dissecting Your Program, Flow control: Boolean Values, Comparison Operators, Boolean Operators, Mixing Boolean and Comparison Operators, Elements of Flow Control, Program Execution, Flow Control Statements, Importing Modules, Ending a Program Early with `sys. exit()`, Functions: `def` Statements with Parameters, Return Values and `return` Statements, The `None` Value, Keyword Arguments and `print()`, Local and Global Scope, The `global` Statement, Exception Handling, A Short Program: Guess the Number

UNIT 2

Lists: The List Data Type, Working with Lists, Augmented Assignment Operators, Methods, Example Program: Magic 8 Ball with a List, List-like Types: Strings and Tuples, References,

UNIT 3

Manipulating Strings: Working with Strings, Useful String Methods, Project: Password Locker, Project: Adding Bullets to Wiki Markup Reading and Writing Files: Files and File Paths, The os.path Module, The File Reading/Writing Process, Saving Variables with the shelve Module, Saving Variables with the print. format() Function, Project: Generating Random Quiz Files, Project: Multi-clipboard.

Organizing Files: The shutil Module, walking a Directory Tree, Compressing Files with the zip file Module, Project: Renaming Files with American-Style Dates to European-Style Dates, Project: Backing Up a Folder into a ZIP File,

UNIT 4

Debugging: Raising Exceptions, Getting the Trace back as a String, Assertions, Logging, IDLE's Debugger.

Classes and objects: Programmer-defined types, Attributes, Rectangles, Instances as return values, Objects are mutable, Copying, Classes and functions: Time, Pure functions, Modifiers, Prototyping versus planning, Classes and methods: Object-oriented features, Printing objects, Another example, A more complicated example, The init method, The __str__ method, Operator overloading, Type-based dispatch, Polymorphism, Interface and implementation,

TEXT BOOKS

1. Paul Gries, Jennifer Campbell, Jason Montojo , Practical Programming: An Introduction to Computer Science Using Python 3, , Pragmatic Bookshelf, 2nd Edition, 2014
2. M. T Savaliya, R. K. Maurya& G M Magar, Programming through Python, Sybgen Learning India, 2020.

SUGGESTED READINGS

1. Python: The Complete Reference, Martin C. Brown, McGraw Hill, 2018 \
2. Beginning Python: From Novice to Professional, Magnus Lie Hetland, Apress,2017
3. Programming in Python 3, Mark Summerfield, Pearson Education, 2nd Ed, 2018
4. Python Programming: Using Problem Solving Approach, Reema Thareja, Oxford Univeristy Press, 2017
5. Let Us Python, Yashwant. B. Kanetkar, BPB Publication, 2019

Introduction to Python Lab

Course Code: 24MBA306 P	Continuous Evaluation : 40Marks
Credits : 1	End Semester Examination : 60 Marks
Prerequisite :	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To learn how to design and program Python applications.
2. To define the structure and components of a Python program.
3. To learn how to write loops and decision statements in Python
4. To learn about inbuilt input/output operations and compound data types in Python

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To store, manipulate and access data in Python Ability to implement basic Input / Output operations in Python
2. To define the structure and write loops and decision statements in Python.
3. To write functions and pass arguments in Python.
4. To create and use Compound data types in Python

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

LIST OF EXPERIMENTS

1. Write a program to design and develop python program to implement various control statement using suitable examples
2. Write program in Python to define and call functions for suitable problem.
3. Write Python program to demonstrate different types of function arguments.
4. Write a Python program to demonstrate the precedence and associativity of operators.
5. Write suitable Python program to implement recursion for problems such as Fibonacci series, Factorial, Tower of Hanoi etc.
6. Write Python program to implement and use lambda function in python
7. Write a python program to create and manipulate arrays in Python. Also demonstrate use of slicing and indexing for accessing elements from the array.
8. Write a program to implement list in Python for suitable problem. Demonstrate various operations on it.
9. Write a program to implement tuple in Python for suitable problem. Demonstrate various

operations on it.

10. Write a program to implement dictionary in Python for suitable problem. Demonstrate various operations on it

TEXT BOOKS

1. Paul Gries , Jennifer Campbell, Jason Montojo , Practical Programming: An Introduction to Computer Science Using Python 3, , Pragmatic Bookshelf, 2nd Edition, 2014
2. M. T Savaliya, R. K. Maurya& G M Magar, Programming through Python, Sybgen Learning India, 2020.

SUGGESTED READINGS

1. Python: The Complete Reference, Martin C. Brown, McGraw Hill, 2018 \
2. Beginning Python: From Novice to Professional, Magnus Lie Hetland, Apress,2017
3. Programming in Python 3, Mark Summerfield, Pearson Education, 2nd Ed, 2018
4. Python Programming: Using Problem Solving Approach, Reema Thareja, Oxford Univeristy Press, 2017
5. Let Us Python, Yashwant. B. Kanetkar, BPB Publication, 2019

Database Management Essentials

Course Code: 24MBA307BA	Continuous Evaluation : 40Marks
Credits : 2	End Semester Examination : 60 Marks
Prerequisite :	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To understand the basic concepts, the applications of database systems and relational database design principles
2. To Master the basics of SQL and construct queries using SQL
3. To become familiar with the basic issues of transaction processing and concurrency control
4. To become familiar with database storage structures and access techniques

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To store, manipulate and access data in DBMS/ SQL to implement basic Input / Output operations in SQL
2. To define the structure and write loops and decision statements in SQL.
3. To design entity relationship and convert entity relationship diagrams into RDBMS and formulate SQL queries on the respect data.
4. To apply normalization for the development of application software's

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSECONTENT

UNIT 1

Data base System Applications, Purpose of Database Systems, View of Data : Data Abstraction , Instances and Schemas , data Models : the ER Model , Relational Model , Other Models ; Database Languages : DDL , DML; database Access for applications Programs : data base Users and Administrator , Transaction Management, data base Architecture , Storage Manager , the Query Processor, Data base design and ER diagrams : ER Model - Entities, Attributes and Entity sets, Relationships and Relationship sets , ER Design Issues , Concept Design , Conceptual Design for University Enterprise.

UNIT 2

Introduction to the Relational Model Structure, Database Schema, Keys , Schema Diagrams, Relational Query Languages, Relational Operations. Relational Algebra: Selection and projection set operations, renaming , Joins, Division, Examples of Algebra overviews , Relational calculus : Tuple relational Calculus , Domain relational calculus.

Overview of the SQL Query Language – Basic Structure of SQL Queries, Set Operations, Aggregate Functions – GROUPBY – HAVING, Nested Sub queries, Views, Triggers.

UNIT 3

Normalization – Introduction, Non loss decomposition and functional dependencies, First, Second, and third normal forms – dependency preservation, Boyee/Codd normal form. Higher Normal Forms - Introduction, Multi-valued dependencies and Fourth normal form, Join dependencies and Fifth normal form

UNIT 4

File organization: File organization – various kinds of indexes. Query Processing – Measures of query cost - Selection operation – Projection operation, - Join operation – set operation and aggregate operation – Relational Query Optimization – Transacting SQL queries – Estimating the cost – Equivalence Rules

TEXT BOOKS

1. Ramakrishnan, Raghu, and Johannes Gehrke. Database management systems. McGraw-Hill, Inc., 2002.
2. Garcia-Molina, Hector. Database systems: the complete book. Pearson Education India, 2008.
3. Elmasri, Ramez. Fundamentals of database systems. Pearson Education India, 2008.

SUGGESTED READINGS

1. Codd, Edgar F. The relational model for database management: version 2. Addison-Wesley Longman Publishing Co., Inc., 1990.
2. Ullman, Jeffrey D. Principles of database systems. Galgotia publications, 1983.
3. C.J. Date, A.Kannan, S.Swami Nadhan , An Introduction to Database systems, Pearson, Eight Edition

Database Management Essentials Lab

Course Code: 24MBA307 P	Continuous Evaluation : 40Marks
Credits : 1	End Semester Examination : 60 Marks
Prerequisite :	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. To understand the basic concepts, the applications of database systems and relational database design principles
2. To Master the basics of SQL and construct queries using SQL
3. To become familiar with the basic issues of transaction processing and concurrency control
4. To become familiar with database storage structures and access techniques

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To store, manipulate and access data in DBMS/ SQL to implement basic Input / Output operations in SQL
2. To define the structure and write loops and decision statements in SQL.
3. To design entity relationship and convert entity relationship diagrams into RDBMS and formulate SQL queries on the respect data.
4. To apply normalization for the development of application software's

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

LIST OF EXPERIMENTS

1. Design a Database and create required tables. For e.g. Bank, College Database
2. Apply the constraints like Primary Key , Foreign key, NOT NULL to the tables.
3. Write a sql statement for implementing ALTER,UPDATE and DELETE
4. Write the queries to implement the joins
5. Write the query for implementing the following functions: MAX(),MIN(),AVG(),COUNT()
6. Write the query to implement the concept of Intergrity constrains
7. Write the query to create the views
8. Perform the queries for triggers
9. Perform the following operation for demonstrating the insertion , updation and deletion using the referential integrity constraints

10. Write the query for creating the users and their role.

TEXT BOOKS

1. Ramakrishnan, Raghu, and Johannes Gehrke. Database management systems. McGraw-Hill, Inc., 2002.
2. Garcia-Molina, Hector. Database systems: the complete book. Pearson Education India, 2008.
3. Elmasri, Ramez. Fundamentals of database systems. Pearson Education India, 2008.

SUGGESTED READINGS

1. Codd, Edgar F. The relational model for database management: version 2. Addison-Wesley Longman Publishing Co., Inc., 1990.
2. Ullman, Jeffrey D. Principles of database systems. Galgotia publications, 1983.
3. C.J. Date, A.Kannan, S.Swami Nadhan , An Introduction to Database systems, Pearson, Eight Edition

FINANCIAL MODELLING AND ANALYTICS	
Course Code: 24MBA405BA	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Business Analytics

COURSE OBJECTIVES (COs):

1. To understand the fundamental concepts and applications of financial modeling.
2. To analyze financial statements using various financial analysis techniques.
3. To develop expertise in portfolio management and valuation using Excel.
4. To conduct sensitivity and simulation analysis in financial modeling.

COURSE LEARNING OUTCOMES (CLOs):

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

1. Comprehend core concepts and applications of financial modeling.
2. Analyze and interpret financial statements effectively.
3. Apply Excel tools for portfolio theory and valuation techniques.
4. Implement sensitivity analysis and simulation techniques in financial modeling.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

UNIT-I

Modelling Concept and Models Creation: Modelling Introduction & Overview, Core Concepts, Applications of Financial Modelling. Steps & Skills for financial modelling, Dependent and Independent Variable.

UNIT-II

Analysis of Financial Statements: Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Financial Analysis Techniques, Inventories, Long Lived Assets, Non-Current Liabilities, Financial Statement Application.

UNIT-III

Excel in Portfolio Theory: Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel, excel in derivatives black and schools' model

in excel, Greeks in excel, real options valuation, building a mega model.

UNIT-IV

Sensitivity Analysis in Modelling: Simulation and sensitivity analysis; Scenario manager, other sensitivity analysis features, simulation in excel with different statistical distributions used in simulation, building models in finance using simulation.

TEXTBOOKS:

1. Benninga, Simon (2014). Financial Modeling. MIT Press.
2. Day, Alastair L. (2012). Mastering Financial Modeling. Pearson Education.
3. Chandan Sengupta (2010). Financial Modeling Using Excel and VBA. Wiley.
4. John Tjia (2018). Building Financial Models. McGraw-Hill Education.

SUGGESTED READINGS:

1. Moschella, John (2017). Financial Modeling for Equity Research: A Step-by-Step Guide to Earnings Modeling. Gutenberg Research Publishing.
2. Paul Wilmott (2013). Paul Wilmott Introduces Quantitative Finance. Wiley.
3. Simon Z. Benninga & Tal Mofkadi (2017). Principles of Finance with Excel. Oxford University Press.
4. David R. Forde (2019). Financial Modelling: Theory, Implementation and Practice with MATLAB Source CRC Press.

FINANCIAL MODELLING AND ANALYTICS LAB

Course Code: 24MBA405P	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
Prerequisite: NIL	Course Category: Business Analytics

COURSE OBJECTIVES (COs):

1. To familiarize students with the spreadsheet environment and financial modeling techniques.
2. To equip students with the ability to construct and analyze financial statements using modeling tools.
3. To develop forecasting models for business and financial decision-making.
4. To apply financial modeling techniques for valuation using discounted cash flow (DCF) methods.

COURSE LEARNING OUTCOMES (CLOs):

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

1. Utilize advanced spreadsheet functionalities for financial modeling.
2. Construct and interpret financial statements for business analysis.
3. Develop financial forecasting models integrating key business indicators.
4. Perform valuation modeling using DCF and other financial tools.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

UNIT-I

Spreadsheet Environment and its Application: Introduction to excel, understanding advanced features of excel database functions in excel, creating charts using forms, understanding finance functions present in excel, creating dynamic models, designing the spreadsheet model, using formulas in modelling.

UNIT-II

Modelling for Business Analysis: Construction a financial statement model; Financial analysis of company: Construction of pyramid of ratios from a published financial statement; Report on an industry: Financial analysis and interpretation.

UNIT-III

Financial Forecasting: Historical financial statements; Integration and linking of financial statements; Lag and lead indicators; Forecasting techniques; Forecasting turnover, expenses, current and non-current assets, liabilities; Adjusting for seasonality, projected financial statements.

UNIT-IV

Modelling tools and DCF for Valuation: Applying modelling tools and functions, projected cash flows, The DCF inputs: Beta, risk premium, capital asset pricing model, weighted average cost of capital, discounted cash flows, DCF valuation, understanding the DCF valuation; Stages of growth.

TEXTBOOKS:

1. Benninga, Simon (2014). Financial Modeling. MIT Press.
2. Day, Alastair L. (2012). Mastering Financial Modeling. Pearson Education.
3. Chandan Sengupta (2010). Financial Modeling Using Excel and VBA. Wiley.
4. John Tjia (2018). Building Financial Models. McGraw-Hill Education.

SUGGESTED READINGS:

1. Moschella, John (2017). Financial Modeling for Equity Research: A Step-by-Step Guide to Earnings Modeling. Gutenberg Research Publishing.
2. Paul Wilmott (2013). Paul Wilmott Introduces Quantitative Finance. Wiley.
3. Simon Z. Benninga & Tal Mofkadi (2017). Principles of Finance with Excel. Oxford University Press.
4. David R. Forde (2019). Financial Modelling: Theory, Implementation and Practice with MATLAB Source. CRC Press.

Machine Learning

Course Code: 24MBA404 BA	Continuous Evaluation: 40Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Business Statistics and Business Research Methods	Course Category: Discipline Specific Elective

COURSE OBJECTIVES (COs)

1. Acquire theoretical Knowledge on setting hypothesis for pattern recognition.
2. Apply suitable machine learning techniques for data handling and to gain knowledge from it.
3. Evaluate the performance of algorithms and to provide solution for various real world applications.

COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To define and explain the core concepts of Machine Learning and they are able to understand its application in various areas of business such as Finance, marketing, human resource, production, risk management etc.
2. To understand and analyze prediction business capabilities using Supervised Learning methods.
3. To understand and analyze prediction business capabilities using regression.
4. To understand and analyze prediction business capabilities using Time series/ Forecasting methods.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSECONTENT

UNIT 1

Introduction to Machine Learning Introduction, Components of Learning, Learning Models, Geometric Models, Probabilistic Models, Logic Models, Grouping and Grading, designing a Learning System, Types of Learning, Supervised, Unsupervised, Reinforcement, Perspectives and Issues, Version Spaces, PAC Learning, VC Dimension.

UNIT 2

Supervised and Unsupervised Learning Decision Trees: ID3, Classification and Regression Trees, Regression: Linear Regression, Multiple Linear Regression, Logistic Regression, Neural Networks: Introduction, Perception, Multilayer Perception, Support Vector Machines: Linear and Non-Linear, Kernel Functions, K Nearest Neighbors. Introduction to clustering, K-means

clustering, K-Mode Clustering.

UNIT 3

Ensemble and Probabilistic Learning Model Combination Schemes, Voting, Error-Correcting Output Codes, Bagging: Random Forest Trees, Boosting: Adaboost, Stacking. Gaussian mixture models - The Expectation-Maximization (EM) Algorithm, Information Criteria, Nearest neighbor methods - Nearest Neighbor Smoothing, Efficient Distance Computations: the KD-Tree, Distance Measures,

Unit-4

Reinforcement Learning and Evaluating Hypotheses Introduction, Learning Task, Q Learning, Non deterministic Rewards and actions, temporal-difference learning, Relationship to Dynamic Programming, Active reinforcement learning, Generalization in reinforcement learning. Motivation, Basics of Sampling Theory: Error Estimation and Estimating Binomial Proportions, The Binomial Distribution, Estimators, Bias, and Variance.

TEXT BOOKS

1. Ethem Alpaydin, "Introduction to Machine Learning", MIT Press, Prentice Hall of India, 3rd Edition 2014.
2. Mehryar Mohri, Afshin Rostamizadeh, Ameet Talwalkar "Foundations of Machine Learning", MIT Press, 2012.
3. Tom Mitchell, "Machine Learning", McGraw Hill, 3rd Edition, 1997.
4. MACHINE LEARNING - An Algorithmic Perspective, Second Edition, Stephen Marsland, 2015.

SUGGESTED READINGS

4. Charu C. Aggarwal, "Data Classification Algorithms and Applications", CRC Press, 2014.
5. Charu C. Aggarwal, "DATA CLUSTERING Algorithms and Applications", CRC Press, 2014.
6. Kevin P. Murphy "Machine Learning: A Probabilistic Perspective", The MIT Press, 2012
7. Jiawei Han and Micheline Kamber and Jian Pei, "Data Mining Concepts and Techniques", 3rd edition, Morgan Kaufman Publications, 2012

Machine Learning Lab

Course Code: 24MBA 404 P	Continuous Evaluation : 40Marks
Credits: 1	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Business Statistics and Business Research Methods	Course Category:

COURSE OBJECTIVES (COs)

5. Understand the fundamentals of concepts of R and acquire analytical knowledge to solve the various problems of the business.
6. To understand business problems and gain expertise in Data handling, Statistics, Decision making and problem solving
7. Analyse current and historical data and discover how to find trends, market conditions, and research competitor positioning
8. Understanding data visualization in R

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

5. Understand how predictive analytics helps the business men to understand the problem and provide the data-driven solutions.
6. Apply the descriptive as well as inferential techniques of analysis
7. Apply the regression, time-series analysis and developed predictive model for businesses.
8. Create the plot and graphs in R.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

LIST OF EXPERIMENTS

1. Learn all the basics of R-Programming (Data types ,Variables Operators etc.)
2. Implement R-Loops with different examples.
3. Learn the basic of functions in R and implement with examples.
4. Implement data frames in R. Write a program to join columns and rows in a data frame using c bind()and r bind() in R.
5. Implement different String Manipulation functions in R.
6. Implement different data structures in R (Vectors, Lists, Data Frames)
7. Write a program to read a csv file and analyze the data in the file in R
8. Create pie charts and bar charts using R
9. Create a data set and do statistical analysis on the data using R.
10. Write R program to find Correlation and Covariance

11. Write R program for Regression Modeling
12. Write R program to build classification model using KNN algorithm
13. Write R program to build clustering model using K-mean algorithm

TEXT BOOKS

1. Lander, Jared P. R for everyone: Advanced analytics and graphics. Pearson Education, 2014.
2. Chambers, J. M. (2008). Software for data analysis: programming with R (Vol. 2, No. 1). New York: Springer.
3. Peng, Roger D. R programming for data science. Victoria, BC, Canada: Leanpub, 2016.
4. Matloff, Norman. The art of R programming: A tour of statistical software design. No Starch Press, 2011.
5. Gardener, M. (2012). Beginning R: The statistical programming language. John Wiley & Sons.

SUGGESTED READINGS

1. Chan, Bertram KC, and Bertram KC Chan. "Data analysis using R programming." *Biostatistics for Human Genetic Epidemiology* (2018): 47-122.
2. Golemund, Garrett. Hands-on programming with R: Write your own functions and simulations. " O'Reilly Media, Inc.", 2014.