



Master of Business Administration (MBA) (Two-Year, Semester Based, Full Time Program)

PROGRAM MISSION:

Shaping 21st Century professional managers to operate in the emerging VUCA environment.

PROGRAM OBJECTIVES (PO's): The objective of the MBA program is:

- PO1** Shaping Decision makers to resolve complex managerial problems.
- PO2** Develop deep understanding of various functional aspects of management.
- PO3** Bring out professionals with effective oral and written communication skills.
- PO4** Building interpersonal and team working skills for managerial effectiveness.
- PO5** Develop future Entrepreneurs and Intrapreneurs capable of taking up leadership positions.
- PO6** Evolution of socially sensitive ethical managers

PROGRAM LEARNING OUTCOMES (PLO's):

At the completion of the MBA program, the graduates will be able to:

- PLO1** Exhibit critical thinking skills.
- PLO2** Cultivate a global perspective.
- PLO3** Acquire knowledge of current theories and techniques of various business disciplines.
- PLO4** Apply strategic decision making to build on knowledge of functional aspects of business.
- PLO5** Comprehend ethical aspects and dilemmas of business.
- PLO6** Practice effective teamwork and collaborative skills.
- PLO7** Understand complex business situations by applying qualitative analysis and quantitative techniques.
- PLO8** Apply responsible business practices and ethical principles in decision-making.
- PLO9** Use Information Technology in business process to.
- PLO10** Demonstrate leadership capabilities and team working skills for effective organizational functioning.
- PLO11** Demonstrate effective written and oral communication skills.

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PROGRAM STRUCTURE

Programme Curriculum	Credits	Courses
Maximum Credits on offer in the MBA Program	128	42
The structure of Credit requirements is shown below:		
Total Number of Major Courses (CORE)	106	36
Total Number of Minor Courses	12	04
Summer Internship Project and Research Project	10	02
Discipline Based Specialization (Minor DSE) 1. MARKETING (MRM) 2. HUMAN RESOURCE MANAGEMENT (HRM) 3. RETAIL MANAGEMENT (RTM) 4. FINANCE (FIN) 5. INTERNATIONAL BUSINESS (IBM) 6. OPERATIONS (ORM) 7. BUSINESS ANALYTICS (BAN) 8. LOGISTIC AND SUPPLY CHAIN MANAGEMENT (LSC) 9. ENTREPRENEURSHIP (ENT) 10. INFORMATION TECHNOLOGY (IT)		

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PROGRAM CURRICULUM

Semester-I

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MBA 501	Quantitative Techniques and Operations Research	4	0	0	4
2	MBA 502	Managerial Accounting	4	0	0	4
3	MBA 503	Organizational Behavior	3	0	0	3
4	MBA 504	Managerial Economics	4	0	0	4
5	MBA 505	Legal Aspects of Business	4	0	0	4
6	MBA 506	Management Concepts and Principles	4	0	0	4
7	MBA 507	Business Communication	2	0	0	2
8	MBA 508	Office Management with MS-Word & MS-Excel	2	0	2	3
9	MBA 509 P	Business News and Industry Analysis	0	0	4	2
Total			27	0	6	30
Contact Hours			33			

Semester-II

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MBA 510	Production and Operations management	4	0	0	4
2	MBA 511	Marketing Management	3	0	0	3
3	MBA 512	Financial Management	4	0	0	4
4	MBA 513	Human Resource Management	3	0	0	3
5	MBA 514	Business Research Methods	3	0	2	4
6	MBA 515	International Business	3	0	0	3
7	MBA 516	Macroeconomic Environment	3	0	0	3
8	MBA 517 P	Personality Development Programme (PDP) - I	0	0	2	1

9	MBA 518	Office Management with Advance MS-Excel, MS-Project and Power Point	2	0	2	3
10	MBA 519	Creative Problem-Solving and Design Thinking	1	0	2	2
Total			26	0	8	30
Contact Hours			34			
The students will undergo 6-8 weeks Summer Internship Program (SIP) in reputed Corporate/Industry. The Internship will be based on the choice and interests of students. It will be based on specialisation areas offered in the curriculum viz. (Marketing (MRM), Human Resource Management (HRM), Retail Management (RTM), Finance (FIN), International Business (IBM), Operations (ORM), Business Analytics (BAN), Logistic and Supply Chain Management (LSC), Entrepreneurship (ENT), & Information Technology (IT) etc.						
On Completion of Summer Internship Program (SIP), a report has to be submitted. Presentation and Viva-Voce will be conducted in Semester - III as Course No. MBA 607.						

Semester-III

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MBA 601	Project Management	4	0	0	4
2	MBA 602	Business Analytics	2	0	4	4
3	MBA 603	Management Information System	3	0	0	3
4	MBA 604 P	Personality Development Programme (PDP) - II	0	0	2	1
5	MBA 605	Data Management using MYSQL	1	0	2	2
6	MBA 606	Green Management	2	0	0	2
7		Specialization - I Core - I	3	0	0	3
8		Specialization - I Elective - I	3	0	0	3
9		Specialization - II Core - I	3	0	0	3
10		Specialization - II Elective - I	3	0	0	3
11	MBA 607	Student Internship Program (SIP) & Viva-Voce	0	0	0	6
Total			24	0	8	34
Contact Hours			32			

Semester-IV

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MBA 608	Strategic Management	3	0	0	3
2	MBA 609	Business Ethics & Corporate Social Responsibility	3	0	0	3
3	MBA 610	Spirit of Entrepreneurship (Introductory)	3	0	0	3
4	MBA 611 P	Personality Development Programme (PDP) - III	0	0	2	1
5	MBA 612	Business Intelligence using Power BI	1	0	2	2
6		Specialization - I Core - II	3	0	0	3
7		Specialization - I Elective - II	3	0	0	3
8		Specialization - II Core - II	3	0	0	3
9		Specialization - II Elective - II	3	0	0	3
10		Specialization - I Core - III	3	0	0	3
11		Specialization - II Core - III	3	0	0	3
12	MBA 613	Deep Immersion Project Report & Viva-Voce	0	0	0	4
Total			28	0	4	34
Contact Hours			32			

SPECIALISATION AREAS**MBA PROGRAM OFFERS A DUAL SPECIALISATION:****(STUDENTS CAN CHOOSE TWO SPECIALISATION AREAS FROM THE LIST BELOW)**

SPECIALISATIONS OFFERED	
1.	MARKETING (MRM)
2.	HUMAN RESOURCE MANAGEMENT (HRM)
3.	RETAIL MANAGEMENT (RTM)
4.	FINANCE (FIN)
5.	INTERNATIONAL BUSINESS (IBM)
6.	OPERATIONS (ORM)
7.	BUSINESS ANALYTICS (BAN)
8.	LOGISTIC AND SUPPLY CHAIN MANAGEMENT (LSC)
9.	ENTREPRENEURSHIP (ENT)
10.	INFORMATION TECHNOLOGY (IT)

LIST OF COURSES UNDER DIFFERENT SPECIALIZATIONS

DSE – I – MARKETING (MRM)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MRM 01 C	Product and Brand Management	3	0	0	3
2	MRM 02 C	Consumer Behaviour	3	0	0	3
3	MRM 03 C	Marketing of Services	3	0	0	3
4	MRM 04 E	Integrated Marketing Communication	3	0	0	3
5	MRM 05 E	Digital Marketing	3	0	0	3
6	MRM 06 E	Sales and Distribution Management	3	0	0	3
7	MRM 07 E	Marketing Analytics	3	0	0	3
8	MRM 08 E	International Marketing	3	0	0	3

DSE – II – HUMAN RESOURCE MANAGEMENT (HRM)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	HRM 01 C	Performance Management and Appraisal	3	0	0	3
2	HRM 02 C	Industrial Relations and Labor Law	3	0	0	3
3	HRM 03 C	Emotional Intelligence and Managerial Effectiveness	3	0	0	3
4	HRM 04 E	Principles of Leadership	3	0	0	3
5	HRM 05 E	Human Resource Planning and Development	3	0	0	3
6	HRM 06 E	Human Resource Management in Service Sector	3	0	0	3
7	HRM 07 E	Talent Management	3	0	0	3

DSE – III – RETAIL MANAGEMENT (RTM)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	RTM 01 C	Retail Store Management	3	0	0	3
2	RTM 02 C	Retail Sales and Category Management	3	0	0	3
3	RTM 03 C	E-Retailing	3	0	0	3
4	RTM 04 E	Retail Branding and CRM	3	0	0	3
5	RTM 05 E	Retail Supply Chain Management	3	0	0	3
6	RTM 06 E	Space Planning and Mall Management	3	0	0	3
7	RTM 07 E	International Retail Management	3	0	0	3
8	RTM 08 E	Mall Dynamics and Management	3	0	0	3
9	RTM 09 E	Retail Marketing	3	0	0	3

DSE – IV – FINANCE (FIN)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	FIN 01 C	Investment Management	3	0	0	3
2	FIN 02 C	Investment Advisor I	3	0	0	3
3	FIN 03 C	Equity Derivative	3	0	0	3
4	FIN 04 E	Investment Advisor II	3	0	0	3
5	FIN 05 E	Fixed Income Securities and Money Market	3	0	0	3
6	FIN 06 E	Banking and Insurance	3	0	0	3
7	FIN 07 E	Behavioral Finance	3	0	0	3
8	FIN 08 E	Decentralized Finance	3	0	0	3
9	FIN 09 E	Financial Analytics	3	0	0	3

DSE – V – INTERNATIONAL BUSINESS (IBM)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	IBM 01 C	Intercultural Management	3	0	0	3
2	IBM 02 C	International Trade & Export Management	3	0	0	3
3	IBM 03 C	International Marketing	3	0	0	3
4	IBM 04 E	Foreign Exchange Management	3	0	0	3
5	IBM 05 E	International Human Resource Management	3	0	0	3
6	IBM 06 E	International Trade Law	3	0	0	3
7	IBM 07 E	International Financial Management	3	0	0	3

DSE – VI – OPERATIONS (ORM)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	ORM 01 C	Supply Chain Management	3	0	0	3
2	ORM 02 C	Service Operations Management	3	0	0	3
3	ORM 03 C	Lean Manufacturing	3	0	0	3
4	ORM 04 E	Total Quality Management	3	0	0	3
5	ORM 05 E	Operations Strategy	3	0	0	3
6	ORM 06 E	Strategic Sourcing and Procurement	3	0	0	3

DSE – VII – BUSINESS ANALYTICS (BAN)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BAN 01 C	Data Analytics with R	3	0	0	3
2	BAN 02 C	Business Intelligence and Data Warehousing	3	0	0	3
3	BAN 03 C	Data Mining and Machine Learning	3	0	0	3
4	BAN 04 E	Business Intelligence concepts, tools, and applications	3	0	0	3

5	BAN 05 E	Financial Analytics	3	0	0	3
6	BAN 06 E	Big Data Analytics	3	0	0	3
7	BAN 07 E	Marketing Analytics	3	0	0	3
8	BAN 08 E	HR Analytics	3	0	0	3

DSE – VIII – LOGISTIC AND SUPPLY CHAIN MANAGEMENT (LSC)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	LSC 01 C	Supply Chain Management	3	0	0	3
2	LSC 02 C	Logistics Management	3	0	0	3
3	LSC 03 C	Modelling for Decision Making in Supply Chain	3	0	0	3
4	LSC 04 E	Global Supply Chain & Logistics	3	0	0	3
5	LSC 05 E	Shipping & Warehousing Management	3	0	0	3
6	LSC 06 E	Logistics and Supply Chain Information System	3	0	0	3

DSE – IX – ENTREPRENEURSHIP (ENT)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	ENT 01 C	Entrepreneurship Development	3	0	0	3
2	ENT 02 C	Family Business Management	3	0	0	3
3	ENT 03 C	Feasibility Study & Business Plan	3	0	0	3
4	ENT 04 E	Start-up Ecosystem in India	3	0	0	3
5	ENT 05 E	Entrepreneurial Marketing	3	0	0	3
6	ENT 06 E	Entrepreneurial Finance	3	0	0	3

DSE – X – INFORMATION TECHNOLOGY (IT)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	IT 01 C	Database Management System	3	0	0	3
2	IT 02 C	Digital Business Management	3	0	0	3
3	IT 03 C	Business Intelligence and Applications	3	0	0	3
4	IT 04 E	Web Technologies	3	0	0	3
5	IT 05 E	Cyber Security and Risk Management	3	0	0	3
6	IT 06 E	Knowledge Management and Information System	3	0	0	3
7	IT 07 E	Data Mining and Data Warehousing	3	0	0	3
8	IT 08 E	Python for Managers	3	0	0	3

SEMESTER - I

Course: QUANTITATIVE TECHNIQUES AND OPERATIONS RESEARCH			Semester: I
Course Code: MBA 501	L T P	4 0 0	Credits: 4

OBJECTIVE	The course aims at developing understanding of essential concepts of Business Statistics and Operations Research.		
LEARNING OUTCOME	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. Acquire a fair degree of proficiency in comprehending statistical data, processing and analyzing it using descriptive and inferential statistical tools. 2. Understand about probability distributions, population mean, Confidence intervals & testing of Hypothesis. 3. Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables. 4. Identify and develop the operations research models and the use of their mathematical tools that are needed to solve optimization problems. 5. Analyze the results and propose recommendations in language understandable to the decision-making processes in Management. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Measures of central tendency & Dispersion: Concept of central tendency, Measures of central tendency: The mean & weighted mean, median and mode, Measures of dispersion: range, Interquartile range, average deviation, standard deviation, Skewness and Kurtosis.	08
	2	Correlation Analysis and Regression Analysis: Correlation Analysis: Meaning and significance, Correlation and Causation, Types of correlation, Methods of Simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, Conditions for simple linear regression, Standard error of estimate, Tests for the significance of correlation coefficient.	12
	3	Introduction and Linear Programming: Evolution of operations research, Nature and scope of operations research. Formulation of LPP, Solution using graphical and Simplex method for solving LP; Big M Method; Duality theory Overview of Sensitivity analysis, Special cases: Degeneracy (Using Excel solver).	13

	4	Transportation Model and Assignment Models: Transportation problem: formulation, methods of finding feasible solution (NWCM, LCM and VAM), Test for Optimality (MODI Method Only). Assignment problem: formulation and solution of assignment problem (Hungarian algorithm), Travelling Salesman Problem. (using Excel solver)	13
	5	Game Theory, Queuing Theory and Simulation: Game Theory: Pure and Mixed Strategies with Two People Zero Sum Game, Maximin – Minimax Principle, Saddle Point, Principle of Dominance. Graphical Method of Solving a Game. Queuing Theory: Structure of various queuing systems and characteristics of queuing systems, Traffic intensity, Poisson Birth and death model. Simulation, Components of Simulation Model, Monte-Carlo Simulation, Application of Simulation in Inventory Management, Marketing Management, Financial Management.	14
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Levin, R., Masood, Siddique, H, Rubin, D., and Rastogi, Sanjay; <i>Statistics for Management</i>; Pearson. 2. Keller, G.; <i>Statistics for Management and Economics</i>; Cengage 3. Anderson, David R., Sweeney, Dennis J. and Williams, Thomas A., Camm, Jeffrey D. and Cochran, James J.; <i>Quantitative Methods for Business</i>; Cengage Learning 4. Taha, H.A., Natarajan, A.M., Balasubramanian, P. and Tamilarasi, A; <i>Operations Research</i>; Pearson Education 5. Vohra, N. D.; <i>Quantitative Techniques in Management</i>; McGraw Hill 6. Ravindren, Phillips, Solberg “<i>Operations Research: Principles and Practice, (WSE)</i>”, Wiley 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Stine, R. and Foster.; <i>Statistics for Business (Decision making and Analysis)</i>; New Delhi: Pearson. 2. Anderson, David R., Sweeney, Dennis J. and Williams, Thomas A., Camm, Jeffrey D. and Cochran, James J.; <i>Statistics for Business and Economics</i>; Cengage Learning 3. Vohra, N. D.; <i>Business Statistics</i>; McGraw Hill. 4. Hiller, Frederick S., Liberman, Gerald J., Nag, B. and Basu, P.; <i>Introduction to Operations Research</i>; McGraw Hill 5. Winston, Wayne L.; <i>Operations Research Applications and Algorithms</i>; Thomson Learning 6. Levin, Richard I., Rubin, David S., Stinson, Joel P. and Gardner, Everette S.; <i>Quantitative Approaches to Management</i>; McGraw Hill
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Course: MANAGERIAL ACCOUNTING			Semester: I
Course Code: MBA 502	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with financial accounting, cost accounting and management accounting information which are useful for planning, controlling and decision making in business. This also focuses on providing skills on contemporary accounting techniques and issues.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Learn accounting process and preparation of major financial statements like Income statement and Balance sheet. 2. Understand concept and needs of management accounting namely in various corporate decisions, and cost control. 3. Understanding on tools and process of financial statement analysis for various managerial decision making. 4. Concept on budgets for business planning and controlling. 5. Concept of cost and variance analysis for controlling allocated costs. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Financial Accounting and Accounting Process: Introduction to Financial Accounting, importance, objectives and principles, Accounting Concepts and conventions, Ind. AS,, Journal and Subsidiary books, ledger, Trial Balance, Classification of Capital and Revenue expenses, Final Accounts, Revenue Recognition, Asset and Liability recognition.	14
	2	Depreciation: Depreciation of fixed assets and method. Inventory valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.	06
	3	Introduction to Management Accounting: Accounting for management, Management accounting and cost accounting as internal control tools, difference between Management Accounting and Cost Accounting, types of cost, and preparation of cost sheet.	10
	4	Marginal Costing and Budgeting: Cost volume profit analysis, P/V ratio analysis and its implications, Concept and uses of contribution, Break-even point and its analysis for the various types of decision making. Concept of budget: budgeting and budgetary control, Types of budgets, static and flexible budgeting, preparation of cash budget, Sales budget, Production budget, Materials budget,	18

		Capital expenditure budget and master budget, advantages and limitations of budgetary control.	
	5	Standard Costing and Responsibility Accounting: Concept, applications of Standard Costing, establishing various cost standards, calculation of Material variance, Labor variance and Overhead variance and its applications and implications. Concept and various approaches to Responsibility accounting, Concept of investment center, Cost center, Profit center and Responsibility center and its managerial implications, Transfer pricing: multinational transfer pricing, market-based transfer pricing and cost-based transfer pricing, Cost of quality and time.	12
		Total Hours	60
TEXTBOOK	<ol style="list-style-type: none"> 1. Maheshwari, S.K., <i>Financial Accounting for Managers</i>; Vikas Publishing House 2. Bhattacharya, Ashish K; <i>Financial Accounting for Business Managers</i>; PHI 3. Charles, C.H.; <i>Introduction to Management Accounting</i>; Pearson Education 4. Bhattacharyya, S. K. and Dearden, J.; <i>Accounting for Management</i>; Vikas Publishing House 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Gupta, A. <i>Financial Accounting for Management</i>; Pearson Education India 2. Arora, R. <i>Financial Accounting-Fundamental Analysis and Reporting</i>; Willey Publication. 3. Anthony, R. N., David, F. Hawkins and Kenneth, A. Merchant; <i>Accounting: Text and Cases</i>; McGraw Hill Vij, M.; <i>Management Accounting</i>; Macmillan 4. Lynch, Richard, M. and Robert, W. Williams; <i>Accounting and Management: Planning and Control</i>; McGraw Hill 5. Garrison, R., and Noreen, E.; <i>Managerial Accounting</i>; McGraw Hill 		

Course: ORGANIZATIONAL BEHAVIOR			Semester: I
Course Code: MBA 503	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the behavioral aspects of organization, and organizational and individual variants that influence organization's effectiveness.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Define basic organizational behavior principles and analyze how they influence behavior in the workplace. 2. Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations. 3. Outline the elements of group behavior including group dynamics, communication, leadership, power & politics, and conflict & negotiation. 4. Understand different management styles as it relates to influencing and managing behavior in the organization systems. 5. Enhance critical thinking and analysis skills through the using management case studies, personal application papers and small group exercises. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Organizational Behavior: Concept, significance and scope, Contributory disciplines, Levels of studying OB, OB Models.	05
	2.	The Individual: Learning: principles and theories, Attitude: concept, components and types, cognitive dissonance, Personality: concept, determinants, dimensions, trait and type theories of personality, Perception: concept, process, perceptual errors, application in management, Motivation: content and process theories, Monetary and non-monetary motivation.	12
	3.	The Group: Group: definition and classification of group, Stages of group development, Group decision making, Group dynamics, Work team, Leadership: definition, styles and theories of leadership.	06
	4.	Organizational Power and Politics and Conflict Management: Organizational power: concept, sources, tactics, contingency approaches to power, Organizational Politics: definition, determinants, impression management, Organizational conflict: concept, sources, types, classification of conflict: intra-individual and inter-personal, Inter-group, process and resolution of conflict.	11

	5.	The Organization System: Organizational change: nature and forces of change, Resistance to change nature, reasons, overcoming resistance to change, Change process, Organizational development: concept, process and interventions. Organizational culture: concept, functions, creating and sustaining organizational culture.	11
		Total Hours	45
TEXT BOOK	1. Robbins, S. P., Judge, Timothy A, Vohra, N.; <i>Organizational Behavior</i> ; Pearson Education 2. Luthans, F; <i>Organizational Behavior</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Newstorm, W.; <i>Organizational Behavior</i> ; McGraw Hill 2. Hersey, P., Kenneth H. B. and Dewey E. J.; <i>Management of Organizational Behavior</i> ; Pearson Education		

Course: MANAGERIAL ECONOMICS			Semester I
Course Code: MBA 504	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the behavioral aspects of organization, and organizational and individual variants that influence organization's effectiveness.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand basic concept of Managerial Economics 2. Understand Consumer Choice and Market Forces 3. Outline the elements involved in Theory of Production 4. Understand your own management style as it relates to influencing and managing behavior in the organization systems. 5. Learn Cost and Profit related concepts. 6. Understand the factor market and its pricing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction: Nature and scope of managerial economics, Its role and significance in decision-making and forward planning, basic concepts, Positive vs. normative analysis.	08
	2	Consumer Choice and Market Forces: <ol style="list-style-type: none"> a) Theory of consumer behavior: Consumer preferences, Budget Constraints, Consumer choice, Marginal Utility, Law of Diminishing Marginal Utility, Indifference Curves - Maximization of Utility subject to Budget Constraint, Revealed Preference Theory. b) Demand analysis: Theory of demand – Derivation of Demand Curve, Determinants of demand, Movement Along and Shift in Demand Curve, Market Demand, Network Externalities (Bandwagon and Snob Effects), Elasticity of demand and its measurement (Numerical), Demand Forecasting c) Supply analysis: Supply – Derivation of Supply Curve, Movement Along and Shift in Supply Curve, Market Supply, Determinants of supply. 	16
	3	Theory of Production: Function and Cost Analysis, Production Possibility Curve, The Theory of Production–Production function with One Variable Input, Production function with Two Variable Inputs, Returns to Scale.	12

		Cost Concepts , Short-run and long-run average cost curves and their analysis, Economies of Scale and Scope	
	4	Organization of Firm: a) Equilibrium Market Equilibrium, Changes in Market Equilibrium, Effects of Government Intervention (Price Controls) – Consumer and Producer Surplus and welfare loss. b) Profit Maximization and Perfect Competition: Perfectly Competitive Market, MR, MC, and Profit Maximization, Short run equilibrium c) Monopolistic Competition and Oligopoly: Monopolistic Competition, Oligopoly (kinked demand curve model, Cartels) d) Monopoly: Monopoly Power, Sources of Monopoly Power, The Social Costs of Monopoly Power, Short run Equilibrium e) Price Discrimination	16
	5	Factor Pricing: a) Rent: Classical Theory, Ricardian Theory. b) Wages: Wage Fund Theory, Marginal Productivity Theory. c) Interest: Liquidity Preference Theory. d) Profit: Innovative Theory, Clark Dynamic Theory.	08
		Total Hours	60
TEXT BOOK	1. Robert Pindyck, Daniel Rubinfeld and Prem Mehta: “ <i>Microeconomics</i> ” 7th Edition, Pearson Education. 2. Dominick Salvatore & Ravikesh Srivastava: “ <i>Managerial Economics</i> ”, Oxford Higher Education.		
REFERENCE BOOK/ SUGGESTED READING	1. Peterson, W. Crag, Lewis, CrisW. and Jain Sudhir K.: “ <i>Managerial Economics</i> ” Pearson Education. 2. Dean, Joel: “ <i>Managerial Economics</i> ” Pearson Education. 3. Samuelson and Nordhaus: “ <i>Economics</i> ” McGraw-Hill. 4. Sloman, John and Sutcliffe, Mark: “ <i>Economics for Business</i> ” Pearson Education. 5. Gupta, G. S: “ <i>Managerial Economics</i> ” McGraw-Hill.		

Course: LEGAL ASPECTS OF BUSINESS			Semester: I
Course Code: MBA 505	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic legal aspects of business encountered in our Managerial Practices.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand basic aspects of contracts for making the agreements, contracts and subsequently enter valid business propositions. 2. Able to recognize and differentiate the special contracts and identify their appropriate usage at varied business scenarios. 3. Equip the students about the legitimate rights and obligations under The Sale of Goods Act, Consumer Protection Act, Company Law, Competition Law & RTI. 4. Enable with skills to initiate entrepreneurial ventures as LLP and One Person Company. 5. Understand the fundamentals of Internet based activities under The Information and Technology Act. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Indian Contract Act, 1972: Essential of valid contracts, Capacities of parties, Classification of contracts, Quasi contract, Discharge of contracts, Breach of contracts and its remedies, Special contracts: contract of Indemnity and Guarantee, Bailment and Pledge. Contract of Agency – Kinds of Agencies, Duties and Rights of Agents & Principal, Termination of Agency, Power of Attorney.	08
	2.	The Sale of Goods Act, 1930: Essential elements of Contract of Sale, classification of Goods, Transfer of Property, Conditions and warranties, Doctrine of caveat emptor, Unpaid seller – Rights and remedies.	05
	3.	The Companies Act 2013: Essential characteristics, Kinds of companies, Formation of a company, Company Management, Company Meetings & Dissolution of Company under the company act 2013 & insolvency & bankruptcy code 2016. Scope & Objective of Limited Liability Partnership act 2008, Relevant provisions.	07
	4.	Banking and Insurance Laws: Control and Regulation of Banking & Insurance sector in India, some important sections of RBI Act 1934, Banking	12

		regulation Act 1949 and The Insurance Regulatory and Development Authority Act, 1999, Negotiable Instruments Act, 1881 – Types of negotiable instruments and its characteristics, Negotiation, Presentment, Endorsement, Crossing of cheque & Material alteration, Dishonour of Negotiable instrument.	
	5.	Consumer Protection Act, 2019: Meaning of Consumer, Complaint & complainant. Rights of consumer, Product liability and Penal consequences, Unfair and Restrictive Trade Practices, Consumer Protection Councils, Central Consumer Protection Authority, Consumer Disputes Redressal Commissions, Mediation & Appellant Authority, offenses and penalties.	10
	6.	The Competition Act, 2002: Basic concepts, Powers of central government under the Competition Act, Major provisions of the Competition Act: role and responsibilities of Competition Commission of India.	06
	7.	Information technology Act, 2000: Meaning and scope of the Act, Digital signature, Electronic Governance, Regulation of Certifying Authority, Offences, Adjudication and Penalties.	06
	8.	Right to Information Act, 2005: Salient features and Objective of the Act, Terms – Information, Right, Record, Public Authority, Obligations of Public Authority, How to request information, Functions of PIO, Appeals & Penalties.	06
		Total Hours	60
TEXT BOOK	1. Kuchhal, M.C. and Kuchhal, V; <i>Legal Aspects of Business</i> ; Vikas Publishing Hous		
REFERENCE BOOK/ SUGGESTED READING	1. Kapoor N. D; <i>Commercial Law</i> ; S. Chand Publication 2. Singh, A.; <i>Principles of Mercantile Law</i> ; Eastern Book Company 3. Gulshan. S.S., <i>Mercantile Law</i> , Excel Books		

Course: MANAGEMENT CONCEPTS AND PRINCIPLES			Semester: I
Course Code: MBA 506	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the role and functions of a manager, and the principles, concept and techniques used by managers to excel in the corporate world.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand basic concept of Management principles. 2. Understand different functions of Management. 3. Understand different theories of Leadership. 4. Learn different levels of authorities and responsibilities associated. 5. Learn different types of controlling techniques. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature and purpose of management, Management as science or art, Evolution of management thought. An overview of functions of managers: planning, organizing, staffing, leading and controlling, Coordination: essence of managing, systems approach to management, contingency approach to management.	10
	2.	Planning: Meaning, need and importance, Types: missions or purposes, objectives or goals, strategies and policies, levels, Advantages and limitations, Procedures and rules, Programs and budgets, Steps in planning, Management by Objectives, Policies and planning premises, Strategic planning process, Forecasting: need and techniques, Decision Making: types, process of rational decision making, and techniques of decision making.	12
	3.	Organizing: Nature of organizing, Formal and informal organizations, Organizational levels and span of management, Structure and process of organizing, Line and staff authority, Matrix organization, Decentralization of authority, Delegation of authority, Organization Charts.	12
	4.	Staffing: Meaning and functions of staffing, Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal, The Peter Principle.	06
	5.	Leading: Motivation: McGregor's Theory X and Theory Y, Maslow's	14

		Hierarchy of Needs Theory, Herzberg's Theory, Vroom's Expectancy Theory, Locke's Goal Setting Theory. Leadership: Meaning, styles, qualities and functions of leader, Leadership Theories, committees and group decision making. Communication: purpose, process, barriers and break downs, making communication effective.	
	6	Controlling: Nature, importance and process of controlling, Requirements of effective control, Major controlling techniques: Budgetary and non-budgetary control devices.	06
		Total Hours	60
TEXT BOOK	1. Robbins, S.P., DeCenzo, D.A., Bhattacharya, S., Agarwal, M.N.; <i>Fundamentals of Management</i> ; Pearson Education 2. Robbins, S.P., Coulter, M., Vohra, N; <i>Management</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Stoner, J.A.F., Freeman, R.E., Gilbert, D.R.; <i>Management</i> ; Pearson Education		

Course: BUSINESS COMMUNICATION - I			Semester: I
Course Code: MBA 507	L T P	2 0 0	Credits: 2

OBJECTIVE	To enhance students' ability to communicate effectively in business world with special focus on writing and speaking skills. Students will develop effective speaking skills and learn to draft formal documents. They will also develop relevant soft skills in order to be effective in the corporate world.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Demonstrate skills related to the corporate world. 2. Learn basic of formal communication. 3. Develops other essential skills required for the smooth functioning of any organization. 4. Create and effectively deliver oral presentations. 5. Demonstrate an understanding of global perspectives of business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Fundamentals of Communication: <ol style="list-style-type: none"> a. Features of Indian/ colloquial English – Correction of sentences – structures of sentences – Tenses – identifying clichés and removing ambiguity – Idiomatic/phrasal distortions. b. Informal conversation Vs Formal expression, Types of Verbal Communication. c. Identifying barriers to effective communication and effective ways to overcome the barriers 	05
	2.	Business Communication/ Correspondence: <ol style="list-style-type: none"> a. Business Correspondence – Principles, Features, Types, Formats and layout of Business Letter. b. Types of Business Correspondence – Letters of Enquiry, Quotation, Order, Instructions, Sales, Credit, Complaint, Adjustment, Collection, etc. c. Some more types of Business Correspondence-- Notice, Agenda, Minutes, Memorandum. Job Application letters -- Covering letter, Resume, Bio-data and C.V. 	07
	3.	Business Proposal and Business Report: <ol style="list-style-type: none"> a. Business Proposal – Introduction, purpose, features, types, format, importance, process of preparation. Writing Business Proposals. b. Business Report -- Features, Types, Style, Format, Relevance. Writing Business Reports. 	06

	4.	Soft Skills: Kinesics, Para language, Proxemics. Presentation skills - Features, Types, Structure, Aids and Importance. Group Discussion skills - Features and Importance.	05
	5.	Effective Presentation Skills: a. Management presentations – types of presentation – video conferencing – participation in meetings – chairing sessions. b. Formal and informal interviews- ambience and polemics – interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal.	07
		Total Hours	30
TEXT BOOK	<ol style="list-style-type: none"> 1. Chaturvedi, Courtland L., Bovee J.V, Thill, Mukesh; Business Communication Today, Pearson 2. Raymond V. Lesikav, John D. Pettit Jr.: Business Communication; Theory and Application, All India Traveller Bookseller, New Delhi 3. Shirley Taylor and Chandra, V.; <i>Communication for Business</i>; Pearson Education 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Rentz, Flatley and Lentz. Lesikar's Business Communication Connecting in a Digital World, New York. McGraw-Hill Irwin. 2. Basic Communication Skills for Technology, Andre J. Rutherford: Pearson Education Asia 3. Edmund H Weiss: Writing Remedies: Practical Exercises for Technical Writing. Universities Press, Hyderabad 4. Ronald E. Duleck and John S. Fielden.; <i>Principles of Business Communication</i>. Macmillan. 5. Herta A Murphy and Herbert W. Hildebrandt.; Effective Business Communication; McGraw-Hill, Inc. 		

Course: OFFICE MANAGEMENT WITH MS-WORD & MS-EXCEL			Semester: I
Course Code: MBA 508	L T P	2 0 2	Credits: 3

OBJECTIVE	To familiarize the students with the basic use of different types of office Management software's widely used in business organizations.		
LEARNING OUTCOME	On successful completion of the course, students will be able to: <ol style="list-style-type: none"> 1. Understand the evolution of computers and their basic technical terms. 2. Understand applications and use of MS Word and its features. 3. Learn the basics application of MS word for creating and formatting documents. 4. Learn the advanced application of MS word for merging documents and use of macros. 5. Learn the basics application of MS Excel for creating and formatting of documents. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Computer Evolution: Characteristics of computers, Evolution of computers, Generation of computers, Classification of computers, Computer system, Components, Applications of computers, Memory, types of memory, software, types of software, computer language, peripheral devices.	07
	2.	Word Processing: Word processors, various types of word processing editors, MS word IDE. MS Word: Text Basics, Typing the text, Alignment of text, Editing Text: Cut, Copy, Paste, Select All, Clear, Find & Replace. Formatting tools: Text Formatting and saving file, New, Open, Close, Save, Save As, Font Size, Font Style, Font Colour, Use the Bold, Italic, and Underline, Change the Text Case, Line spacing, Paragraph spacing, shading text and paragraph, Working with Tabs and Indents Working with Objects: Shapes, Clipart and Picture, Word Art, Smart Art, Columns and Orderings - To Add Columns to a Document, Change the Order of Objects, Page Number, Date & Time, Inserting Text boxes, Inserting Word art, inserting symbols, Inserting Chart, Tables, Working with Tables, Table Formatting, Merge and split option, adding a Footnote, Adding Endnote.	12

	3.	Advanced MS Words Features: Mail Merge features, need of mail merge, business applications of mail merge, Merging Documents, typing new address list, importing address list from Excel file, Write and insert field, Conditional sorting, Preview Result, merging to envelopes, merging to label, Setting rules for merges, Equation editor, Macros and use of macros.	08
	4.	MS Excel: Introduction of MS Excel software, Business Applications, MS Excel IDE, Workbook, Sheets, cells, cell references, types of cell references, protecting the workbook, sheet, cell., Naming Cells, working with excel workbook and sheets. Formatting Excel workbook: New, Open, Close, Save, Save As, Formatting Text: Font Size, Font Style, Font Color, Use the Bold, Italic, and Underline, format the cell, Wrap text, Merge and Centre, Currency, Accounting and other formats	10
	5.	Use of Excel Functions: Perform Calculations with Functions, Creating Simple Formulas, Setting up your own formula, Date and Time Functions, Financial Functions, Logical Functions, Lookup and Reference, Functions Mathematical Functions, Statistical Functions, Text Functions.	8
		Total Hours	45
TEXTBOOKS:	1. Tiwari, H. N. and Jain, H.C; <i>Fundamentals of Computers and Information System</i> ; International Book House 2. Microsoft; <i>Microsoft Office, Step by Step</i> ; Microsoft Press		
REFERENCE BOOK/ SUGGESTED READING	1. Balaguruswamy, E.; <i>Fundamentals of Computers</i> ; McGraw Hill 2. Norton, Peter; <i>Introduction to Computers</i> ; McGraw Hill 3. Walkenbach, John; <i>Microsoft Excel, BIBLE</i> ; WILEY		

Course: BUSINESS NEWS AND INDUSTRY ANALYSIS			Semester: I
Course Code: MBA 509 P	L T P	0 0 4	Credits: 2

OBJECTIVE	To help students be informed and stay updated about the latest developments in Indian and Global business scenario, improves their communication skills, and learn how to do industry analysis.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Inculcate the habit of identifying the sources of news. 2. Collect on a day-to-day basis news relating to business and industry. 3. Understand the importance of social media. 4. Learn exposure to business simulation. 5. Understand the role of budget in the economy. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Present and discuss recent developments in industry and economy. The source for this could be the business press, such as Economic Times, Business Standard, Mint, CNBC, Moneycontrol.com etc. (available online and on TV News Channels) Each student should be asked individually to speak. Time could be 1-2 minutes per student.	04
	2.	Track individual companies or other organizations over a period of time. This could be with respect to their individual company developments, share price movements, analyst reports, etc.	06
	3.	Prepare a Business Plan/Business Proposal for Organization of Choice.	04
	4.	Prepare Budget Proposal for selected Organization.	04
	5.	Prepare video presentations on a topic, which is relevant in a business program	04
	6.	Each student shall prepare/update the LinkedIn Account and develop a professional network.	04
	7.	Group/Panel discussion on Industry updates & Economics Analysis.	04
		Total Hours	30

SEMESTER II

Course: PRODUCTION AND OPERATIONS MANAGEMENT			Semester: II
Course Code: MBA 510	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with various production processes and service systems, and the role that production and operations management plays in business and analysis of issues arising in the management of operations.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the core features of the operations and production management function at the operational levels. 2. Develop strategy for production system and product design. 3. Understand and apply analytical tools to production activities. 4. Develop inventory management strategy. 5. Understand and apply the principles of Quality Management System. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature and scope of production and operations management, Relationship with other systems in the organization, Factors affecting system and concept of production and operations management, Facility location, Layout planning and analysis.	12
	2.	Production Systems and Related Concepts: Types of production systems: continuous production, mass production, Batch production, Job order production, Capacity planning, Product design and development, product reliability, Aggregate planning, Bill of Materials, Material Requirements Planning.	12
	3.	Materials and Maintenance Management: An overview of materials management, Materials planning and inventory control, Inventory modes - ABC analysis, EOQ model, quantity discounts, safety stock, Maintenance Management Types, TPM.	12
	4.	Scheduling and Measuring Production Activities: Scheduling rules, control of schedules, Scheduling n jobs Two Machine, n jobs Three Machine, Two jobs n Machine, Line Balancing.	12
	5.	Quality in Production and Operations Management: Quality assurance, Quality control, Quality control charts. Control charts for attributes, Control charts for variables, control chart patterns, process capability indices.	12
		Total Hours	60

TEXT BOOK	Operations Management: Creating Value along the Supply Chain, Roberta S. Russell & Bernard W. Taylor III, Wiley.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Charry, S.N.; Production and Operations Management-Concepts Methods and Strategy; Pearson Education 2. Sarin, Rakesh, K. and Buffa, Elwoods, S.; Modern Production Operations Management; John Wiley 3. Joseph, S. Martinich; <i>Production and Operations Management: An Applied Modern Approach</i>; McGraw Hill 4. Stvenson, William J.; <i>Operations Management</i>; McGraw Hill 5. Adam, Ebert; <i>Production and Operations Management: Concepts, Models and Behavior</i>; Pearson Education 6. Lee, J. Krajawski, Lerry, P. Ritzman and Malhotra, K. Manoj; <i>Operations Management: Processes and Supply Chains</i>; Pearson Education. 7. Chase, Richard B, Shankar, Ravi, Jacobs, Robert F.; <i>Operations & Supply Management</i>; McGraw Hill

Course: MARKETING MANAGEMENT			Semester: II
Course Code: MBA 511	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint the students with marketing concepts, processes and their practical applications		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the different concepts of marketing. 2. Develop market segments for different. 3. Analyze consumer buying behaviour. 4. Evaluate and compare marketing strategies of companies. 5. Able to understand the basics of marketing strategy formulation and implementation. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Marketing Concepts: Introduction to Marketing: Needs, wants and demands, exchange process, evolution of marketing philosophies, marketing mix, Pre-requisites of effective segmentation, bases of segmenting consumer markets, Market selection and Positioning strategies. Consumer Buying vs Organizational Buying.	11
	2.	Product Decisions: Product Concept, Classification of Products, Difference between products and services, Product Line and Product Mix decisions, Packaging and Labeling, New Product Development Process, Product Life Cycle, Adoption Process	12
	3.	Price Decisions: Role of Price, Factors influencing price determination, Pricing Approaches, Pricing strategies, Pricing Policies, Non-Price competition	07
	4.	Place Decisions: Need and Functions of Marketing Channels, type of marketing intermediaries, Vertical marketing system, Retailing and wholesaling: types and functions.	07
	5.	Promotion Decisions: Objectives of Promotion, Integrated Marketing Communication, Promotion Mix: Advertising, Sales Promotion, Public Relations and Personal Selling, Direct Marketing, Online Marketing	08
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> 1. Kotler, Philip and Keller, Kevin Lane; <i>Marketing Management- marketing cases in the Indian Context</i>; Pearson 2. Etzel, M. J., Walker, Bruce J., Stanton, William J. and Pandit, Ajay; <i>Marketing: Indian Adaptation</i>; McGraw Hill
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kotler, P., Armstrong, G., Agnihotri. P.Y., and Haque; <i>Principles of Marketing</i>; Pearson Education 2. Czinkota, Michael R. and Kotabe, Masaaki; <i>Marketing Management</i>; Thomson South-Western 3. Grewal, Dhruv and Levy, M.; <i>Marketing</i>; McGraw Hill

Course: FINANCIAL MANAGEMENT			Semester: II
Course Code: MBA 512	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of this course is to acquaint the students with the objectives of financial management, basic techniques and methods of financial decisions making in business		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand financial goals and role of financial management in a business. 2. Understand investment decision, financing decision and dividend decision of firm. 3. Understand business liquidity and working capital management in business. 4. Know various financial decision issues in business in the areas of long-term investments, dividend policy and liquidity etc. Understand concept and techniques of Working Capital and its Management.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Overview of Financial Management – meaning and scope of finance & financial management, profit maximization vs wealth maximization, role of finance manager in key financial decisions in an organisation, Concept of time value of money. Calculation using Excel.	08
	2.	Cost of Capital: Cost of Capital - Concept, Computation of Specific Cost of Capital for Equity - Preference – Debt, Weighted Average Cost of Capital – factors affecting Cost of Capital. Calculation using Excel.	10
	3.	Capital Budgeting: Capital Budgeting Decisions -meaning, Discounting and Non –Discounting techniques for capital budgeting, NPV Vs IRR, advantages and limitations of each method of capital budgeting. Calculation using Excel.	10
	4.	Capital structure: Capital Structure Decision: Concept, factor affecting Capital Structure, theories of Capital Structure (N.I. Approach, NOI Approach, Traditional Approach, M-M Approach) Leverage: Operating Leverage, Financial Leverage, EBIT-EPS Analysis and Combined Leverage. Calculation using Excel.	12
	5.	Dividend Decisions: Dividend Decision, concept, types of Dividend policy, factors influencing Dividend Policy, theories of Relevance and Irrelevance approach of Dividend decision. Calculation using Excel.	10

	6.	Working Capital Decisions: Concept, component and factors affecting Working Capital Requirement Management, Management of cash, Inventory and Receivables, Working Capital Financing. Calculation using Excel.	10
		Total Hours	60
TEXT BOOK	1. Chandra, P; <i>Financial Management: Theory and Practice</i> ; McGraw-Hill. 2. Pandey, I.M.; <i>Financial Management</i> ; Vikas Publishing		
REFERENCE BOOK/ SUGGESTED READING	1. Van Horne, J.C.; <i>Financial Management and Policy</i> ; Prentice Hall of India 2. Damodaran, A.; <i>Corporate Finance: Theory and Practice</i> ; Wiley & Sons 3. Khan, M. Y. and Jain, P.K.; <i>Financial Management</i> ; McGraw Hill 4. Rastogi, R.P.; <i>Financial Management</i> ; Taxmann Publication		

Course Name: HUMAN RESOURCE MANAGEMENT			Semester: II
Course Code: MBA 513	L T P	3 0 0	Credits: 3

OBJECTIVE	This course addresses contemporary issues in managing knowledge, intellectual capital and other intangible assets, Students will gain an insight in to strategic issues of creating value from flows in intangible assets and organization structures to support knowledge and intellectual capital development leading to an examination of the management of knowledge intensive businesses.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Apply complex theories and practice of knowledge and intellectual capital management. 2. Apply theories to a wide range of scenarios. 3. Formulate action plans for knowledge intensive organizations; 4. Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organizations and provide alternatives. 5. Formulate a framework for thinking about knowledge intensive organization. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept, Objectives, Evolution of HRM, HRM Functions, Scope and importance of HRM, System approach to HRM, Strategic management approach to HRM, HRM Policies.	05
	2.	Acquiring Human Resources: Job Analysis: concept, process, methods, HR planning: concept, process, techniques of manpower forecasting, Recruitment and Selection: methods of recruitment and selection process.	07
	3.	Rewarding Human Resources: Performance appraisal: concept, process, techniques of appraisal, Compensation: objectives, components, compensation decisions, methods of payment, issues in compensation administration, employee retirement benefits and services, Pay structure & its components.	10
	4.	Developing Human Resources: Training and Development: concept, importance, process and methods of training, Training evaluation: principles, criteria and models, Career planning and development: concept, career planning, and problems in career planning, succession management.	07

	5.	Employee Relations, Collective Bargaining and Promoting Safety and Health: Trade unions, meaning importance, objective, Process of collective bargaining, Grievances/Redressal, managing employee discipline: process and approaches to discipline, Safety Health, Wellbeing and Security.	11
	6.	International HRM and Contemporary Issues: International HRM: International HRM and Emerging Horizons of HRM: Concept, importance. Challenges of International HR Managers; Global HR practices; E-HRM, HRM Advisor: Brief Overview.	05
		Total Hours	45
TEXT BOOKS	1. Ivancevich, John M.; <i>Human Resource Management</i> ; McGraw Hill 2. Dessler, G and Varkkey, B; <i>Human Resource Management</i> ; Pearson Education		
REFERENCE BOOKS	1. Noe, Raymond A.; <i>Human Resource Management: Gaining a competitive advantage</i> ; McGraw Hill 2. Robbins, S. P. and Coulter, M.; <i>Human Resource Management</i> ; Pearson Education 3. Robbins, S. P. and DeCenzo, D. A.; <i>Human Resource Management</i> ; Pearson Education 4. Rao, V.S.P.; <i>Human Resource Management</i> ; Excel Books 5. Byars, R.; <i>Human Resource Management</i> ; McGraw Hill		

Course: BUSINESS RESEARCH METHODS			Semester: II
Course Code: MBA 514	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with the concepts and methods of business research. This should enable the students to plan and conduct business research using scientific methods.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand meaning and scope of business research. 2. Familiarize with research terminologies and various types of research design. 3. Get an insight into various scaling techniques and sources of data collection. 4. Get acquainted with various techniques of data analysis and presentation through analytical software. 5. Understand the basic learning of analytics in business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Foundation of research- meaning, objective, concept of theory, induction and deduction. research process, characteristics of scientific method of research. Business Research- nature, scope, need and role of business research. Types of Business Research – Applied and basic. Research Strategy: Quantitative and Qualitative. Business Research Requests and Proposals: Types, designing and evaluating research proposals.	10
	2.	The Design of Business Research: Research design an overview, types of research design: exploratory, descriptive and causal designs. Measurement & Scaling Techniques: Concept, construct, variable. Concept of measurement: levels of measurements- nominal, ordinal, interval and ratio. Measurement Scales: comparative and non-comparative scaling.	12
	3.	Questionnaire and Instruments: Constructing and refining the Questionnaire & Schedule, drafting and refining the instrument. Reliability and Validity- Tests and importance. Sampling Design: Population, sampling frame, sample, sampling design and sampling error. Types of sampling- probability and non-probability sampling.	12
	4.	Analysis and Presentation of Data: Introduction to Analytical Software, Data preparation and	16

		description – editing, coding and tabulation of data. Hypothesis Testing: t-test, z-test, chi-square test, ANOVA, Correlation & Regression Analysis.	
	5.	Report Preparation and Presentation: Types and layout of research, Precautions in preparing the research report, Writing the report, Presentation of statistics, Oral presentations, Review of literature, Issue of plagiarism, Case study approach, Bibliography and annexure in the report: their significance, Drawing conclusions, suggestions and recommendations,	10
		Total Hours	60
TEXT BOOK	1. Cooper, D. and Schindler, P.; <i>Business Research Methods</i> ; McGraw Hill 2. Sekaran and Bougie; <i>Research Methods for Business</i> ; Wiley India. 3. William G. Zigmund; <i>Business Research Methods</i> ; Cengage.		
REFERENCE BOOK/ SUGGESTED READING	1. Saunders, M.N.K.; <i>Research Methods for Business</i> ; Pearson Education 2. Turabian, Kate; <i>A Manual for Writers of Research Papers, Thesis, and Dissertations</i> ; University of Chicago Press 3. Malhotra, Naresh K. and Dash, Satyabhushan; <i>Marketing Research: An applied orientation</i> ; Pearson Education 4. Sekharan, U. and Bougie, Roger; <i>Research Methods for Business: A skill building approach</i> ; Wiley 5. Michael, S. Lewis-Beck, Bryman, Alan E. and Tim, Futing Liao; 6. Sage encyclopedia of Social Science Research Methods; Sage Publications		

Course: INTERNATIONAL BUSINESS			Semester : II
Course Code: MBA 515	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the nature, scope and structure of International Business, and the influences of various environmental factors on International Business Operations.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of international business; different entry modes; and internationalization process. 2. Analyze the impact of global trading environment and emerging issues. 3. Describe the role, functions and importance of different international economic institutions and agreements. 4. Assess the impact of regional economic integration on international businesses across the world. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Introduction to globalization Concept and reason of International Business Expansion Nature, Scope, and Importance of International Business. EPRG Framework. Internationalization process Models and its Managerial Implications: <ul style="list-style-type: none"> • The Uppsala internationalization model • The transaction cost analysis (TCA) model • The network models. • Born global. 	09
	2.	Competitive environmental framework: The cultural, political, and legal environments facing business. Theories of International Trade and Implications of Trade: Theories: <ul style="list-style-type: none"> • Factor Endowment (Heckscher-Ohlin) Theory • Country Similarity Theory • International Product Life-Cycle Theory International Trade Patterns and Balance of Payments: Major components of India's Foreign Trade Policy 2023	09

	3.	International Economic Integration: Trade Protectionism, Tariff and Non-Tariff Barriers; CounterTrade Global Exchange system and international monetary Market: International Economic Institutions and Agreements: GATT; WTO, IMF, world Bank, BRICS-NEW development Bank Structure, Objectives and Agreements With references to India.	10
	4.	Regional Economic Groupings and their classification: Regionalism VS Multilateralism issues and requirements Structure and functioning and objectives of European Union (E.U.), USMCA (NAFTA), ASEAN, BRICS, SAARC, BIMSTEC	10
	5.	Entering the International Market Developments and Issues in International Business: Modes of entry into market, Issues in Foreign Investment. Technology Transfer; Global Pricing Framework; Promotions in International Market; Cross-Cultural Communication and Human resource management Global Operations and Supply Chain Management.	07
		Total Hours	45
TEXT BOOK	1. Hill, Charles W., Arun, K; <i>International Business: Competing in the Global Marketplace</i> , McGraw Hill 2. Daniels, J. H. and Lee, H. R.; <i>International Business: Environments and Operations</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Bennet, Roger; <i>International Business</i> ; Pitman Publishing 2. Cateora, Philip R. & Graham, John L.; <i>International Marketing</i> ; Tata McGraw Hill 3. Griffin, Ricky W. and Pustay, Michael W.; <i>International Business: A Managerial Perspective</i> ; Addison Wesley		

Course: MACROECONOMIC ENVIRONMENT			Semester: II
Course Code: MBA 516	L T P	3 0 0	Credits: 3

OBJECTIVE	This course introduces the students to formal modeling of a macro-economy in terms of analytical tools. It discusses various alternative theories of output and employment determination in a closed economy in the short run as well as medium run, and the role of policy in this context. It also introduces the students to various theoretical issues related to an open economy.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Explain GDP by income, value added, and expenditure approach and the basic concept of budget deficit and source of financing. 2. Evaluate economic variables used in economic context. 3. Analyze GDP, inflation, and unemployment, unemployment rate, consumer price index, inflation rate using basic methods. 4. Explain the sources of economic growth in the short and long-run including government policies to raise living standard. 5. Illustrate and discuss the basic concepts of consumption, saving, investment in closed and open economy which affects international finance and balance of payment. Communicate the results by data collection and synthesis. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Meaning, Nature and Scope of Macroeconomics, Overview of School of Macroeconomic Thoughts: - Classical Keynes, Monetary. National income accounting (GDP, GNP, & NNP) and problems faced in national income accounting. Real vs Nominal GDP.	08
	2.	Keynesian Theory income & investment; Investment, Types of investment, Determinants of Investment, Investment Multiplier, Calculation of Multiplier; Investment theories.	08
	3.	Money & Banking System: Meaning and objective, types of Banks, functions and credit creation of bank, Central Bank & its monetary policy, inflation – meaning, types and role of central controlling inflation.	11
	4.	Money: Evaluation of Money, Functions & Types of Money, Money Supply and Demand, Measurement of Money (M ₀ , M ₁ , M ₂ , M ₃ , M ₄), Aggregate Demand & Aggregate Supply, Derivation of aggregate demand and aggregate supply, Interaction of aggregate demand and aggregate supply, ISLM Curve.	07

	5.	Unemployment: Meaning, Nature of unemployment, types of unemployment, measurement of unemployment of India, Major Government Program to eradicate unemployment, Philip Curve.	11
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill. 2. N. Gregory Mankiw. Macroeconomics, Worth Publishers. 3. Olivier Blanchard, Macroeconomics, Pearson Education, Inc. 4. Richard T. Froyen, Macroeconomics, Pearson Education Asia. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Steven M. Sheffrin, Rational Expectations, Cambridge University Press. 2. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc. 3. Errol D'Souza, Macroeconomics, Pearson Education. 4. Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia 		

Course: PERSONALITY DEVELOPMENT PROGRAMME (PDP) - I			Semester: II
Course Code: MBA 517 P	L T P	0 0 2	Credits: 1

OBJECTIVE	Soft skills provide students with a strong conceptual and practical framework to build, develop and manage teams		
LEARNING OUTCOME	1. Demonstrate interpersonal skills. 2. To build and improve students Team building, Leadership and Interpersonal skills. 3. To develop effective correspondence and resume writing skills. 4. Develop student's overall personality.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to soft skills, it's Importance at the Workplace, Interpersonal Skills- Negotiations, listening skills, social skills, assertive skills, cross-cultural communications.	04
	2.	Team building and leadership, evolution of groups into teams, group dynamics, emergence of leadership, intra-group dynamics, inter-group dynamics, conflict management, inter dependency, assessment of team-based projects.	04
	3.	De-Clutter, prioritization, goal setting, R-A-C Method for effective time management.	04
	4.	Leadership Skills, Concepts of leadership, leadership styles, insights from great leaders.	03
		Total Hours	15
TEXT BOOK	1. Nitin Bhatnagar; Effective Communication and soft skills; Pearson Education India		
REFERENCE BOOK/ SUGGESTED READING	1. Jeff Butterfield; Soft skills for Everyone; Cengage Learning		

Course: OFFICE MANAGEMENT WITH ADVANCE MS EXCEL, MS PROJECT AND POWER POINT			Semester: II
Course Code: MBA 518	L T P	2 0 2	Credits: 3

OBJECTIVE	To familiarize the students with the basic use of different types of office Management software's widely used in business organizations.		
LEARNING OUTCOME	On successful completion of the course, students will be able to: <ol style="list-style-type: none"> 1. Understand applications and use of MS Excel and its features. 2. Learn the advanced Excel function applications with references to apply them in different business decision making. 3. Learn to use the advanced MS Excel tools like data analysis and visualization in quick decision making. 4. Understand the skills to make good presentation using the MS PowerPoint with their features and tools. 5. To empower project management professionals to gain knowledge required to manage projects. 		
COURSE DETAILS	Module No	Topic	Hours
	1.	MS Excel: Proofing of Worksheet & Data Visualization: Protecting and sharing the work book, Protecting a workbook with a password, Allow user to edit ranges, Proofing and Printing, Page setup, Setting print area, Print titles, Inserting custom Header and Footer, Inserting objects in the header and footer, Page Setup, Setting margins, Print Preview, Print, Enable back ground error checking. Sort and Filter Data with Excel, Sort and filtering data , Using number filter, Text filter, Custom filtering, Removing filters from columns, Conditional formatting, Create Effective Charts to Present Data Visually, types of chart: Column, Pie chart etc., Create an effective chart with Chart Tool, Design, Format, and Layout options, Adding chart title, Changing layouts, Chart styles, Editing chart data range, Changing chart, Insert Excel Objects and Charts in Word Document and Power point Presentation, Editing data series, what if analysis	15
	2.	Advance Excel Functions: Filter, Vlookup, Hlookup, Exact, Frequency, Advance Statistical Function, Conditional Function, Nested IF function, Nested Function, Solver, Data Analysis Tool, What IF Analysis: Goal Seek, Scenario Manager, Data Table, PMT, PPMT.	10
	3.	MS Excel tools for Quick Decision Making: Introduction of Pivot tables, need of Pivot Tables, Analyse Data Using PivotTables and Pivot Charts, Understand PivotTables, Create a PivotTable, Framework Using the PivotTable and	08

		PivotChart, Create Pivot Chart from pivot Table, Inserting slicer, Creating Calculated fields, Solver tool, Developer tool.	
	4.	MS POWERPOINT: Making the Presentations: Setting Up PowerPoint Environment: New, Open, Close, Save, Save As, Typing the text, Alignment of text, Formatting Text: Font Size, Font Style, Font Color, Use the Bold, Italic, and Underline, Cut, Copy, Paste, Select All, Clear text, Find & Replace, Working with Tabs and Indents. Creating slides and applying themes, Inserting new slide Changing layout of slides, Duplicating slides, Copying and pasting slide, Applying themes to the slide layout, Changing theme color, Slide background, Formatting slide background, Using slide views, Working with bullets and numbering, Multilevel numbering and Bulleting, Creating List, Page bordering, Page background, Aligning text, Text directions, Columns option, Shapes, Clipart and Picture, Word Art, Smart Art, Change the Order of Objects, Inserting slide header and footer, Inserting Text boxes, Inserting shapes, using quick styles, Inserting Word art, Inserting symbols, Inserting Chart, Hyperlinks and Action Buttons, Inserting Hyperlinks and Action Buttons, Edit Hyperlinks and Action Button, Word Art and Shapes. Working With Movies and Sounds, Inserting Movie From a Computer File, Inserting Audio file, Audio Video playback and format options, Video options, Adjust options, Reshaping and bordering Video, Using SmartArt and Tables, Working with Tables, Table Formatting, Table Styles, Alignment option, Merge and split option Converting text to smart art, Default Animation, Custom Animation, Modify a Default or Custom Animation, Reorder Animation Using Transitions, Apply a Slide Transition, Modifying a, Transition, Advancing to the Next Slide	08
	5.	MS Project: Project planning, Project tracking (completion, time and cost), Scheduling and time management, Resource allocation, Budgeting, Communication and collaboration, Documentation, Risk management, develop plans, Assign resources to tasks, Track progress, Manage budgets, Analyse workload	04
		Total Hours	45
TEXT BOOK	1. Walkenbach, John; <i>Microsoft Excel 2016 BIBLE</i> ; WILEY 2. Microsoft; <i>Microsoft Office 2016, Step by Step</i> ; Microsoft Press		
REFERENCE BOOK/ SUGGESTED READING	1. Shirodkar, S.; Learning Microsoft Project 2019; Packt Publishing 2. Norton, Peter; Introduction to Computers; McGraw Hill		

Course: CREATIVE PROBLEM SOLVING AND DESIGN THINKING			Semester: II
Course Code: MBA 519	L T P	1 0 2	Credits: 2

OBJECTIVE	To expose the student to new modes of thinking such as creative problem solving and Design Thinking		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Distinguish between logical and creative thinking. 2. Build one's creative thinking tool kit. 3. Find Creative solution to Business problems. 4. Exposure to Lateral Thinking Concepts. 5. How to initiate a new working culture based on Design Thinking Approach: user- centric approach, empathy, ideation, prototyping, and playful testing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Creative Problem Solving: Role of Creativity and Innovation in managerial Life Definition of Creativity, Logical, Convergent and Divergent Thinking Blocks to Creativity. Creative Thinking Arsenal: Fluency, Flexibility, Brainstorming, Synaptic Edward De Bono's Concept of Lateral Thinking, Lateral Thinking Tools – PMI, OPV, Six Thinking Hats, Six Action Shoes etc.	15
	2.	Design Thinking: Design Thinking Process, Empathize with People, Design for You, Define the Design Challenge, Prototype and Test. Innovation in Organizations	15
		Total Hours	30
TEXT BOOK/ REFERENCE BOOK	<ol style="list-style-type: none"> 1. Khandwalla, Pradip N.; <i>Fourth Eye: Excellence through Creativity - A Fresh Approach to Effective Management of Individual, Organizational and Social Creativity</i>; AH Wheeler Publishing Co, Ltd. 2. Khandwalla, Pradip, N.; <i>CORPORATE CREATIVITY: The Winning Edge</i>; kabdwalbookdotcom 3. Vijay Kumar; <i>101 Design Methods: A Structured Approach for Driving Innovation in Your Organization</i> Kindle Edition 4. Klein, Gary; <i>Seeing What Others Don't: The Remarkable Way We Gain Insights</i>; Public Affairs, a member of the Perseus Books Group 		

SEMESTER III

Course: PROJECT MANAGEMENT			Semester: III
Course Code: MBA 601	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic concepts and theories of project management and feasibility study of projects. Student should learn how to use Microsoft Project for Project Management.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the core features of project management function at the operational levels. 2. Conduct feasibility study of projects. 3. Understand and apply analytical tools to project management activities. 4. Understand project risks and its management. 5. Understand procurement process and types of contracts. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Project Management: Definitions, Characteristics, Scope and Classification of project, Importance of Project Management, Project Management Processes, Project Management Life Cycle, Project Success Criteria, Key competencies for Project Managers, Project Manager's Role and Responsibilities, Project Stakeholders. Project Creation using MS Project.	10
	2.	Project Planning: Project Feasibility Analysis (Technical, Financial and Organizational Feasibility), Project Scope and Activity-Planning, Activity Sequencing, Work Breakdown Structure (WBS), Project Plan preparation, Time Estimation and Scheduling, Resource Planning, Duration versus Effort, Task Dependency analysis, Cost Estimation, Cost / benefit analysis, market analysis, Plan Creation (Gantt Chart preparation) using MS Project.	12
	3.	Project Execution, Monitoring and Control: Project Network Analysis: CPM, PERT and Crashing, New execution models and Agile methodology. Project audit, Analysis of Actual Project Performance against Plan, Contract Management, Project Status Reports, Progress Measurement and Forecasting.	18
	4.	Project Risk Management: Project Risk Assessment, Risk Identification, Quantitative Risk Analysis, Qualitative Risk Analysis, Risk Management Plan,	11

		Risk Monitoring & Control.	
	5.	Project Closure: Project Closure, termination strategies and termination procedures; Overview of the PMP Certification Examination.	09
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Pinto J. K.; <i>Project Management - Achieving Competitive Advantage</i>. Pearson Education. 2. Gray Clifford F., Larson E. W. Desai G. V.; <i>Project Management: The Managerial Process</i>. McGraw Hill Education. 3. Meredith, Jack R., Mantel, Samuel J. Jr., and Shafer, Scott M.; <i>Project Management: A Managerial Approach</i>; Wiley. 4. Kerzner, Harold; <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i>; Wiley 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Scott, Donald J.; <i>Project Management: A Quick Start Beginner's Guide for The Serious Project Manager To Managing Any Project Easily</i>; Kindle Edition 2. Larson, Erik W. and Gray, Clifford F.; <i>Project Management: The Managerial Process</i>; McGraw-Hill Series Operations and Decision Sciences 		

Course: BUSINESS ANALYTICS			Semester: III
Course Code: MBA 602	L T P	2 0 4	Credits: 4

OBJECTIVE	To familiarize students with the essential tools, techniques and skills through a combination of theory and hands-on experience to various business issues for data management, data Mining and Machine learning.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To apply descriptive, predictive, and prescriptive analytics to business problems for input into management decision-making processes. 2. To enable students to recognize, understand and apply data management and handling and Data Science Project Life Cycle. 3. Understand the data mining and mining concept and its techniques. 4. To translate results of business analytic projects into effective courses of action. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Business Analytics: Concept; Decision making process through data analysis; Decision making models; Areas of Analytics: Descriptive Analytics, Prescriptive Analytics and Predictive Analytics.	10
	2.	Concept of Data Management: Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.	12
	3.	Data Mining: Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of classification Analysis and Cluster Analysis.	12
	4.	Introduction to Machine Learning: Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	14
	5.	Application of Business Analysis: Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	12

		Total Hours	60
TEXT BOOK	1. Rao, H.P; <i>Business Analytics An Application Approach</i> , P H I Learning Pvt. Ltd 2. Prasad, R. N. and Acharya, S.; <i>Business Analytics</i> , Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Jiawei, H., Micheline, K. and Jian, P.L.; <i>Data Mining Concepts and Techniques</i> , Elsevier 2. Tan, P. N., Steinbach, M. and Kumar, V.; <i>Introduction to Data Mining</i> , Pearson Education		

Course: MANAGEMENT INFORMATION SYSTEM			Semester: III
Course Code: MBA 603	L T P	3 0 0	Credits: 3

OBJECTIVE	The objective of this course is to introduce the students to the managerial issues relating to Information Systems, its role in organization, support for decision-making and how information systems can be leveraged to provide business value.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the evolution and impact of Information System on business. 2. Understand the role of cloud platforms and related security threats to information systems of organizations. 3. Learn about various Enterprise Systems and uses in different management domains. 4. Understand the complexities and applications of Data resource management. 5. Learn Managerial Decision Making with Business Intelligence and Digital platform of Business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Organizations and Information Systems: Modern Organization and Information System's impact on organizations, Alignment of Business and IT strategies, Information landscape in modern Organization. Types of Information Systems (TPS, MIS, DSS and EIS), Decision Making with MIS (Tactical, Operational and Strategic). MIS project life cycle.	06
	2.	Information Systems Evolution: Internet, Cloud and Wireless revolution. Impact of Cloud technology in Business. Information Security, IT Governance, Ethical and Social Issues related to Information privacy. Information Systems Security and Control (Threats, Encryption, Cryptography, Firewall and Disaster recovery plan). Study Cloud services using Google Cloud Platform, AWS and Azure.	10
	3.	Integrated Enterprise Systems: Importance of Integrated Systems, Enterprise Resource Planning Systems, Supply Chain Management Systems, Customer Relationship Management Systems, Master Data Management Systems. Case Studies.	07
	4.	Data Resources Management: Challenge of Data Management, Data Independence, Data Redundancy reduction and Normalization, Data Consistency, Database concept, RDBMS, Database Model and ER diagram,	10

		ETL process, Data Warehouse and Data Mart, importance of Dimensional Modeling in Strategic Reporting, Distributed Filing Systems to manage Big data, Structured, Semi-structured and Unstructured Data.	
	5.	Decision Making with Business Intelligence and Analytics: Business intelligence: concept, environment and tools. Importance of Business Intelligence and analytics, Decision Support, KPIs identification, Ad-hoc Report, Dashboard, Business Forecasting, concepts of Predictive and Prescriptive Analytics. Dashboard Design using MS Excel.	06
	6.	M-Commerce, E-Business, E-Governance and Social Network: M-Commerce Technology, Major M-commerce models, Electronic Data Exchange (EDI), Online Payment Technology, Mobile-Commerce, Business over the Internet, Portals, Search Engines, E-Governance Services and Advantages, Impact of Social Media in Business, Digital Marketing, Text and emotion mining using Social media Data and importance of Web Analytics, metaverse, virtual reality, augmented reality, mixed reality.	06
		Total Hours	45
TEXT BOOK	1. O' Brein and George Marakas James; <i>Introduction to Information Systems</i> , McGraw Hill 2. Laudon and Laudon; <i>Management Information Systems</i> ; Pearson India.		
REFERENCE BOOK/ SUGGESTED READING	1. Principles of Information Systems (A Managerial Approach) – By Ralph Stair & George Reynolds 2. Davis, Gordon. B & Olson, Margrethe. H, <i>Management Information Systems</i> ; McGraw Hill		

Course: PERSONALITY DEVELOPMENT PROGRAMME (PDP) - II			Semester: III
Course Code: MBA 604 P	L T P	0 0 2	Credits: 1

OBJECTIVE	To familiarize students with soft skills like Communication Skills, People Skills, etc. and personality traits to enhance their interactions, job performance and career prospects.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Apply the conceptual understanding of communication into everyday practice. 2. Understand the importance of teamwork and group discussion skills. 3. Make use of techniques for self-awareness and self-development. 4. Develop insights on how to cope up with work stress and students will develop time management skills. 5. Apply business etiquette skills on professional front and will bring a change in organizational culture. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Communication Skills: Basics of Communication Skills— Verbal Communication, Nonverbal Communication- Kinesics, Paralanguage and Proxemics. Presentation Skills - Multimedia Presentation: Understanding the Basics, Features, Structure, Aids and Importance, Presentation and Interaction. Public Speaking- Art of Public Speaking, the Rhetoric of making a Public Speech, Exploring Rhetorical Elements through various Videos.	04
	2.	Interpersonal Communication: Building Relationships - Understanding Group Dynamics, Conflicts and their Resolution, Social Network, Media and Extending our Identities. Role of Personality and its various Attributes - Emotional Quotient, Attitude, Perception, Motivation, Socialization, Self- Esteem, Impact of Behavior, and Self-Awareness. Stress Management and Accepting Criticism in determining Efficacy of Interpersonal Communication	04
	3.	Professional Skills: Creativity, Critical Thinking and Problem Solving. Leadership Skills- Develop Leadership Qualities. Collaboration and Teamwork - Work Effectively in a Team, understand Personal as well as Professional Goals of the members of the Group. Decision Making- Creative, Rational and Intuitive Decision Making. Negotiation - Ways of Effective Negotiation. Mentoring and	05

		Conflict Management–Reasons of Conflicts in Human Relations, Approaches to Conflict Resolution, Importance and Manner of Mentoring. Conducting Meetings - Call and Organize meetings, Conducting meetings, Agenda and Minutes of the meeting. Time Management and Effective Planning - Importance of Time, Preparing Timeline, Allocation of time, Prioritizing Work, Multi-Tasking. Stress Management - Kinds of Stress, Reason/s of Stress, Techniques to cope with Stress.	
	4.	Business Etiquette: Professional Grooming- How to carry yourself; Dressing- Selection of Proper Attire as per the Situation, and Conduct- To Project One's Self in the Right Frame and Spirit. Work-Life Balance and Punctuality. Social Etiquette- Meeting People, Greetings, Introductions, Office Parties, Dining Etiquette, Cultural Courtesy. Professional Etiquette - Phone Etiquette - Tone and Pitch of the Voice, Voice Mail, Correspondence Etiquette, Netiquettes	02
		Total Hours	15
TEXT BOOK	1. Nitin Bhatnagar; <i>Effective Communication and Soft Skills</i> ; Pearson Education India		
REFERENCE BOOK/ SUGGESTED READING	1. Daniel Coleman; <i>Emotional Intelligence</i> ; Bantam Book, 2006 2. Butterfield Jeff; <i>Soft Skills for Everyone</i> ; Cengage Learning, 201		

Course: DATA MANAGEMENT USING MYSQL			Semester: III
Course Code: MBA 605	L T P	0 0 4	Credits: 2

OBJECTIVE	The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively information from a DBMS using MySQL.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand basic concepts of how a database stores information via tables. 2. Understand SQL syntax used with MySQL. 3. Learn how to retrieve and manipulate data from one or more tables. 4. Learn how to filter data based upon multiple conditions. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to database: Introduction, Basic Concept and Definitions: Data and Information, Data Vs Information, Data Dictionary, Data Item or Field, Record, Definition of DBMS, Applications of DBMS, Advantages and Disadvantages of DBMS, Relational database, Entities and Relationships.	05
	2.	MySQL overview: Introduction, the features and benefits of MySQL, SQL Language and MySQL, SQL data definition language, SQL data manipulation language, Data Types: Numeric Data Types, Temporal Data Types, String Data Types, Data Type Considerations, The Meaning of NULL, Creating Databases and Tables: Creating a Database, creating a Table, Column Options, Table Options, Keys, and Constraints, SELECT statement review, Filtering your data with WHERE clause, ORDER By clause,	10
	3.	Table Queries: Elements of SELECT, Operators of WHERE clause (=, <>, >, <, BETWEEN, LIKE, IN), DISTINCT keyword, AND & OR keywords, Column Aliasing, In and Between, Wildcard characters, Updating Tables: UPDATE statement, INSERT INTO statement, Deleting records: DELETE statement, Save a Query, Execute a Query, Modify a Saved Query, Sort Data, Rank	10

		Data, Data Wrangling: Group Data, Filtering Grouped Data, Summarize Group Data, top values.	
	4.	Functions: Functions in MySQL Expressions, Using Functions, String Functions, Date and time functions, Numeric Functions, Aggregate Functions,	05
		Total Hours	30
TEXT BOOK	<ol style="list-style-type: none"> 1. Ganofins, " <i>MySQL for Beginners</i> ", Ganofins. 2. Bayross, Ivan, "SQL, PL/SQL The Programming language of Oracle", BPB PUBLICATION 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Raghu Ramakrishnan and Johannes Gehrke, Database Management Systems, McGraw Hill. 2. Vaswani Vikram, "The Complete Reference MySQL", McGraw - Hill, 		

Course: GREEN MANAGEMENT			Semester: III
Course Code: MBA 606	L T P	2 0 0	Credits: 2

OBJECTIVE	The objective of the course is to impart students to an understanding of green business, its advantages, issues and opportunities and to provide knowledge over the strategies for building eco-business.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Assess green management practices and how these are applied to support competitive advantage through environmental, social, and governance actions. 2. Understand and analyze the ways education, social movements and fair developmental practices help in maintaining ecological balance. 3. Engage and lead sustainability initiatives at local, national, and global levels. 4. Analyze and critically evaluate evidence to formulate and organize sustainable strategies by Green Techniques and Methods. 5. Obtain a detailed understanding of the key terms, definitions and requirements of Environmental Reporting and ISO 14001. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Green Management: The Concept of Green Management; Evolution; nature, scope, importance and types; Developing a theory; Green Management in India; Relevance in twenty first century	06
	2.	Organizational Environment: Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).	06
	3.	Approaches from Ecological Economics: Indicators of sustainability; Eco- system services and their sustainable use; Biodiversity; Indian perspective; Alternate theories	06
	4.	Environmental Reporting and ISO 14001: Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management	06
	5.	Green Techniques and Methods: Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models	06
		Total Hours	30

TEXT BOOK	<ol style="list-style-type: none">1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida, ZEW Publications.2. The Green Energy Management Book by Leo A. Meyer, LAMA books
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.2. Green Project Management by Richard Maltzman and David Shiden, CRC Press Books.3. Green and World by Andrew S. Winston, Yale Press

Course: STUDENT INTERNSHIP PROGRAM (SIP) & VIVA- VOCE			Semester: III
Course Code: MBA 607	L T P	0 0 0	Credits: 6

OBJECTIVE	Objective: To assess the performance and learning of the student during the Student Internship Program.
COURSE DETAILS	The student will undergo a Student Internship Program after Semester – II. A Report has to be submitted. This will be followed by a Presentation and Viva-Voce.

SEMESTER IV

Course: STRATEGIC MANAGEMENT			Semester: IV
Course Code: MBA 608	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the concept of corporate and business strategy and its formulation, implementation and evaluation.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand various perspectives and concepts in the field of Strategic Management. 2. Understand the basic concepts, principles and practices associated with strategy formulation and implementation. 3. Understand industry analysis, environment analysis and competitive analysis in brief. 4. Get acquainted with various techniques of Strategy Evaluation and its implementation. 5. Analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Definition, Scope, Characteristics and importance of Strategic management, Strategic management process, Dimensions and levels of strategy.	05
	2.	Strategy Formulation: Strategic planning, Strategic decision making, Vision, Mission and purpose, Objectives and goals of a business organization. Business Model. Balanced Scorecard Approach to Objective-setting. Critical Success Factors, Key Performance Indicators.	08
	3.	Environmental Appraisal: External analysis: Porter's 5 forces model, industry organizational view (I/O view), industry analysis, environment analysis and competitive analysis, EFE Matrix, Competitive Profile Matrix, Internal analysis: resource-based view of the firm, capabilities, core competence, VRIO framework, Value chain analysis, IFE Matrix.	10
	4.	Strategic Analysis and Choice: Corporate level strategies: growth, stability, retrenchment and combination, integration strategies, and diversification strategies, Cooperative level strategies: mergers and acquisitions, joint ventures, and strategic alliance, Business level strategies: Michael Porter's generic strategies, BCG	09

		matrix, GE matrix, Ansoff Matrix.	
	5.	Strategy Implementation, Evaluation and Control: Leadership, Resource allocation, Strategy and different types of organizational structures, McKinney 7S framework, Barriers to strategy implementation, Structural, behavioral, functional and operational aspects of strategy implementation. Symptoms of malfunctioning of strategy, Strategic control and Operational Control: Analyzing variances and Evaluation techniques.	13
		Total Hours	45
TEXT BOOK	1. Dess, G., Lumpkin, G. T., Eisner, Alan E. and McNamara G; <i>Strategic Management: Text and Cases</i> ; McGraw Hill 2. Thompson, Arthur A. Jr. and Strickland, A. J.; <i>Strategic Management: Concepts and Cases</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Hitt, M. A., Ireland, Duane R. and Hoskisson, Robert E.; <i>Strategic Management Concepts</i> ; Cengage Learning 2. Pearce II, John A., Robinson, Jr., Richard, B. and Mital, Amita; <i>Strategic Management: Formulation, Implementation and Control</i> ; McGraw Hill 3. Kazmi, Azhar; <i>Strategic Management and Business Policy</i> ; McGraw Hill 4. Haberberg, Adrian and Rieple, Alison; <i>Strategic Management: Theory and Application</i> ; Oxford University Press 5. Ansoff, H. Igor; <i>Strategic Management</i> ; John Wiley 6. Drucker, Peter F.; <i>Management: Task, Responsibilities, Practices</i> ; Harper Collins.		

Course: BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY			Semester: IV
Course Code: MBA 609	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint students with the ethical framework within which corporations should function and to give an overview of the corporate governance system and corporate social responsibility. Acquainting the students with societal needs and enabling a community to connect.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of Business ethics and its relevance in organization. 2. Comprehend and understand about scriptures of Indian ethics & their application in business. 3. Comprehend and understand ethical issues in capitalism & market system, human resource management, marketing, and intellectual property rights. 4. Learn emerging trends in corporate social responsibility in the global and Indian context and its impact on stakeholders. 5. Understand the framework of corporate governance and its role in corporate social responsibility. 6. Enable students to closely monitor social framework and get closely connected to communities. 7. Perform field – related activities and assisting communities. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Business Ethics: Concept of Ethics, Ethics and Morality, Sources of ethics, Theories of business ethics: Deontological and Teleological theories, Utilitarianism (Rule & Act), Egoism.	10
	2.	Indian Ethos: Principles of Indian ethos, Teachings from Major Indian Scriptures and its Application of Indian Ethos to Management.	10
	3.	Ethical Issues in Business: Impact of Ethics in business, Ethical issues in capitalism and market systems, Ethics in marketing, Ethics in finance, Ethics in human resource, Intellectual property rights (Designs, Patents, Trademarks, Copy rights), Ethical issues in IPR.	11

	4.	Corporate Social Responsibility: Concept, Rationale of CSR, Drivers of CSR, Social responsibility theories, Pyramid of Corporate social responsibility. Contemporary CSR concepts: corporate sustainability, Reputation management and social impact management, Triple Bottom Line, CSR and business ethics, Environmental aspect of CSR, CSR models (Redman's). Cases on Corporate social responsibility. Field work: Complete a mini project on Community Services.	14
		Total Hours	45
TEXT BOOK	1. Velasquez; <i>Business Ethics: Concepts and Cases</i> ; Pearson Education 2. Mallin, Christine A.; <i>Corporate Governance</i> (Indian Edition); Oxford University Press		
REFERENCE BOOK/ SUGGESTED READING	1. Hartman, Laura P. and Chatterjee, A.; <i>Business Ethics</i> ; McGraw Hill 2. Blowfield, Michael, and Murray Alan; <i>Corporate Responsibility</i> , Oxford University Press		

Course: SPIRIT OF ENTREPRENEURSHIP (INTRODUCTORY)			Semester: IV
Course Code: MBA 610	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize students with entrepreneurship developments, process of establishing an enterprise and the types of support available from various government and non-government institutions.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Develop entrepreneurship as a field of study and as a profession. 2. Understand the creative process of opportunity identification and screening. 3. Understand the importance of innovation in the creation of sustainable competitive advantage and to test a business model to ensure its viability. 4. Develop a well-presented business plan that is technically and economically feasible. 5. Analyze cases based upon different forms of Business and Entrepreneurship. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Entrepreneurship: Concept, theories, process, factors impacting emergence of entrepreneurship, Growth of entrepreneurship environment in India, Role of entrepreneurship in economic development, Traits of successful entrepreneurs; Managerial vs. entrepreneurial approach, Entrepreneurial promotion in India.	08
	2.	Starting the Venture: Creative thinking, Business idea generation (Business cases on entrepreneurship), Environmental scanning pertaining to business idea: Feasibility study: Market feasibility, Technical/ Feasibility operations, financial feasibility, Project Report.	08
	3.	Functional Plans: Drawing a business plan, selecting organization type for business, Organization structure and Job designs, designing financial plan: Investment, Incomes and Expenditure, understanding profitability.	10
	4.	Sources of Finance: Understanding Financial Framework: Debt Equity Financing, Commercial banks, Financial Institutions supporting entrepreneurs, Angel Investors. Venture Capital & Private Equity Firms.	11
	5.	Start Up India and Case Analysis: Definition of Startup, process of recognition as a Start Up, Exemption for Start Up: Tax Exemption under 80IAC, Tax	08

		Exemption under Section 56 of the Income Tax Act (Angel Tax), Concessions to startups regarding Labor Laws, Scheme for Facilitating Start-Ups Intellectual Property Protection (SIPP). Case analysis on different business modules, social entrepreneurship and local entrepreneurship.	
		Total Hours	45
TEXT BOOK	1. Charantimath, Poornima, <i>Entrepreneurship Development & Small Business Enterprises</i> , Pearson Education. 2. Hisrich, Robert D., Michael Peters and Dean Shepherd, <i>Entrepreneurship</i> , Tata McGraw Hill, New Delhi		
REFERENCE BOOK/ SUGGESTED READING	1. Barringer, Brace R., and R. Duane Ireland, <i>Entrepreneurship</i> , Pearson Education. 2. Kuratko, Donand and Richard Hodgetts, <i>Entrepreneurship</i> , Cengage Learning India Pvt. Ltd., New Delhi		

Course: PERSONALITY DEVELOPMENT PROGRAMME (PDP)- III			Semester: IV
Course Code: MBA 611 P	L T P	0 0 2	Credits: 1

OBJECTIVE	To bring enhancement in students through personality development training on Communication Skills, People Skills, and improving personality traits to embellish their profiles and enrich their career prospects.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Apply the conceptual understanding of communication into everyday practice. 2. Understand the importance of teamwork and group discussion skills. 3. Design a meaningful and aesthetically sound resume/curriculum vitae. 4. Create and present insightful write ups pertaining to contemporary topics on business and other topics of both national and global importance. 5. Apply business etiquette skills on professional front and will bring a change in organizational culture 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Personality Development Program: Soft skills definition and types; Soft skills v/s Hard skills; Cardinal principles of soft skills and personality development; the ABC (appearance, behaviour and communication) elements of personality; relevance of personality development in today's business world. Professional opportunities for MBA graduates.	04
	2.	Candidate's profile description: Concept and creation of an effective resume and curriculum vitae. Components of a resume: The relevance of career objective, alignment of academic and experiential components; role of extra-curricular activities and hobbies in deciphering candidate's personality. Designing an influential Cover Letter. Practical sessions on making resume and cover letter.	03
	3.	Public speaking: The importance of public speaking; elements of persuasion (ethos, pathos and logos), common mistakes during public speaking. Self-introduction: a two-minute self-marketing tool; mandatory inclusions in self-introduction. Group discussion: Factual topics, controversial topics, abstract topics and case-based group discussions. Interviews: Types, relevance and mostly asked questions during interviews with their psychological implications and most appropriate answers. Rigorous training through multiple in-class activities on self-introduction, extempore, group discussion and mock interview.	04

	4.	Business Etiquette: Professional Grooming- How to carry yourself; Dressing- Selection of Proper Attire as per the Situation, and Conduct- To Project One's Self in the Right Frame and Spirit. Work-Life Balance and Punctuality. Social Etiquette: Meeting and greeting people, Practicing cross-introduction for a delegate/celebrity, Dining Etiquette, Cultural Courtesy. Professional Etiquette - Phone Etiquette - Tone and Pitch of the Voice, Correspondence Etiquette, Netiquettes. Class-based individual and team participations and instructor's observations of student's learning and behavioural reflection of using business etiquettes.	04
		Total Hours	15
TEXT BOOK	1. Nitin Bhatnagar; <i>Effective Communication and Soft Skills</i> ; Pearson Education India		
REFERENCE BOOK/ SUGGESTED READING	1. Daniel Coleman; <i>Emotional Intelligence</i> ; Bantam Book, 2006 2. Butterfield Jeff; <i>Soft Skills for Everyone</i> ; Cengage Learning, 201		

Course: BUSINESS INTELLIGENCE USING POWER BI			Semester: IV
Course Code: MBA 612	L T P	0 0 4	Credits: 2

OBJECTIVE	The objective of the course is to work with Power BI to easily connect data sources, visualize, share and publish your findings with anyone and everyone.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand basic concepts of business intelligence using the BI tool. 2. Learn how to retrieve and manipulate data from one or more sources. 3. Learn how to transform and combine data from multiple sources. 4. Learn how to Visualize and interpret data based on various analyses. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Power BI: What is Business Intelligence? What is Microsoft Power BI? Why Power BI? Power BI Components, Power BI Architecture, Types of Power BI Tools, Installation of Power BI Desktop, Introduction to Power BI User Interface	07
	2.	Managing Data Source in Power BI: Managing Pages in Power BI, Data Sources in Power BI, Importing Data	05
	3.	Data Formatting with Power BI: Introduction to Query Editor, Data Types, Data Transformation, Change the Data Type of Columns, Creating Bins, Combining Data from Multiple Tables, Date Formatting, Pivot Table, Data Sorting	05
	4.	Data Visualization: Card, Line Chart, Area Chart, Clustered Chart, Donut Chart, Funnel Chart, Pie Chart, Ribbon Chart, Stacked Area, Scatter Chart, Map, Filled Map,	07
	5.	Power BI Filters and Calculated Fields: Slicer, Basic Filters, Advanced Filters, Top N Filters, Filters on Measures, Page-Level Filters.	06
		Total Hours	30
TEXT BOOK	1. Errin O'Connor, " <i>Microsoft Power BI Dashboards Step by Step</i> ", Pearson		
REFERENCE BOOK/ SUGGESTED READING	1. Ferrari Alberto, "Introducing Microsoft Power BI", Microsoft Press		

Course: DEEP IMMERSION PROJECT REPORT & VIVA-VOCE			Semester: IV
Course Code: MBA 613	L T P	0 0 0	Credits: 4

OBJECTIVE	To facilitate students towards: <ol style="list-style-type: none"> 1. Experiential learning 2. Fieldwork research 3. Effective, timebound teamwork 4. Documentation and presentation of fieldwork research
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Undertake an experiential learning research. 2. Learn the etiquette of teamwork. 3. Familiarize students with a research issue in-depth. 4. Develop the skills to collect, organize and present their study.
COURSE DETAILS	<p style="text-align: center;">Activity Details</p> <p>Deep Immersion Planning (DIP) is an experiential learning component. DIP facilitates students to explore, understand, and experience the life-world issues of select social conditioning. Students are trained through exclusive sessions to prepare themselves for a collective study through interaction and informed discussion.</p> <p>Some of the aspects of the study include social, economic, cultural, historical, political, and aesthetic aspects of the lifeworld that includes studying trade, traditions, social customs, livelihood practices, festivals, rites, rituals, customs, practices, social transitions, communities, gendered realities, fine and performing arts practices, historical monuments and architecture and so on.</p> <p>The program is designed to be faculty-mentored, exploratory experiential learning, that allows students to understand an inclusive liberality through their studies of cultural and historical traditions.</p> <p>The deep Immersion will be organized through Student work teams of 10 to 12 members mentored by a faculty. They would be facilitated to develop a thematic topic related to any crucial aspect of the study location.</p> <p>The students shall be prepared through classroom sessions on the basics of research methodology: asking the right question, framing a basic research design, conducting surveys research, report writing, and presentations.</p> <p>The procedure followed will be:</p> <ol style="list-style-type: none"> a) initial coursework for students b) The students submit an initial report on the research question, along with their methods of inquiry. c) This is followed by a 7-days field visit under the supervision of a faculty mentor to their chosen site for the purposes of collecting primary data through experiential learning. d) Post the fieldwork, the students come back to the school and they are guided to analyse the data collected from their field experience. e) Under the guidance of the mentoring faculty the student should submit a 60-

	<p>80 page final report on the lessons learnt.</p> <p>f) The program culminates with a public presentation and exhibition of their findings where the groups illustrate some of the unique features of their topic of study by employing various creative methods and presenting their findings before a panel of experts</p>
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Specializations Offered

MARKETING (MRM)

Course: PRODUCT AND BRAND MANAGEMENT			Semester: III
Course Code: MRM 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize students with the fundamental understanding to develop, measure, analyze and manage brands and product categories of an organization.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Identify the factors influencing product management, 2. Analyze and compare product management strategies of different companies. 3. Analyze the product concept generation, concept selection, concept testing, product architecture, design for manufacturing and prototype product. 4. Develop a conceptual understanding of the models in brand management. 5. Understand metrics and measures that evaluate brand equity. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Product Management: Introduction to product management, Products and their types, Product focused organization v/s Market focused organization, Product management: facts versus fiction, changes affecting product management.	06
	2.	Product Strategy: Product mix: length, width, depth and consistency, Product line extensions and contractions, Product line filling and line pruning, Strategies used in PLC (Product Life Cycle), Adopter Categories	10
	3.	New Product Development: Classification of new products, new product development process: idea generation, idea screening, concept development and testing, Business analysis, Product development, Market testing and commercialization.	10
	4.	Brand Management: Brand Management: Meaning, and characteristics of Brand, Branding Challenges and Opportunities, Brand vs Product. Brand Element: Criteria for choosing Brand Element, Brand image, Brand knowledge, Secondary Brand knowledge, Brand Identity, Brand Personality, Brand Architecture and Brand Hierarchy, Brand positioning.	10

	5.	Brand Equity: Steps in Brand Building: Brand Resonance Model, Brand value chain Model. Brand Equity: Meaning and Importance of Brand Equity, Brand loyalty, Internal Branding. Co-Branding. Strategic Brand Management process, Brand Extensions. Brand Audit.	09
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Keller L Kevin; <i>Strategic Brand Management</i>; Pearson Education 2. Lehmann, D.R and Winer, R.S; <i>Product Management</i>; McGraw Hill 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kapferer, J.N.; <i>The New Strategic Brand Management</i>; Kogan Page 2. Aaker, D.; <i>Aaker on Branding: 20 Principles That Drive Success</i>; Sage Publications 3. Majumdar, R.; <i>Product Management in India</i>; Pearson Education 4. Crawford, C. Merle and Anthony Di Benedetto; <i>New Products Management</i>; McGraw Hill 		

Course: CONSUMER BEHAVIOR			Semester: IV
Course Code: MRM 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with issues in and dimensions of consumer behavior.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the different models of consumer behaviour. 2. Develop consumer insights relating to different products. 3. Identify different factors that influence consumer behaviour. 4. Evaluate the different marketing strategies that lead to consumer adoption. 5. Students would develop their skill of understanding and analyzing consumer information and using it to create consumer-oriented marketing strategies. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature & scope of consumer behavior, Role of consumer behavior, Determinants of consumer behavior, Market Segmentation and Positioning.	06
	2.	Consumer Buying Process: Types of consumers buying behavior: extensive problem solving, limited problem solving, routine problem solving and dissonance reducing behavior, Consumer decision making process: Pre purchase, purchase and post purchase behavior, Organizational buying behavior.	11
	3.	Internal Determinants of Buying Behavior: Consumer Motivation and involvement, Personality and Self-Concept, Consumer perception, Consumer attitude & Learning.	10
	4.	External Determinants of Buying Behavior: Reference groups and group dynamics, Family as Consuming unit, Social and cultural environment of consumer: Social class and social stratification, Cultural, Sub-Cultural and Cross-Cultural influences. Social class and social stratification.	10
	5.	Innovation Diffusion and Consumer Adoption Process: Diffusion of innovation and consumer adoption process. Consumer satisfaction, Consumer Loyalty, Opinion leadership.	08
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> 1. Ramesh Kumar S., Schiffman Leon, Kanuk, Leslie Lazar; <i>Consumer Behavior</i>; Pearson 2. Loudon, David L. and Della, Bitta Albert J.; <i>Consumer Behavior</i>; McGraw Hill.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Engel, James F., Roser, D. Blackwell, and Paul, W. Miniard; <i>Consumer Behavior</i>; Dryden Press 2. Hawkins, Dal., Roger, J. Best and Kenneth, A. Coney; <i>Consumer Behavior Implication for Marketing Strategy</i>; McGraw Hill 3. Hoyer, Wayne D. and Debovar, J. MacInnis; <i>Consumer Behavior</i>; Houghton Mifflin Company 4. Wikie, William L; <i>Consumer Behavior</i>; Wiley 5. Assael, H.; <i>Consumer Behavior and Marketing Action</i>; SouthWestern Publishing Company

Course: MARKETING OF SERVICES			Semester: IV
Course Code: MRM 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint students with the concepts and processes of services marketing and to enable them to solve problems relating to marketing of services.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Differentiate the process of marketing of goods as compared to marketing of services. 2. Identify the applications of marketing of services in different industries. 3. Understand the metrics to measure service quality. 4. Understand revenue management in service marketing. 5. Visualise future changes in the services industry. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector.	06
	2.	Strategic Issues in Services Marketing: The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance. customer perceptions of service, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and Positioning of services.	10
	3.	Concept of Service Marketing Mix: Price: pricing concepts and issues in pricing, pricing approaches, Pricing strategies. Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options, service distribution strategy, physical evidence and the servicescape.	10
	4.	Managing Service Quality & Service Design: Essentials of a service system, Components of services, designing the service, Service delivery system, Measuring service quality: Gap Model of service quality SERVQUAL. Managing Demand and Capacity.	10
	5.	Application of Services Marketing: Financial services, Hospitality services, Healthcare services, educational services and professional services.	09
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> 1. Zeithaml, G. B., and Pandit, A.; <i>Services Marketing</i>; McGraw Hill 2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta; <i>Services Marketing: People, Technology and Strategy</i>; Pearson Education.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Nargundkar, Rajendra; <i>Services Marketing: Text and Cases</i>; McGraw Hill 2. Verma, H. V.; <i>Services Marketing: Text and Cases</i>; Pearson Education 3. Apte, G.; <i>Services Marketing</i>; Oxford University Press

Course: INTEGRATED MARKETING COMMUNICATION			Semester: III/IV
Course Code: MRM 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the nature, purpose and complexity in planning and execution of an effective integrated marketing communication program.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the perspective of Integrated Marketing Communications. 2. Develop integrated marketing campaigns. 3. Analyze the advertising and communication strategies of different companies. 4. Compare the media strategies of different companies. 5. Apply IMC concepts in developing a limited promotional campaign that includes message development and media selection for a product or service. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Communication Mix, Concept of IMC, IMC planning process, Communication process: traditional and alternative response hierarchy models, establishing objectives and budgeting, determining promotional objectives, DAGMAR approach, Promotional budget, Advertising spiral.	10
	2.	Creative and Media Strategy: The creative process: inputs, Advertising appeals and execution, Media planning and strategy: developing a media plan, Market analysis and establishing media objectives, Developing, and implementing media strategies, Evaluation and follow up.	10
	3.	Managing Mass Communication: Developing and managing advertising programs, Advertising, Sales promotion (Consumer and Trade), Public relation and support media.	10
	4.	Managing Personal Communication: Direct marketing, Personal selling process, Sales force design, Word of mouth, Interactive marketing.	08
	5.	Evaluation of Media: Advantage and Limitations of TV, Newspaper, radio, internet and other media.	07
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> 1. Clow, K.E. and Baack, D.; <i>Integrated Advertising, Promotion and Marketing Communication</i>; Pearson Education. 2. Belch, George E. and Belch, Michael E.; <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i>; McGraw Hill
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kotler, P., Keller, K., Koshy, L. and Jha, M.; <i>Marketing Management-A South Asian Perspective</i>; Pearson Education 2. Batra, R., Myers, J. G. and Aaker, D. A.; <i>Advertising Management</i>; Pearson Education 3. Shah, K., D'Souza, A.; <i>Advertising and Promotions: An IMC Approach</i>; McGraw Hill

Course: DIGITAL MARKETING			Semester: III/IV
Course Code: MRM 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To equip students with the skills and knowledge needed to develop effective digital marketing strategies, create compelling content, optimize campaigns, and measure their effectiveness and students will have a thorough understanding of the key principles and best practices in digital marketing and be able to apply them to real-world business scenarios.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the basics of digital marketing and the various channels that can be used for digital marketing. 2. To create and develop effective websites using WordPress, with a strong understanding of website planning, domain, and web hosting. 3. Develop an understanding of search engine optimization (SEO) techniques and be able to effectively optimize websites for search engines. 4. Understand the basics of social media marketing, develop effective social media campaigns, and measure their effectiveness. 5. To understand various Analytics tools of online marketing 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Digital Marketing: Digital Marketing: Introduction, Definitions and Significance of Digital Marketing. Traditional Marketing Vs Digital Marketing, Opportunity, implications, and the various channels of digital marketing, Digital Marketing Process, Digital Transformation framework, Online consumer behaviour.	06
	2.	Creating Digital Assets: Website Planning and Development: Types of websites, Keywords, Understanding Domain and Webhosting, Website Development Process, Building Website/Blog using CMS WordPress, Using WordPress Plug-ins, Creating Digital User-experiences.	08
	3.	Engaging Digital Audience: Content Marketing: The Importance, Objectives and Types of Content Marketing, Stages of the Content Marketing Funnel. Search Engine Optimization (SEO): Understanding the basics of search engine optimization, Keyword research and analysis, On-page and off-page optimization techniques, Understanding the role of content in SEO. Search Engine Marketing (SEM) and Pay-per-click (PPC) advertising: Creating effective search engine advertising campaigns, Understanding Google AdWords, Using keywords, ad groups, and targeting options to optimize	12

		campaigns.	
	4.	Digital Representation: Social Media Marketing: Understanding the basics of social media marketing, Introduction of Social Media Channels: Facebook, Instagram, Linked-in, Twitter etc. Social Media Strategy, Creating effective social media campaigns. Email Marketing: Introduction and Significance, campaigns using Mail Chimp; Email Marketing Strategy and Monitoring. Video Marketing. Mobile Marketing.	11
	5.	Optimizing and Managing Digital Marketing: Using Digital Marketing Analytics Tools: Understanding Digital Marketing analytics tools. Google Analytics: Introduction and Significance, Google Analytics Interface and Setup, Understanding Goals and optimizing Conversions. Online PR and Reputation Management.	08
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Chaffey, D., & Smith, P. R. <i>Digital marketing excellence: planning, optimizing, and integrating online marketing</i>. Taylor & Francis. 2. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing 3. Ryan, D. and Jones, C.; <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i>; Kogan Page 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Chaffey, D., Chadwick, F.E.; <i>Digital Marketing: Strategy, Implementation and Practice</i>; Pearson Education 2. Punit Singh Bhatia, <i>Fundamentals of Digital Marketing</i>, Pearson Education. 3. Charlesworth, A. (2020). <i>Digital Marketing: A Practical Approach</i>, Routledge. 4. Ian Dodson, <i>The Art of Digital Marketing</i>; Wiley Publication 		

Course: SALES AND DISTRIBUTION MANAGEMENT			Semester: III/IV
Course Code: MRM 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the fundamental elements of the sales function & prepare them for a career in Sales.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Develop selling skills. 2. Analyze the processes involved in sales force management. 3. Identify strategies used to develop sales organisation. 4. Create and implement an effective Sales plan with strong sales techniques. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Sales: The Nature and Role of Selling, Types of Selling, Selling as a career, Specific characteristics of a successful salesman, Theories of selling, The Nature and Role of Sales Management, The Marketing Concept, The Relationship between Sales and Marketing.	06
	2.	Process of personal selling & Sales Techniques: Personal Selling Skills, Need and Problem Identification, the Presentation and Demonstration, Dealing with Objections, Negotiation, Closing the Sale, Follow-Up, Key Account Management, Relationship Marketing.	08
	3.	Building & Leading Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales staff, Recruiting, Selection & Training. Territory Management. Salesforce motivation, Sales force compensation: Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Building sales reporting mechanism and monitoring, Salesforce appraisal.	11
	4.	Distribution Management: Definition of Distribution Management, Need and classification of Distribution Channels, Marketing Intermediaries, Type of Distribution Channels, Channel Selection Criteria, Patterns of Distribution, Flow in Distribution Channels, Value Addition through Distribution.	10

	5.	Channel Designing & Management: Channel design & planning process, Selection, Training & motivation of channel Partners, Channel design comparison factors, Channel design implementation: Vertical integration and outsourcing. Channel Management: Use of Channel power, Channel conflicts & coordination, Distribution management for services.	10
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Johnston, Mark & Marshall, Greg; <i>Sales Force Management</i>, McGraw-Hill-Irwin 2. Jobber, David & Lancaster, Geoff; <i>Selling Management</i>, Pearson Education. <i>and Sales</i> 3. Havaldar, K.K, Cavale, V.M, Sales & Distribution Management Text & Cases; Tata Mc Graw Hill. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Spiro, R.L., Stanton, W.J., Rich, G.A.; <i>Management of Sales Force</i>; Tata McGraw Hill 2. Still, R.R., Cundiff, E.W., Govani, N.A.P.; <i>Sales Management</i>; Pearson Education 3. Dyche, J., <i>The CRM Handbook: A Business Guide to Customer Relationship Management</i>; Pearson Education. 		

Course: MARKETING ANALYTICS			Semester: III/IV
Course Code: MRM 07 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint the students with concepts of data analysis in the field of marketing and enable them to take decisions based on data.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Assess the application of tools of marketing analytics in decision making. 2. Develop analytical skills in the field of marketing based on data. 3. Understand the different marketing metrics to measure performance. 4. Apply data in segmenting the markets. 5. Understand the basic models of customer relationship management. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Marketing Analytics: Defining Marketing Analytics, Need of Marketing Analytics, The Marketing Revolution, Role of Data in Marketing. Differences and similarities between Marketing Research and Analytics, Marketing Analytics Planning.	07
	2.	Segmentation, Targeting and Positioning Analytics: Applications of tools for segmentation of the market, Cluster Analysis: Meaning, Application and methods of cluster analysis including k-means clustering and Agglomerative methods. Targeting and precision Marketing. Positioning: Application of the concepts of perceptual mapping. Multidimensional scaling.	10
	3.	Managing Marketing Mix: New Product Development: Concept development and testing using conjoint analysis and attribution models. Discrete Choice Analysis, Pricing strategies, Estimating demand curves, Price building, Non-Linear Pricing, Price skimming & Sales Revenue Management.	10
	4.	Customer Lifetime Value (CLV): Sales Forecasting: Linear Regression & Multiple Regression, Logistic Regression, calculating customer lifetime value using CLV to value a business.	09
	5.	Retailing & Advertising: Retailing: Market basket analysis and Lift, RFM Analysis and optimizing direct mail campaigns, Scan*Pro Model, Advertising effectiveness, Media selection models, Pay Per Click, Principal Component Analysis.	09
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> 1. Winston, Wayne L.; <i>Marketing Analytics: Data driven techniques with Microsoft Excel</i>, Wiley 2. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; <i>Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning</i>, Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Ryan, D. and Jones, C.; <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i>; Kogan Page 2. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing

Course: INTERNATIONAL MARKETING			Semester: III/IV
Course Code: MRM 08 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The course aims at providing an understanding on how international marketing concepts and theories are useful in decision making. The course also provides an appreciation and application of various international marketing theories in different situations.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Describe the concept of International Marketing 2. Understand the influence of Environment in International Marketing Operations 3. Assess the implications of major decisions to be taken in International Product Planning 4. Analyse the outcomes of Pricing and Distribution Decision in International markets. 5. Identify the impact of Promotion Strategies in international markets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature, Importance and scope of international marketing, international market orientation and involvement, Physical, Demographic, Economic, Socio cultural, Political and legal environments in international marketing operations, Emerging trends in international marketing	06
	2.	International Product Planning: Major product decisions: product features and quality, product design, labelling, packaging, branding and product support services, Product standardization vs. adaptation, Managing product line, international product life cycle, new product development.	10
	3.	Pricing for International Markets: Factors affecting international price determination, international pricing process and policies, Delivery terms and currency for export price quotations.	10
	4.	International Distribution Decisions: Distribution channel strategy: international distribution channels, their roles and functions, Selection and management of overseas agents, international distribution logistics, Inventory management.	10
	5.	International Promotion Strategies: Communications across countries: complexities and issues, international promotion tools and planning: advertising,	09

		personal selling, publicity, and sales promotion, Developing International promotion campaign.	
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Fayerweather, J.; <i>International Marketing</i>; Pearson Education 2. Cateora, Philip R. and John, L. G.; <i>International Marketing</i>; McGraw Hill 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Justin Paul; <i>International Marketing</i>; McGraw Hill 2. Kotabe, Masaaki and Kristiaan, Helsen; <i>Global Marketing Management</i>; John Wiley 		

HUMAN RESOURCE MANAGEMENT (HRM)

Course Name: PERFORMANCE MANAGEMENT AND APPRAISAL			Semester: III
Course Code: HRM 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	The course is designed to acquaint the students with the changing role and system of performance appraisal in business organizations.		
LEARNING OUTCOME	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. Design an organization's performance management process that supports organizational mission and strategy; Develop job-related performance standards and performance indicators that reflect the employee's range of responsibilities; 2. Use the concepts to train employees to identify career paths and resources available to support individual development. 3. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses. 4. Compare and contrast various organizational performance management programs to increase the effectiveness. 5. Apply the strategies for Rewards & Performance management. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	<p>Introduction:</p> <p>Concept, Principles and Contribution of Performance Management, Dangers of poorly implemented performance management, Background to Performance Management, Performance Management and Performance Appraisal, Ethical Considerations and Legal Issues in Performance Management, Model and Process of Performance Management, Performance Management Cycle (Role Definition, Personal Developmental Plan, Performance Agreement, Performance Review), Balance Scorecard approach to PMS, Benchmarking process</p>	16
	2.	<p>Performance Appraisal System:</p> <p>Meaning, Features and Objectives of Performance Appraisal, Evaluation of a Performance Appraisal System, Factors affecting Performance Appraisal, Benefits of Performance Appraisal, Problems with Performance Appraisal, Essentials of a Good Appraisal System, Appraisal Methods on the basis of approaches (Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating 720 Degree Scale, BARS, 360 Degree Feedback), Potential Appraisal, Requirements for an Effective Potential Appraisal System, Performance Appraisal and Potential Appraisal</p>	18

		practices in Indian Industries.	
	3.	Competency Mapping: Concept of Competency and Competence, Constituents of Competencies, Types of Competencies, Competency, Significance of competency-based performance management, Competency based performance management strategy, Intervention and drivers, Trends and practices in selected industries, Competency mapping.	11
		Total Hours	45
TEXT BOOKS	1. Armstrong, M.; <i>Performance Management-Key strategies and Practical Guide</i> ; Kogan Page 2. Rao, T. V.; <i>Performance Management and Appraisal Systems</i> ; Response Books		
REFERENCE BOOKS	1. Hartle, F.; <i>Transforming Performance Management Process</i> ; Kogan Page 2. Sanghi, S; <i>The Handbook of Competency Mapping</i> ; Sage Publication.		

Course Name: INDUSTRIAL RELATIONS AND LABOUR LAW			Semester: IV
Course Code: HRM 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To impart knowledge about concepts, functions, importance and major theories of industrial relations & labour law and to familiarize students with various labour enactments and legislations.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Analyze the present state of Industrial relations in India. 2. Develop critically informed analysis of management and union strategies. 3. Draw strategies related to collective bargaining, workers participation grievance redressal, and employee discipline and dispute resolution. 4. Understand the various processes and procedures of handling Employee Relations. 5. Apply aspects of employment law to real workplace situations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Industrial relations – An Overview, Meaning and Scope of IR, Perspectives/Approaches to IR, Major stake holders of IR, Evolution of IR in India, Changing Dimensions of IR in India, Impact of globalization on IR, ILO.	08
	2.	Trade Unions and Labor Problems: Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926, Role of Trade Unions in Collective Bargaining.	12
	3.	Dispute Resolution: Causes of Industrial Disputes, Standing Orders& Grievance Procedure, The Industrial Employment (standing orders) Act, 1946, Workmen's Compensation Act, 1923, Employees' Provident Fund, 1952. • The Industrial Disputes Act, 1947, Concept of Industry and workman, Dispute Resolution Methods & Machinery, Conciliation, Arbitration, Adjudication, Layoff, Closure, Retrenchment, Strike.	13
	4.	Labour Legislations: Evolution and importance of Labour Legislation in India, Protective Legislation, The Factories Act, 1948, Wage Legislation, Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal remuneration Act,1976, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972, Social Security Legislation, Employees State Insurance Act,1976, The Maternity Benefit Act, 1961, Unorganized Workers Social Security Act 2008.	12

		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Srivastava, S. C. <i>Industrial Relations and Labour Laws</i>. Vikas Publishing House. 2. Padhi, P. K. <i>Labour and industrial laws</i>. PHI Learning Pvt. Ltd. 3. New Labour & Industrial Laws with Draft Rules; Taxmann 4. Labour Laws Bare Acts); Taxmann 5. Monappa, A.; <i>Industrial Relations and Labor Laws</i>; McGraw Hill. 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Venkata, R. C. S.; <i>Industrial Relations</i>; Oxford University Press. 2. 		

Course: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS			Semester: IV
Course Code: HRM 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To make the students adept with managing emotions leads to building stronger relationships, succeeding at work and achieving career and personal goals.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Use the concept of Emotional Intelligence at their workplace. 2. Apply the concept of Self-Awareness, Self-Regulation and Self-Motivation to be an effective manager. 3. Use empathy and Social Skills to be an effective manager. 4. Assess the potential effects of emotional intelligence on various stakeholders. 5. Use Emotional Intelligence for increasing their effectiveness as a manager. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Emotional Intelligence: Introduction to Emotional Intelligence, understanding difference between Emotional Intelligence and Intelligence Quotient, Understanding emotions and its kinds, Nature of Emotional Intelligence.	11
	2.	Self-Awareness, Self-Regulation and Self-Motivation: Self-Awareness, Life Positions, Soothing Anxiety, Power of positive thinking, Emotional literacy, Johari window, Transactional Analysis,	11
	3.	Empathy and Social Skills: Empathy, Barriers to empathy, creating a powerful first impression, assessing a situation	07
	4.	Effect of Emotional Intelligence: Effect of EI for manager, Staff, Customers and Self	07
	5.	Applications of Emotional Intelligence: Work Life Balance, Stress Management, Conflict Resolution, Management of Change, Managing Diversity	09
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Goleman, Daniel; <i>Emotional Intelligence: Why it can matter more than IQ</i>, Bloomsbury 2. Dann, Jill; <i>Emotional Intelligence</i>, Hodder Education 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Lencioni, Patrick M. and Bradberry, Travis and Greaves, Jean; <i>Emotional Intelligence 2.0</i>; Talent Smart 2. Walton, David; <i>Introducing Emotional Intelligence: A Practical Guide</i>; Icon 		

Course: PRINCIPLES OF LEADERSHIP			Semester: III/IV
Course Code: HRM 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To know and understand critical underlying theories and concepts that guide the formation, and development of effective leadership.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand how ethics, morals, and values relate to their leadership dilemmas. 2. Integrate their lived experiences into their leadership development process. 3. Explore their own competence with regards to the dimensions of difference, especially as it relates to others in their communities. 4. Enhance the impact of team leadership through active group participation. 5. Engage in conflict productively and work toward conflict resolution. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept of leadership, Leadership skills, Managerial leadership roles, Leadership theory paradigm: Trait Theory, Behavioral Theory, Contingency theory, Situational Leadership, Path-goal Theory, Charismatic leadership theory, Transformational and transactional leadership theory, Mc-Gregor Theory.	09
	2.	Assessing Leadership and Measuring its Effects: Managerial incompetence, Leadership talent management, assessing leadership potential, measuring effects of leadership, Methodologies used to study leadership: qualitative and quantitative.	09
	3.	Leadership Traits and Ethics: Personality traits and leadership, Intelligence and leadership, Emotional intelligence and leadership, Cross-cultural leadership, Ethics and leadership, Case studies of Indian and international leaders.	09
	4.	Influencing: Power, Politics, Negotiation and Networking: Sources of leader's power, Leader motives, Types of influence tactics and power, Organizational politics, Networking, Negotiation.	09
	5.	Contemporary Issues in Leadership: Change management and strategic leadership, Role of leaders in creating a learning organization culture, Crisis leadership, Team leadership, Inspiring leadership, Spiritual leadership.	09
		Total Hours	45
TEXT	1. Achua, Christopher F. and Lussier, Robert N.; <i>Effective Leadership</i> ; Cengage		

BOOKS	Learning. 2. Yukl G.; <i>Leadership in Organization</i> ; Pearson Education
REFERENCE BOOKS	1. Hughes, Richard L., Ginnett, Robert C. and Curphy, Gordon; <i>Leadership: Enhancing the Lesson of Experience</i> ; McGraw Hill 2. Rowe, W. Glenn; <i>Cases in Leadership</i> ; Sage Publications 3. Spitzer, Robert J; <i>The Spirit of Leadership</i> ; Executive Excellence Publishing

Course: HUMAN RESOURCE PLANNING AND DEVELOPMENT			Semester: III/IV
Course Code: HRM 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The objective of this course is to co-create a comprehensive view of Human Resource Planning & Development (HRPD) through assessment of theories and practices of HRD.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Develop employees for achieving personal and organizational goals. 2. Analyze the strategic issues and strategies required in manpower planning. 3. Estimate current competencies and skills and existing gaps in human resources. 4. Learn to address the realities of organizations while developing context specific strategies for human resource development. 5. Learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Human Resource Planning: Human Resource Planning: objectives, concept, importance, process. Techniques of ascertaining HR Demand: Trend Analysis, Delphi technique, Nominal group technique, HR Budgets, Downsizing and restructuring. Assessing HRD needs, Training and development: need, design, conduct and evaluation.	07
	2.	Career Planning: Concept, objectives, career stages, significance of career planning, need and components of career planning, concept, approaches of career and process of development, Succession planning and management, concept and process of career planning.	10
	3.	Introduction to HRD and Activities: HRD matrix; HRD interventions; Role and competencies of HRD professionals; HRD audit; Approaches to employee development, action learning, assessment, and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Industrial relations and HRD;	10
	4.	HRD Applications and trends: Training and Management development, organization development and change, HRD and diversity: diversity training, coaching and mentoring, Employee counseling; PCMM, Balanced Score Card, Appreciative inquiry; HR scorecard, Competency mapping, Integrating HRD with	09

		technology, Employer branding and other emerging trends.	
	5.	HRD in Organizations: Selected cases covering HRD practices in government organizations, manufacturing and service industries and MNCs; International experiences of human resource development, Contemporary issues and challenges of human resource planning and development.	09
		Total Hours	45
TEXT BOOKS	1. Belcourt, Monica and McBey, Kenneth J.; <i>Strategic Human Resource Planning</i> ; Cengage Learning 2. Werner, Jon M. and DeSimone, Randy L.; <i>Human Resource Development: Foundation, Framework and Applications</i> ; Southwestern (Cengage Learning)		
REFERENCE BOOKS	1. Rao, T. V.; <i>Human Resource Development</i> ; Oxford University Press 2. Aswathapa, K.; <i>Human Resource and Personnel Management Text and Cases</i> ; McGraw Hill 3. Desimone and Harries; <i>Human Resource Development</i> ; Thomson Learning 4. Phillips, J. M. and Gully, S. M.; <i>Strategic Staffing</i> ; Pearson Education		

Course: HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR			Semester: III/IV
Course Code: HRM 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	This course offers the students an opportunity to understand and appreciate the differences in employment practices in services and understand the linkages between employee management practices and customer relationship management.		
LEARNING OUTCOMES	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Learn the functioning of HR practices in service industries. 2. Have insights about the challenges faced by HR managers and the strategies used to cope up in service sector. 3. Acquaint themselves with global training and development practices necessary during contingencies. 4. Learn the importance and implementation of service quality and performance in varied service industries. 5. Apply their knowledge engage in a variety of unstructured situations to understand, and develop their skills in applying HRM concepts to different types of service-oriented organizations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Concept of Service: Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.	10
	2.	Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, and Identifying customer Groups, Service Process, Classification of Servicing operating systems, Challenges for service managers, People and service, Maintaining and Improving Service Quality and productivity.	12
	3.	Human Resource Management in Service Organizations: Concept, Role and importance, Utilization, Training, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Globalization of services, Employee role in service delivery.	12
	4.	Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, IT Sector, other Financial Institutions, Managing Salary Levels, Working Conditions, Unionism, Problems and Challenges.	11
		Total Hours	45

TEXT BOOKS	<ol style="list-style-type: none"> 1. Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia 2. Gemmel, P., Looy.B.V, Dierdonck; Service Management: An integrated Approach. , Pearson.
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management, Operations, Strategy, Information Technology, Irwin McGraw – Hill 2. Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill 3. Johnston, R., Clark, G., Shulner, M., Service Operations Management, Improving Service Delivery, Prentic hall.

Course: TALENT MANAGEMENT			Semester: III/IV
Course Code: HRM 07 E	L T P	3 0 0	Credits: 3

OBJECTIVE	This course intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Develop understanding to evaluate the talent management in the organization. 2. Familiarize students with different approaches of talent management which will enable them to identify talent and develop retention strategies. 3. Developed in students of the talent management in India with examples of different companies. 4. Develop and promote leadership competencies that will frame the behaviors expected for organizational success. 5. Identify when and how to use assessment tools for both talent selection, talent development and team formation purposes. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Basics of Talent Management: Talent Concept- the talent value chain, elements of talent friendly organizations, Talent Management Program: From Blueprint to Action, Talent Management System - Components of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management.	10
	2.	Succession Planning: Concept, succession management process, integrating succession planning and career planning, designing succession planning program, Succession planning challenges & opportunities, talent development budget, building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.	12
	3.	Enhancing and Retaining Talent: Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, The role of HR technology in Talent Management.	11
	4.	Competency mapping and Assessment: Concepts and definition of competency; Types of competencies, 5 level competency model, competency profiling, A Competency driven approach to Talent Management. Competency driven careers, Competency linked competitive remuneration.	12
		Total Hours	45

TEXT BOOKS	1. Berger A.L. & Berger D.R, The Talent Management Handbook, Mc Graw Hill Education India.
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Berger, L. A.; <i>Talent Management; Handbook</i> 2. Caplan, J.,; <i>The Value of Talent: Promoting Talent Management Across the Organization</i>. Cogan Page. 3. Merleved, P.; <i>Talent Management- A focus on Excellence</i>5; Book Boon Pub. 4. Shermon. G.; Competency based HRM: A Strategic resources for competency mapping, assessment and development centres; Mc Graw hill

RETAIL MANAGEMENT (RTM)

Course: RETAIL STORE MANAGEMENT			Semester: III
Course Code: RTM 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To enable the students to understand and analyze the retail store management.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To identify and solve problems about retailing, 2. To select and use modern technological tools required for retail and merchandising applications, and to use information technologies effectively at the basic level, 3. To have knowledge of store atmosphere, employee health and work safety, 4. To work effectively individually and in a team, and to have self-esteem to take responsibility, 5. To analyze and interpret consumer behaviors, and to manage sales, 		
5COURSE DETAILS	Module No.	Topic	Hours
	1.	Store Organization and Human Resource Management: Meaning and importance, Principles of effective store organization and management, Formal organization structures, Informal organization: objectives, policies and procedures, Staffing of Store Personnel.	08
	2.	Store Location and Design: Store Location: selecting a city, Types of locations within a city, Trading area analysis, Catchment area analysis, Site evaluation, Terms of occupancy, Site Selection, Location and site evaluation.	10
	3.	Store Layout and Space Planning: Store layout and space planning, Types of layouts, Role of visual merchandiser, Visual merchandising techniques, Exteriors, Interiors.	09
	4.	Store Operation: Importance of store operations, Store maintenance, merchandising handling and controlling, purchasing store supplies and equipment, Operations control: expense control, Store Maintenance, Insurance, Outsourcing, Credit management.	09
	5.	Store Management: Store management, Responsibilities of store manager, Store security, Parking space problem at retail centers, Facilities Management.	09
		Total Hours	45

TEXT BOOKS	1. Berman, Barry and Joel, R. Evans; <i>Retail Management: A Strategic Approach</i> , Pearson Education
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Reynolds, Jonathan and Christine, Cuthbertson; <i>Retail Strategy: The View from the Bridge</i>; Elsevier 2. Oldfield, Brenda M.; <i>Contemporary Cases in Retail Operations Management</i>; Macmillan 3. Oliver, Preston Robinson and Norris, B. Brisco; <i>Retail Store Organization and Management</i>; Pearson Education 4. David, J. Rachman; <i>Retail Strategy and Structure: A Management Approach</i>; Pearson Education

Course: RETAIL SALES AND CATEGORY MANAGEMENT			Semester: IV
Course Code: RTM 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To enable students to learn the components of retail sales and category management.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Discuss the sales, sales management and related concepts. 2. Explain the structure and objectives of a sales organization. 3. Understand the methodologies of category management. 4. Know the process of merchandise planning and preparing the OTB plan. 5. Know about strategic issues in category management and do SWOT analysis. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Retail Sales: Introduction to retail sales, Buyer-seller dyads, Personal selling in retail: its importance, steps in personal selling process in retail, lead generation, Models of communication: AIDA model, Lavidge Steiner model, Innovation-Trial-Adoption Model.	09
	2.	Retail Shopper Decision Making: Retail shopper decision making process: need/problem recognition, information search, outlet selection and purchase, alternative evaluation in shopping, Shopping behavior: post-purchase behavior, factors influencing shopper behavior, Consumer behavior in retail scenario.	09
	3.	Category Management in Retail: Concept: categories and their definitions, beneficiaries of category management, use of category management, Methodology of category management: data retrieval analysis and applications.	09
	4.	Merchandise Planning: Merchandise plan, Need for a merchandise plan, Process of merchandise planning, Preparing the OTB plan, An alternative model for merchandise planning, Unit planning method, Sales curve.	09
	5.	Strategic Issues in Category Management: Strategic issues in category management: understanding the purpose, Business situation analysis, Threat of substitutes, SWOT analysis, PLC in category management, Category roles in category management, Strategic moves and alternative portfolio model, Expansion or growth strategies for product categories, Analyzing and identifying potential product categories.	09
		Total Hours	45

TEXT BOOKS	<ol style="list-style-type: none"> 1. Chiplunkar, R.M.; <i>Product Category Management</i>; McGraw Hill 2. Pradhan, S.; <i>Retailing Management: Text and Cases</i>; McGraw Hill
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Sivakumar, A.; <i>Retail Marketing</i>, Excel Books 2. Berman, Barry and Joel, R. Evans; <i>Retail Management: A Strategic Approach</i>; Pearson Education 3. Reynolds, Jonathan and Christine, Cuthbertson; <i>Retail Strategy: The View from the Bridge</i>; Elsevier

Course: E-RETAILING			Semester: IV
Course Code: RTM 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	The course enables students to learn the essentials of e-retailing.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Understand the application domain of e-Retailing. 2. Plan the market mix strategies in e-Retailing. 3. Understand the different channels of e-Commerce. 4. Know the importance of customer relationship management in e-retailing. 5. Do current trend analysis and measures of e-Retailing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Foundation of e-Retailing: Meaning, Definition, Transition from traditional marketing to e-marketing, Demographics and targeting, Advantages of e-retailing, Shortcomings of e-retailing.	08
	2.	e-Retailing: The Application Domain: e-retailing practices, e-retailing application perspective, e-retailing Online merchandising techniques, Online store front, creating look and feel, Online brand management, Online purchasing.	08
	3.	e-Retailing: The Current Trends: Current trend analysis and measures, Current status of online retailing, e-retailing statistics.	06
	4.	e-Commerce: Procedures and methods, Meaning and usage, B2B model, B2C model, C2C model, B2G model, P2P model, M-commerce, e-commerce payment systems, e-payment security challenges, e-payment business risks, e-commerce security solutions.	08
	5.	e-Retailing: Marketing Mix: The roles of cyber intermediaries in e-retailing, e-retailing and supply chain management system, Concept of online pricing, Factors affecting online pricing, Different methods of online pricing, Price discrimination in e-retailing, Pricing strategies for information goods, Dynamics of pricing for e-retailing, Promotional strategies of e-retail business.	09
	6.	Customer Relationship Management in e-Retailing: Reconfiguring and redesigning the reward system for frequent buyer programs.	06
		Total Hours	45

TEXT BOOKS	<ol style="list-style-type: none"> 1. Pradhan, Swapna; <i>Retailing Management – Text and Cases</i>; McGraw Hill 2. Hanson, W. and Kalyanam, K.; <i>E-Commerce and Web Marketing</i>; Cengage learning
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Madaan, K.V.S.; <i>Fundamentals of Retailing</i>; McGraw Hill 2. Rajaraman, V.; <i>Essentials of E-commerce Technology</i>; Pearson Education 3. Roberts, Mary Lou; <i>Internet Marketing</i>; Cengage learning

Course: RETAIL BRANDING AND CRM			Semester: III/IV
Course Code: RTM 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The objective of course is to provide insights into importance and essentials of differentiated Retail Branding and managing continual customer relationship.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Know the basics of retail branding. 2. Understand the retail branding procedure. 3. Plan the CRM strategies in retailing. 4. Understand the branding strategies in retailing. 5. Know the importance of customer relationship management in services. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Perspectives on Retailing: World of retailing, Retail management: introduction, meaning, characteristics and emergence of organizations of retailing, types of retailers, multichannel retailing, customer buying behavior.	10
	2.	Retail Branding Basics: Branding perspectives, Branding challenges and opportunities, Brand equity concept, Strategic brand management process, Identifying and establishing brand positioning and values, Customer based brand equity, Brand positioning and values, Positioning guidelines.	12
	3.	Retail Branding Procedure: Planning and implementing brand marketing programs, choosing brand elements to build brand equity, Designing marketing programs to build brand equity, Product strategy, Pricing strategy, Channel strategy, Integrating marketing communications, Building brand equity.	11
	4.	CRM in Services and CRM Strategies: Status of CRM in India, Benefits of implementing a CRM system, CRM in customer service, Relationship marketing strategies and customer perceived service quality, Organizing for relationship management, Strengthening relationships that lead towards increased business.	12
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Dunne, Patrick M., Robert F. Lusch and Griffith, David A.; <i>Retailing</i>; Thomson Learning 2. Mukerjee, Kaushik; <i>Customer Relationship Management: A Strategic Approach to Marketing</i>; Pearson Education 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Gilbert, David; <i>Retail Marketing Management</i>; Pearson Education 2. Shajahan, S.; <i>Relationship Marketing</i>; McGraw Hill 		

Course: RETAIL SUPPLY CHAIN MANAGEMENT			Semester: III/IV
Course Code: RTM 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	This course will enable the students in understanding the retail supply chain management to achieve cost effective supply and distribution of goods and services to meet varying customer demand.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Understand the functions of retail business and various retail formats and retail channels. 2. Understand the difference between Retail and Manufacturing Supply Chain. 3. Understand, key drivers of retail supply chain and how to select a retail store location. 4. Analyze Retail Market and Financial Strategy including product pricing. 5. Integrate the various Supply Chain partners and how to collaborate with them. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Retail SCM: Retail Supply Chain, Merchandise replenishment and budgeting, Types of retail supply chain Businesses, Retail supply chain change drivers, Supply chain risk, Supply chain metrics, Internationalization of retail supply chain.	09
	2.	Retail Strategy and Supply Chain: The conventional chain, Modules for supply chain design, Activity systems and process definition, Supply chain process improvement cycles.	08
	3.	Retail Supply Chain Process Improvement: Continuous Improvement Cycles, Collaboration with supply chain partners, Demand driven supply chain, Product tracking along retail supply chains.	10
	4.	Financial Success in Retail Supply Chain: Supply chain costs, Collaboration to reduce costs, Retail return loops, Logistics costs with emphasis on packaging.	09
	5.	Managing Inventory and Logistics: What to order, How often to order, Monitoring stock levels, Managing the logistics mix, Balancing cost and Service requirements.	09
		Total Hours	45
TEXT BOOKS	1. Ayers, James B. and Odegaard, Mary Ann; <i>Retail Supply Chain Management</i> ; Auerbach Publications		

REFERENCE BOOKS	<ol style="list-style-type: none">1. Christopher, John Fernie and Martin, L.; <i>Logistics and Supply Chain Management</i>; Pitman2. Chopra, Sunil and Peter, Meindl; <i>Supply Chain Management: Strategy, Planning and Operation</i>; Pearson Education3. Sahay, B.S.; <i>Supply Chain Management for Global Competitiveness</i>; Macmillan4. Weele, Arjan J. Van; <i>Purchasing and Supply Chain Management-Analysis, Planning and Practice</i>; Thomson Learning
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Course: SPACE PLANNING AND MALL MANAGEMENT			Semester: III/IV
Course Code: RTM 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint students with the concept of merchandising and impart knowledge about effective space planning in malls.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Comprehend the mall architecture and mall project handling. 2. Selecting the mall locations and identify the catchment areas. 3. Understand the tenant relationship. 4. Analysis the location and space management. 5. Understand the leasing administration. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Mall Management: Concept of shopping malls, Growth of malls in India, Challenges of mall development in India, Comparison of Indian and western shopping malls, Shopping centers v/s Malls: the paradox, Types of shopping malls, Mall management.	09
	2.	Mall Development Process: Planning and design decisions, Site selection for shopping malls, Mall design process.	06
	3.	Location and Space Management: Choosing a store location, Importance, Trading-area analysis, Benefits, Geographic information system, Size and shape of trading areas for new stores, Reilly's law of retail gravitation, Characteristics of trading areas, Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.	12
	4.	Tenant Relationship: Tenant relationship management, Selection of anchor Tenant, Tenant mix, Types of retail tenants, Anchor tenants, Tenant mix decisions, Owner-tenant relationship, Handling anchor tenants.	10
	5.	Leasing Administration: Leasing, Types of leasing, leasing process, Rent changes in leasing agreement, Best leasing practices, Lease preparation, Expiry and termination of lease agreement.	08
		Total Hours	45
TEXT BOOKS	1. Singh, H. and Srinivisan, S. R.; <i>Mall Management: Operating in Indian Retail</i>		

	<i>Space</i> ; McGraw Hill 2. Pradhan, S.; <i>Retailing Management: Text and Cases</i> ; McGraw Hill
REFERENCE BOOKS	1. Das, A.; <i>Mall Management with Case Studies</i> ; Taxmann Publications 2. Berman, Barry and Joel, R. Evans; <i>Retail Management: A Strategic Approach</i> ; Pearson Education 3. Reynolds, Jonathan and Christine, Cuthbertson; <i>Retail Strategy: The View from the Bridge</i> ; Elsevier

Course: INTERNATIONAL RETAIL MANAGEMENT			Semester: III/IV
Course Code: RTM 07 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The course establishes to understand the nature of retailing with regards to international retailing environment, strategies and key theoretical concepts of retail industry.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Traditional and contemporary frameworks of global retailing. 2. Ways for an international retailing company to plan for and adapt to a complex, changing environment. 3. Principles of strategic retail management, which the international retailing companies should implement in building their retail strategy on the global market. 4. Understand the contemporary trends in global retailing. 5. Plan and design the integrated retail strategy at global level. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Global Retail Strategy: Role of retailing, Retail Strategy, Wheel of retailing, Retail institutions by ownership, Retail institutions by store-based strategy mix, Global retailers, Future of retailing.	06
	2.	Retail Mix: Trading area analysis, Site evaluation, Site selection, Development of merchandising plans, Implementation of merchandising plans, Category management Retail pricing, financial aspects of retail operations, Non-financial aspects of retail operations.	10
	3.	Retail Strategy and Execution: Development of global retail strategy in food and non-food Business, Retail organization and HR management, Customer service, Performance standards Retail strategy and execution, Contemporary retail formats, evaluation of retailer's store atmosphere, Retail presentation, Retail store layout, design and visual merchandising, Store planning, Retail strategy and execution, Retail communications strategy, Strategic aspects of retail promotion, Evaluation of retailer's financial strategy, Electronic commerce.	12
	4.	Contemporary Trends in Global Retailing: Global consumer trends, Consumer behavior, Consumer attitudes towards shopping, Service retailing, Indian retail market structure and trends, Patterns of development of emerging retail markets	10

	5.	Integrated Retail Strategy: Development of shopping malls, Integrated strategy for mall-based retailers, Key success factors for retailers in mall environment, Putting together all components of retail mix	07
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Berman, B. and Evans, Joel R.; <i>Retail Management: A Strategic Approach</i>; Pearson Education 2. Gilbert, D.; <i>Retail Marketing Management</i>; Pearson Education 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Levy, M. and Weitz, A.; <i>Retailing Management</i>; McGraw Hill 2. Sternquist, B.; <i>International Retailing</i>; Fairchild Books & Visuals 3. Underhill, P.; <i>Why we buy: The science of shopping</i>; Simon & Schuster 4. Whalin, G; <i>Retail Success!</i> Willoughby Press 5. Nicholas, Alexander; <i>International Retailing</i>; Oxford University Press 		

Course: MALL DYNAMICS AND MANAGEMENT			Semester: III/IV
Course Code: RTM 08 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The course is designed to familiarise the students with the fundamentals of Mall dynamics and Management. The course also aims at providing the students an opportunity to have in depth knowledge of Retail Marketing.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Comprehend the mall architecture and mall project handling. 2. Selecting the mall locations and identify the catchment areas. 3. Understand the components of Mall Management. 4. Analysis the location and space management. 5. Understand the process of handling a mall project. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Mall Management: Concept of Mall, Definition, types, genesis of malls, growth of malls globally, Diffusion of the concept to India, growth of malls in India, future trends and projections, advantages of mall over other retail formal, comparison of US and the Indian Malls.	12
	2.	Mall Architecture: A description of the various components of mall architecture and their significance like Facade, Atrium, parking, Circulation path and utilities	10
	3.	Handling a Mall Project: Choosing the macro and micro locations, Identifying the catchment, deciding tenant-mix and anchor tenant(s), Concept planning and retail zoning, A comment on suitability of popular retail formats as anchor tenants like Hyper markets, Department Stores, Multiplexes and Eating joints.	13
	4.	Components of Mall Management: Concept and tenant-mix planning, Lease Management, Marketing and space selling, Facilities and Utilities management, Security and information systems, Mall promotion and events management.	10
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Das, Abhijit; <i>Mall Management with Case Studies</i>; Taxmann 2. Singh, Srinivasan; <i>Mall Management: Operating in Indian Retail Space books</i>; McGraw Hill 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Levy, Michael and Weitz, Barton A.; <i>Retail Management</i>; McGraw Hill 		

Course: RETAIL MARKETING			Semester: III/IV
Course Code: RTM 09 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The main purpose of the course is to introduce the student to the area of retailing marketing and help them to understand the various issues faced by retailers and develop retail strategies.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Apply the principles, practices, and concepts used in retail marketing management. 2. Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer. 3. Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry. 4. Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion. 5. Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Overview of Retailing Environment and Management: Introduction to retailing: economic significance, Functions of retailing, Retailing in India: evolution of retail in India, drivers of retail change and challenges to retail development in India, FDI in Retail.	07
	2.	Business Models in Retail: Retail institutions by ownership, Retail institutions by store-based strategy mix, Web, non-store-based, and other forms of non-traditional retailing, targeting customers and gathering information, Communicating with customers, Promotional strategies.	08
	3.	Understanding the Retail Consumer: Need for Studying Consumer Behavior, Factors Influencing Retail Shopper, managing retail services, servicing the retail customer.	06
	4.	Retail Mix: Merchandising decisions, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi-Channel Retailing, Managing Retail Services, Category Management, Merchandise management and Planning Process, Retail Store Location and Supply chain Management: Trading-area analysis, Site selection, Store Layout, Design and Visual Merchandising.	09

	5.	Retail Operations : Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, Retail Management Information.	09
	6.	Internationalisation of Retailing: Concept of Globalisation, Market entry Decision, The Internationalisation process, Culture, business and legal aspects in international retail management.	06
		Total Hours	45
TEXT BOOKS	1. Berman, B. and Evans, Joel R.; <i>Retail Management: A Strategic Approach</i> ; Pearson Education 2. Pradhan, Swapna; <i>Retailing Management</i> ; McGraw Hill		
REFERENCE BOOKS	1. Michael, L. M. and Weitz, B. W., and Pandit, A; <i>Retailing management</i> ; McGraw Hill 2. Newman, A. J., and Cullen, P.; <i>Retailing environment and operations</i> ; Cengage Learning		

FINANCE (FIN)

Course: INVESTMENT MANAGEMENT			Semester: III
Course Code: FIN 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with theories and practices of Security Analysis, Portfolio Management and Investment Decision Making Process.		
LEARNING OUTCOME	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. recognize and apply appropriate theories, principles and concepts relevant to securities analysis and portfolio management. 2. Develop a reasoned argument to the solution of problems relevant to securities analysis and portfolio management. 3. Analyse investment opportunities in stock markets 4. Formulate and exercise appropriate judgment in selecting and presenting information using various methods relevant to securities analysis and portfolio management. 5. Analyse and evaluate portfolio performance. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Investment: Concept, objectives, comparison with Speculation and Gambling, Selection of Investment in Global Market, stock market indicators.	07
	2.	Indian Capital Market: Overview, types, function powers, limitations and its Institutional Structure, SEBI and its Role.	06
	3.	Security Analysis: Concept of Valuation of Fixed and Variable Income Securities; Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis. DOWS Theory, Elliott Wave Theory, Random Walk Theory.	12
	4.	Portfolio Analysis and Selection: Concept, composition, process, objectives, calculation of Risk and Return of Portfolio, Optimum Portfolio Selection, Markowitz Portfolio Theory, Capital Asset Pricing Model, Arbitrage Pricing theory and Characteristic Lines (SML, CML).	12
	5.	Portfolio Performance Evaluation: Sharpe Measure, Treynor Measure, Jensen Alpha, Fama's Measure, Portfolio Revision, Portfolio Rebalancing, Portfolio Revaluation, Guidelines for Investment Decision, Portfolio Management in India.	08
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> 1. Chandra, Prasanna; <i>Investment Analysis and Portfolio Management</i>; McGraw Hill 2. Pandian, P.; <i>Security Analysis and Portfolio Management</i>; Vikas Publishing House 3. Khatri, D.; <i>Security Analysis and Portfolio Management</i>; Macmillan
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Jordan, R.J and Fischer, Donald. E; <i>Security Analysis and Portfolio Management</i>; Pearson Education 2. Avadhani, V.A.; <i>Security Analysis and Portfolio Management</i>; Himalaya Publishing House 3. Rustagi, R.P.; <i>Investment Analysis and Portfolio Management</i>; Sultan Chand 4. Luenberger, D.G.; <i>Investment Science</i>; Oxford University Press

Course: INVESTMENT ADVISOR I			Semester: IV
Course Code: FIN 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To provide students with knowledge of comprehensive financial planning and their impact on decision-making; and aspect of product selection, portfolio construction, review and rebalancing.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Appear for the National Institute of Securities Markets (NISM) Level- I Certification Examination for Investment Advisors. 2. Learn structure and performance of securities markets, importance of asset allocation and impact of the market movement on the assets performance. 3. Understand with knowing operational aspects of financial transactions. 4. Make a personal and comprehensive financial planning and do product analysis and selection. Know about Regulatory and Compliance Aspects.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Securities Markets and Performance: Risk and return from investing in Financial and Physical Assets.	10
	2.	Knowing Operational Aspects of Financial Transactions: KYC process, Dematerialization of securities, Power of Attorney, Account opening process.	10
	3.	Personal Financial Planning: Preparing Household Budget, Analysis of Household Budget, Contingency Planning, Estimating Financial Goal. Comprehensive Financial Planning: Role of debt, Risk Profiling, Asset allocation, Model portfolio, life insurance product, non-life insurance products, retirement planning.	15
	4.	Product Analysis and Selection: Portfolio construction, impact of market cycle, Reviewing and evaluating mutual fund portfolio, Behavioural biases in investment decision making.	15
	5.	Regulatory and Compliance Aspects: SEBI regulation 2013, Redressal in Capital Market, Redressal in Banking, Regulation relating to insurance, pension fund, Investor Grievance Redressal Mechanism.	10
		Total Hours	60

TEXT BOOK	1. Investment Advisor Level I: NISM Series X-B by Taxmann publisher.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Dalmia, Brijesh; <i>Mutual fund Handbook for IFAs</i> 2. Insurance Institute of India: <i>IC 38 Module</i> 3. Kapoor, Jack R., Les R., Huges Robert J., Personal Finance; Richard d Irwin.

Course: EQUITY DERIVATIVES			Semester: IV
Course Code: FIN 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	The Students will understand about basics of the equity derivatives, trading strategies using equity futures and equity options, clearing, settlement and risk management as well as the regulatory environment in which the equity derivatives markets operate in India.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the basics of Indian equity markets, various trading strategies that can be built using futures and options on both stocks and stock indices. 2. Understand the clearing, settlement and risk management. 3. Understand the operational mechanism related to equity derivatives markets. 4. Know the regulatory environment in which the equity derivatives markets operate in India. 5. Assist students in preparing for the National Institute of Securities Markets (NISM Series VIII) Equity Derivatives Certification Examination. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Basics of Derivatives: Basics of Derivatives, Types of Derivatives instruments, Derivatives Market – History & Evolution, Indian Derivatives Market, Market Participants, Types of Derivatives Market, Significance of Derivatives, Various risks faced by the participants in derivatives.	07
	2.	Understanding Index: Introduction to Index, Significance of Index, Types of Stock Market Indices, Attributes of an Index, Major Indices in India.	06
	3.	Introduction to Options, Futures, Forwards: Basics of options Pay off Charts for Options, Black Scholes Option Pricing Model, Option Greeks, Uses of Options, Futures and Forwards. Option Trading Strategies: Option Spreads, Straddle, Strangle, Covered Call, Protective Put, Collar, Butterfly Spread	14
	4.	Introduction to Trading Systems: Trading System, Selection criteria of Stocks for trading, Selection criteria of Index for trading, Adjustments for Corporate Actions, Position Limit, Using Daily Newspapers to Track Futures and Options. Introduction to Clearing and Settlement System: Clearing Members, Clearing Mechanism, Settlement Mechanism.	10

	5	Legal and Regulatory Environment: Securities and Exchange Board of India Act, 1992, Regulation in Trading, Regulations in Clearing & Settlement and Risk Management, Major recommendations of Dr. L. C. Gupta Committee, Major recommendations of Prof. J. R. Verma Committee. Accounting and Taxation: Accounting, Taxation of derivative transaction in securities.	08
		Total Hours	45
TEXT BOOK	1. NISM Series VIII – Published by Taxmann 2. NISM Series VIII – Published by NISM 3. Hull, J.C., Options, Future & Other Derivatives, (Financial Derivatives) By PHI.		
REFERENCE BOOK/ SUGGESTED READING	1. Gupta S.L., <i>Financial Derivatives, Theory, Concept and Problems</i> ; PHI, 2. Kumar S.S.S.; <i>Financial Derivatives</i> ; PHI 3. Chance, Don M; <i>Derivatives and Risk Management Basics</i> , Cengage Learning, Delhi. 4. Stulz M. Rene, <i>Risk Management and Derivatives</i> , Cengage Learning, New Delhi.		

Course: INVESTMENT ADVISOR II			Semester: III/IV
Course Code: FIN 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To provide students with knowledge of comprehensive financial planning and their impact on decision-making; and aspect of product selection, portfolio construction, review and rebalancing.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Know the aspects of insurance planning, insurance products and risk management. 2. Understand the various retirement products and their features along with the role of Investment Advisers in retirement planning. 3. Understand the importance of estate planning and the role of estate planning tools. 4. Know the taxation aspects of different financial securities. 5. Know the role of behavioural finance and risk profiling in providing comprehensive financial advice by the Investment Adviser. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Risk Management and Insurance Planning: Basics of Insurance; Features of Life Insurance Products; Features of non-Life Insurance Products.	07
	2.	Retirement Planning: Retirement Planning Basics; Retirement Products; Miscellaneous aspects of Retirement Planning.	08
	3.	Taxation: Concepts of Taxation; Capital Gains (Long Term Capital Gain and Short-Term Capital Gain); Income from Other Sources; Tax provisions for Special Cases: Long Term Capital Gain Tax and Short-Term Capital Gain Tax.	10
	4.	Estate Planning: Basics of Estate Planning; Tools for Estate Planning.	08
	5.	Behavioral Finance: Basics of Behavioral Finance; Behavioral Finance in practice.	05
	6.	Comprehensive Financial Advice: Risk Profiling for Investors; Comparison of Products across categories; Case Studies.	07
		Total Hours	45
TEXT BOOK	1. Investment Advisor Level II: NISM Series X-B by Taxmann publisher.		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Dalmia, Brijesh; <i>Mutual fund Handbook for IFAs</i> 2. Insurance Institute of India: <i>IC 38 Module</i> 		

Course: FIXED INCOME SECURITIES AND MONEY MARKET			Semester: III/IV
Course Code: FIN 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	Students will learn about the basic concepts of different types of debt instruments (G-secs, T-bills, CPs, Bonds and CDs) and provides useful insights into the Indian debt market, its various components, the trading mechanism of debt instruments in stock exchanges, bond valuation and so on.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamental features of debt instruments. 2. Understand the trading of the debt instruments on the NSE-WDM Segment. 3. Know the regulatory and procedural aspects related to debt market. 4. Learn the concepts of bond valuation, yield curve, bootstrapping and duration. 5. Know and understand the types of bonds and T-Bills. 		
COURSE DETAILS	Module No	Topic	Hours
	1.	Debt Instruments: Fundamental Features: Modifying the coupon of a bond, Term to maturity of a bond, principal repayment of a bond, Asset backed securities. Indian Debt Market: Market segment, participants in debt market, Secondary market for debt instruments.	08
	2.	Central Government Securities: Bonds: Primary issuance process, Primary Dealers, Satellite dealers. Central Government Securities: T-Bills: Issuance process, cut-off yields, investors in T-bills. SDL and State Government Bonds: State Development Loans, Volume and coupon rates, ownership pattern of state government bonds.	09
	3.	Call Money Market: Volume, participants, call rates. Corporate Debts: Bonds: Sebi Regulations 2008, Listing criteria on NSE-WDM, secondary market, credit ratings, Commercial paper & Certificate of deposit	08
	4.	REPOS: Repo market in India, Advantages of Repos, calculating settlement amount in Repos. Bond Market Indices & Benchmark: I-Bex, FIMMDA NSE MIBID MIBOR, LIBOR	08
	5.	Trading Mechanism in the NSE-WDM: Order types, Order entry, order validation, order matching, Trading mechanism, settlement. Valuation of Bonds:	12

		Bond valuation, Yield, weighted yield, YTM, yield price relationship, yield curve, Theories of term structure of interest rates. Duration: Calculating duration of a bond, modified duration, portfolio duration, bond portfolio management.	
		Total Hours	45
TEXT BOOK	1. FIMMDA; <i>NSE debt Market Basic module</i> .		
REFERENCE BOOK/ SUGGESTED READING	1. Raju G.; <i>Corporate Debt Market in India</i> ; Authorpress 2. Fabozzi; Frank J., <i>Fixed Income Securities</i> , Yale School of Management Publications.		

Course: BANKING AND INSURANCE			Semester: III/IV
Course Code: FIN 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To understand the bank's financials and regulatory framework. To encapsulate the banking and their linkage with economy.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To assist students in preparing for the NSE's Certification in Financial Markets (NCFM) Banking Module Certification Examination. 2. The students will also learn about the concepts of Insurance in India. 3. Understand the basic concepts of banking and functions of banking. 4. Understand the basic concepts of insurance and elaborate the kinds of business risks. 5. Evaluate the insurance business environment in India. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Banking: Meaning, Objectives, Importance of Banking. Types of Banks: Public, Private, Foreign, Co-operative, Regional Rural Bank. History of Banking in India, Banking structure in India. Ethical issues and corporate governance in Banking in India. Role of Artificial Intelligence in Banking.	08
	2.	Banking and the Economy: Fundamental role and evolution. Cash Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo and Reverse Repo, Open Market Operations, Security Valuation, Capital Account Convertibility. Bank Deposits, Nomination and Deposit Insurance: Kinds of deposits, Joint accounts, Nomination, Closure of deposit accounts, Deposit insurance. Other Banking services: Fund-based services, non-fund based services, Money Remittance Services.	12
	3.	Bank – Customer Relationship: Roles of Banks, Bankers' obligation of secrecy Security Creation: Pledge, Hypothecation, Mortgage, Assignment NPA and Securitisation: Non-Performing Assets, NPA categories, NPA Provisioning Norms, SARFAESI Act.	12

	4.	Understanding a Bank's Financials: Balance Sheet, Profit & Loss Account, Camels Framework, Asset Liability Management. Basel Framework: Bank for International Settlements (BIS), Basel Accords Regulatory Framework: RBI and IRDA, Anti-Money Laundering and Know Your Customer, Banking Ombudsman Scheme, 2006, Indian Contract Act, 1872, Sales of Goods Act, 1930, Negotiable Instruments Act, 1881, The Limitation Act, 1963.	08
	5.	Insurance: Introduction, need, limitations, principles, growth and development, Life insurance products, Non-Life Insurance products, Fund management in insurance sector.	05
		Total Hours	45
TEXT BOOK	1 National Stock Exchange of India Limited ; <i>NCFM Banking Sector Module</i>		
REFERENCE BOOK/ SUGGESTED READING	1. Clifford, Gomez; <i>Financial Markets, Institutions and Financial Services</i> ; PHI Learning. 2. Padamlatha Suresh & Justin Paul; <i>Management of Banking and Financial Services</i> , Pearson. 3. Insurance Institute of India; <i>IC 38 Module</i> . 4. IIBF – Corporate Banking ;Macmillan 5. Fabozzi; <i>Foundations of Financial Markets and Institutions</i> ; Pearson Education		

Course: BEHAVIOURAL FINANCE			Semester: III/IV
Course Code: FIN 07 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with an overview of important results of behavioural finance, as well as the implications of these results for the traditional finance theory and practice.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand and apply the main concepts of behavioural finance that help to reveal biases and heuristics in the decision-making process. 2. Contrasting traditional and behavioural approaches. 3. Understand different types of biases existing in the area of Behavioural Finance. 4. Present the main results in the field of behavioural finance focusing on financial market processes. 5. Explore behavioural finance, considering financial and investment decisions. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Introduction and evolution of Behavioural Finance, Utility of Money, Expected Utility vs Prospect Theory, pioneers in the field of Behavioural Finance.	10
	2.	Probability and Related Errors: Problems with Probability, Correlation and Causation Error, Probability Weighting.	10
	3.	Herd, Herd, Heuristics and Availability Bias: The Availability Heuristic, Framing, Mental Accounting and Expenditures, Loss Aversion, Representativeness, Overconfidence, Belief Perseverance and Confirmation Bias, Herd.	10
	4.	Money Management and Decision Making: Management of Money, Financial Decision making, Benefits of saving early, Market Bubbles and Crashes, anomalies.	10
	5.	Neurofinance: Concept, challenges and advantages.	05
		Total Hours	45
TEXT BOOKS	1. Forbes, William; <i>Behavioral Finance</i> ; Wiley		
REFERENCE BOOKS	1. Chandra, Prasanna; Behavioral Finance; McGraw-Hill		

Course: DECENTRALIZED FINANCE			Semester: III/IV
Course Code: FIN 08E	L T P	3 0 0	Credits: 3

OBJECTIVE	To introduce students with the foundational knowledge of the growing phenomena of decentralized finance (DeFi) and its importance in today's world.		
LEARNING OUTCOME	Upon successful completion of this course, students will be able to: <ol style="list-style-type: none"> 1. Explain how DeFi works and how it could revolutionize the market structure of finance. 2. Identify the advantages and disadvantages of DeFi compared to traditional finance. 3. Assess the role played by cryptocurrencies as mean of transaction and as store of value. 4. Describe the difference between digital currencies and cryptocurrencies. 5. Explain how smart contracts work and why they are important for finance. 6. Assess the risk that the value of digital assets diverges from the fundamental value (price bubbles) 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Decentralized Finance (DeFi) Fundamentals: Introduction to Decentralized Finance (DeFi), History of DeFi, Issues that DeFi Solve, Objectives and Advantages of DeFi Centralized (Traditional) Finance Vs Decentralized Finance (CeFi Vs DeFi).	10
	2.	Infrastructure of Decentralized Finance (DeFi): Infrastructure of Decentralized Finance (DeFi) Overview, Infrastructural Components of DeFi, Blockchain, Crypto Currency- Bitcoin: Birth of (Public) Blockchain, Smart Contract Platform- Ethereum: Birth of Smart Contract Platform, Oracles, Stable Coins, Infrastructure of a DeFi Platform, <i>Demo- Decentralized Finance (DeFi) Platforms.</i>	12
	3.	Blockchain Technology used in DeFi: Overview, Transactional Processing, DeFi Building Blocks and Services- Asset Tokenization, NFT, Stablecoin, Token Types, Non-Fungible Tokens, Decentralized Exchange, DEX vs. CEX, Decentralized Lending- Flash Loans.	11
	4.	Decentralized Finances Key Features and Risk: Overview, DeFi Security- Issues: Network attacks, Consensus attacks, Smart Contract code bugs, DeFi Protocol Composability attacks, Bridge attacks, Governance attacks. Technical structure security, Economic incentive security; DeFi Privacy.	12
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> Campbell R. Harvey, Ashwin Ramachandran and Joey Santoro, DeFi and The Future of Finance, 2021, Wiley. Eswar S. Prasad, The Future of Money, 2021, Harvard University Press. Baxter Hines, Digital Finance, 2021, Wiley.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> Shermin Voshmgir, Token Economy: How the Web3 reinvents the Internet??. Token Kitchen. Seoyoung Kim, DeFi For Dummies, John Wiley & Sons,

Course: FINANCIAL ANALYTICS			Semester: III/IV
Course Code: FIN 09 E	L T P	3 0 0	Credits: 3

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using MS-Excel. 5. Construct and optimize asset portfolios as well as evaluate and model Risk on various financial assets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics, Introduction to Financial Securities.	07
	2.	Dataset Analytics, Visualization and Presentation of Financial Data: Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	10
	3.	Risk & Return Measurement of individual security and Portfolio: Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization, Black Scholes Model.	10
	4.	Predictive Modeling and Forecasting: Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time	10

		series, trend analysis, stationary time series, auto regressive moving processes and data transformation, GARCH & ARIMA Modeling.	
	5.	Financial Statement Analysis using Excel: Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.	08
		Total Hours	45
TEXT BOOK	1. Bennett Mark J. & Dirk L Hugen; Financial Analytics with R; Cambridge University Press.		
REFERENCE BOOK/ SUGGESTED READING	1. Rustagi, R. P.; <i>Fundamentals of Financial Management</i> ; Taxmann publication (Pvt) Ltd. 2. Pandey, I.M., <i>Financial Management</i> ; Vikas Publishing House Pvt. Ltd. 3. Van Horne, J.C. <i>Financial Management and Policy</i> , Prentice Hall of India. 4. Levy, H. and Sarnat, M. <i>Principles of Financial Management</i> , Prentice Hall. 5. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; <i>Principles of Corporate Finance</i> ; McGraw Hill. 6. Williams E & Doblman J; Quantitative Financial Analytics World Scientific Publisher. 7. Nielsen A; Practical Time Series Analysis O'Reilly Publication		

INTERNATIONAL BUSINESS (IBM)

Course: INTERCULTURAL MANAGEMENT			Semester: III
Course Code: IBM 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To enable the students to understand the impact of culture on international companies and to improve their cross-cultural competencies.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Students will be able to understand the cross-cultural differences and dimensions. 2. Students will be able to understand the role of cross-cultural competence. 3. Students will be able to learn the concepts of intercultural communication and negotiate in the international market. 4. Students will be able to learn about the organization culture and cultural diversity at international firms. 5. Student will be able to learn the leadership and managing cultural diversity. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: The concept of culture, Key cultural values, Cross cultural differences, Globalization and culture, Role of culture in global business management, Cultural dimensions — Hofstede model and Trompenaars model	10
	2.	Cross-cultural competence: Cross-cultural competence — concept, Stages of Cross-cultural competence, Learning process, Resistance to cross-cultural competence, Cultural intelligence	08
	3.	Cross-cultural Communication and Negotiation: Intercultural interaction, Communicating and negotiating across the cultures, Principles of Effective Communication and Negotiation, Different communication and negotiation Styles, Challenges of communicating and negotiating across Cultures, High context vs. low context cultures, Global and culture-specific advertising	11
	4.	Intercultural Management in Organization: Organizational culture fundamentals, Relationship between national culture and organizational culture, Intercultural encounters and self-awareness, Ethical behavior in the global marketplace	09

	5.	Intercultural Teams and Leadership: Leadership in international organization, managing cultural diversity, managing inter-cultural teams, Creating Cultural Synergy, Motivating the Global Workforce	07
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Barmeyer, C., & Franklin, P. (Eds.). <i>Intercultural management: a case-based approach to achieving complementarity and synergy</i>. Macmillan International Higher Education. 2. Thomas, D. C., & Peterson, M. F. <i>Cross-cultural management: Essential concepts</i>. Sage Publications. 3. Browaeys, M.J., & Price, R.; <i>Understanding Cross Cultural Management</i>, (3rd Ed.), Pearson 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Hall, Edward T. <i>Beyond Culture</i>, Garden City, New York, U.S.A: Anchor Press/Doubleday 2. Hendon, D. W., Hendon, D. W., Hendon, R. A., Hendon, R. A., & Herbig, P. A.. <i>Cross-cultural business negotiations</i>. Greenwood Publishing Group. 3. Robinson-Easley, C. A. <i>Beyond Diversity and Intercultural Management</i>. Palgrave Macmillan US 4. Usunier, J. C. <i>International and cross-cultural management research</i>. Sage. 5. Gannon, M.J & Newman,: <i>Handbook of Cross Cultural Management</i>, Blackweel. 		

Course: INTERNATIONAL TRADE AND EXPORT MANAGEMENT			Semester: IV
Course Code: IBM 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To enable the students to understand the impact of culture on international companies and to improve their cross-cultural competencies.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of Import and Export. 2. Understand the export import policy of India. 3. Describe the process of Export Order. 4. Identify the role of Export Promotion Organization. 5. Analyze the impact of Export-Import policy of India on international business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Import-Export Management: Overview Import-export management: key features, foreign trade: institutional framework and functions, documentation overview and facilitation, improving export performance.	09
	2.	Processing of Export Order Processing of export order, Nature and format of export order, Examination and confirmation of export order, Manufacturing or procuring goods, Pre-Shipment inspection, Transportation of goods to port of shipment, Dispatch of documents by forwarding agent to the exporter, Presentation of documents to bank, Claiming export incentives, Duty drawback.	12
	3.	Export Promotion Organization Export promotion organization: its objectives, Importance of institutional infrastructure, Govt. policy making and consultations, FERA and FEMA, Foreign Trade policy. Indian trade promotion organization (ITPO), Indian Institute of Foreign Trade (IIFT), Indian Institute of Packaging (IIP), Indian Counsel of Arbitration (ICA), Federation of Indian Export Organization (FIEO), Export Processing Zones (EPZ), Export Oriented Units (EOUs), Facilities for Units in EOUs, EPZs, EHTPs and STPs.	15
	4.	Export Import Policy of India Meaning and General objectives, Highlights and implications of latest Export-Import Policy. Significance of EXIM Policy, Impact on the Indian Economy.	09
		Total Hours	45
TEXT BOOK	1. Francis, C.; <i>International Trade and Export Management</i> ; Himalaya Publishing House		

	2. Khurana, P.K.; <i>Export Management</i> ; Galgotia Publishing
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Varma, M. L.; <i>International Trade</i>; Vikas Publishing House 2. Kumar, A.; <i>Export and Import Management</i>; Excel Books 3. Govt. of India; <i>EXIM Policy</i>; Ministry of Commerce and Industry 4. Varma, S.; <i>International Business</i>; Pearson Education 5. Justin P.; <i>International Business</i>; PHI Learning

Course: INTERNATIONAL MARKETING			Semester: IV
Course Code: IBM 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	The course aims at providing an understanding on how international marketing concepts and theories are useful in decision making. The course also provides an appreciation and application of various international marketing theories in different situations.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Describe the concept of International Marketing 2. Understand the influence of Environment in International Marketing Operations 3. Assess the implications of major decisions to be taken in International Product Planning 4. Analyse the outcomes of Pricing and Distribution Decision in International markets. 5. Identify the impact of Promotion Strategies in international markets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Nature, Importance and scope of international marketing, international market orientation and involvement, Physical, Demographic, Economic, Socio cultural, Political and legal environments in international marketing operations, Emerging trends in international marketing	09
	2.	International Product Planning Major product decisions: product features and quality, product design, labelling, packaging, branding and product support services, Product standardization vs. adaptation, Managing product line, international product life cycle, new product development.	11
	3.	Pricing for International Markets Factors affecting international price determination, international pricing process and policies, Delivery terms and currency for export price quotations.	08
	4.	International Distribution Decisions Distribution channel strategy: international distribution channels, their roles and functions, Selection and management of overseas agents, international distribution logistics, Inventory management.	08

	5.	International Promotion Strategies Communications across countries: complexities and issues, international promotion tools and planning: advertising, personal selling, publicity, and sales promotion, Developing International promotion campaign.	09
		Total Hours	45
TEXT BOOKS	1. Fayerweather, J.; <i>International Marketing</i> ; Pearson Education 2. Cateora, Philip R. and John, L. G.; <i>International Marketing</i> ; McGraw Hill		
REFERENCE BOOKS	1. Justin Paul; <i>International Marketing</i> ; McGraw Hill 2. Kotabe, Masaaki and Kristiaan, Helsen; <i>Global Marketing Management</i> ; John Wiley		

Course: FOREIGN EXCHANGE MANAGEMENT			Semester: III/IV
Course Code: IBM 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The course aims at providing a detailed knowledge of Foreign Exchange Management and various related regulations.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of Foreign Exchange Management. 2. Analyze the implication of FOREX tools on international business. 3. Identify the methods of Exchange Rate Determination 4. Describe Exposure Management. 5. understand the technical analysis of exchange rate determination. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Types of foreign exchange markets and transactions, Quoting foreign exchange rates, Spread, Official and free market rates, Cross rates, forward rates, Quoting forward rates.	09
	2.	FOREX Tools Organization of foreign exchange markets, Currency futures, Currency options, Currency swaps, corporate exposure management.	12
	3.	Exchange Rate Determination Theory and practice of forecasting exchange rates: economic fundamentals, Financial and socio-political factors, technical analysis, Tax treatment of foreign exchange gains and losses.	12
	4.	Exposure Management Exposure information system, Alternative strategies for exposure management, Exposure management techniques, Organization of the exposure management function, Parameters and constraints on exposure management.	12
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Thomas, W. McRae and Walker, David P.; <i>Foreign Exchange Management</i>; Pearson Education 2. Shapiro, A. C.; <i>International Financial Management</i>; Wiley 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Aliber, R.Z.; <i>Exchange Risk and Corporate International Finance</i>; Macmillan 		

Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT			Semester: III/IV
Course Code: IBM 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To explore the concepts and techniques of International Human Resource Management and to enable the students to recognize the challenges in managing and communicating with human resources across international borders.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of International Human Resource Management and the challenges faced by Multinational Corporations. 2. Identify the challenges in international recruitment and selection. 3. Assess the performance appraisal processes across international organizations. 4. Analyze the training and development perspectives across international organizations. 5. Understand the Repatriation and Expatriation. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction IHRM- Nature and Scope, Difference between domestic and international HRM, IHRM-Managing people in an international context, Linking HR to international expansion strategies.	06
	2.	Recruitment and Selection of International Managers Recruitment and selection of international managers, concept, criteria for recruitment and selection, sources, advantages and disadvantages of employing Parent Country Nationals (PCNs), Third Country Nationals (TCNs), Host Country Nationals (HCN), Dual career couples, Issues in selection, Global pressures in selection, Managing Diversity in International Organizations.	09
	3.	International Training and Management Development Expatriate training strategies and objectives, HCN training-process, emerging, trends in training for competitive advantage, Cross Cultural Training (CCT)- phases in CCT program, Evaluating the Effectiveness of CCT, frameworks of CCT, Challenges of communicating across Cultures, High context vs. low context cultures, Cultural dimensions — Hofstede model and Trompenaars model	12
	4.	Performance Appraisal and International Compensation Performance Appraisal: factors associated with individual performance and appraisal: Organizational strategy and performance management, setting individual performance	12

		goals, Identifying variables affecting performance, Appraising the performance, Issues in managing performance in global context, Difficulties in assessment, International Compensation: Objectives, components and approaches, Issues in international compensation.	
	5.	Repatriation and Expatriation Repatriation: Process, challenges, designing a repatriation program, Expatriate: Concept, Causes for Expatriate Failure, Managing Expatriate Failure.	06
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Dowling, P. J. and Welch, D. E.; <i>International Human Resource Management</i>; Managing People in a multinational context; Thomson. 2. Harzing A. W., Pinnington A., <i>International Human Resource Management</i>; Sage Publication 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Brewster, C., Sparrow, P. and Vernon, G.; <i>International Human Resource Management</i>; Universities Press 2. Lucas, R. and Lupton, B.; <i>Human Resource Management in an International Context</i>; Jaico Publishing House 3. Edwards, T. and Rees, C.; <i>International Human Resource Management</i>; Pearson Education 4. Thomas D.C., Lazarova M.B., <i>Essentials of Human Resource Management</i>; Sage Publications 		

Course: INTERNATIONAL TRADE LAW			Semester: III/IV
Course Code: IBM 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To provide knowledge and understanding of laws and procedures in international trade, and to train students in dealing with issues and challenges of international trade.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Know about the international monetary system. 2. Understand the concept of International Trade Law. 3. Know about Legal Regimes in International Trade 4. Learn about International Financial Institutions and Regulatory Role of the United Nations 5. Understand about GATT and World Trade Organization (WTO) in detail. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction International trade law: definition, scope and development, International Trading System — liberalization and commerce, History and development of international trade, Trade theories, international trade and human rights.	10
	2.	Legal Regimes in International Trade National treatment, Most Favored Nation Treatment (MFNT), The Principle of Non-Discrimination and Equality of states, Regional Trade Agreements — laws and regulations, Protection of domestic industry.	11
	3.	International Financial Institutions and Regulatory Role of the United Nations Contribution of Bretton woods System, International Monetary Fund (IMF), United Nations Conference on Trade and Development (UNCTAD), United Nations Commission on International Trade Law (UNCITRAL), World Bank Group, GATT/WTO.	12
	4.	GATT and World Trade Organization (WTO) Provisions relating to the General Agreement on Tariffs and Trade (GATT), Trade Related Aspects of Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS), Trade in Services —GATS, WTO dispute settlement – Appellate Body.	12
		Total Hours	45

TEXT BOOKS	<ol style="list-style-type: none"> 1. Schnitzer, Simone; <i>Understanding International Trade Law</i>; Universal Publication 2. Kaul, A. K.; <i>Guide to the WTO and GATT: Economics, Law and Politics</i>; Kluwer Publication
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Goyal, Arun; <i>WTO in the new Millennium: Commentary, Case Law, Legal Texts</i>; MVIRDC World Trade Centre 2. Carr, Indira; <i>International Trade Law</i>; Cavendish Publishing House

Course: INTERNATIONAL FINANCIAL MANAGEMENT			Semester: III/IV
Course Code: IBM 07 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To impart knowledge about the various theories and concepts of international financial management.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of International Financial Management and its Environment. 2. Assess the importance of Exchange Rates and Foreign Exchange Market in current global scenario. 3. Describe Financial Risk Exposures and its Management. 4. Identify the Financial Management practices in Multinational Corporations. 5. Understand the capital structure of the multinational corporations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	International Financial Environment Global financial markets, Interest rates in the global money markets, Bretton Woods system of exchange rate, International monetary system, International monetary fund (IMF), International liquidity and special drawing rights (SDRs).	11
	2.	Exchange Rates and Foreign Exchange Market Fundamental parity relationships, Exchange rate determination, Exchange rate forecasting and exchange rate of rupee, Structure of foreign exchange market, Mechanics of currency trading, Types of transactions and settlement dates, Forward contracts, Currency futures and options, Currency and interest rate swaps.	15
	3.	Financial Risk Exposures and its Management Overview of risk exposures, Measuring exposure risk, Management of currency exposure.	09
	4.	Financial Management in Multinational Corporations Long term sources of international financing, short term borrowing and investment, International cash transmission, SWIFT code, Cash transmission, Methods of payment, Capital budgeting, Cost of capital and capital structure of the multinational corporations.	10
	Total Hours		45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Apte, .P. G.; <i>International Finance-A Business Perspective</i>; McGraw Hill 2. Shapiro, A.; <i>Multinational Financial Management</i>; Pearson Education 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Albir, R. Z.; <i>Exchange Risk and Corporate International Finance</i>; Macmillan 2. Vij, M.; <i>International Financial Management</i>; Excel Books 3. Sharan, V.; <i>International Financial Management</i>; Pearson Education 		

OPERATIONS (ORM)

Course: SUPPLY CHAIN MANAGEMENT			Semester: III
Course Code: ORM 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the mechanism of Supply Chain Planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of Supply Chain Management.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand and identify goals of supply chain and its processes. 2. Design distribution network after understanding the importance of its influencing factors. 3. Understand supply chain strategy and competitive strategy and achieve strategic fit. 4. Understand the role of Logistics in Supply chain and identify different modes of transportation. 5. Apply Information Technology in the supply chain drivers. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Supply Chain Management: Supply Chain, Objectives, Importance, Decision Phases, Process View, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Supply Chain Drivers – Obstacles, Framework, Facilities, Inventory, Transportation, Information, Sourcing, Pricing.	08
	2.	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing Distribution, Design Options, E-Business and its impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modelling for Supply Chain.	09
	3.	Planning Demand and Supply in SCM: Demand forecasting in a supply chain; Aggregate Planning in a Supply Chain, Planning Supply and Demand in a Supply Chain, Managing Predictable Variability.	11
	4.	Transportation Networks and Sourcing: Role of Transportation, Modes and their Performance, Transportation Infrastructure and Policies, Design Options and their Trade-offs, Tailored Transportation. Sourcing: In-house or outsource, 3rd and 4th PLs, Supplier Scoring and Assessment.	09

	5.	Coordination in a Supply Chain: Lack of Supply Chain Coordination and the Bullwhip effect, Obstacle to coordination, Managerial levels, Building Partnerships and Trust, Continuous Replenishment and Vendor-Managed Inventories – Collaborative Planning, Forecasting and Replenishment.	08
		Total Hours	45
TEXT BOOK	1. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; Designing and Managing the Supply Chain; McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management– Strategy, Planning and Operation; Pearson Education. 2. Altekarr, R.; Supply Chain Management: Concepts and Cases; PHI Learning. 3. Raghuram, G.; Logistics and Supply Chain Management; Macmillan. 4. Sahay, B.S.; Supply Chain Management; Macmillan. 5. Balou, R. H.; Supply Chain Management; Pearson Education.		

Course: SERVICE OPERATIONS MANAGEMENT			Semester: IV
Course Code: ORM 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the concept, principles and tools of Total Quality Management including ISO 9000 Quality Management System Standards.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand and be able to explain the critical perspectives on the nature of service. 2. Understand and apply a range of methods for assessing the needs, expectations and perceptions of customers. 3. Explain and apply the principles, tools and techniques of service design. 4. Explain the methods with which organizations can measure their service performance and improve service. 5. Demonstrate how organizations can deal with challenges such as customer complaints and service failures. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Nature and Characteristics of Services, Classification of Services; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organization Value Chain, Growing Importance of Service.	08
	2.	Service Process Design and Automation Service Design and Delivery Process, Service Process Strategies, Technology Automation, Service Encounter.	08
	3.	Service Quality and Continuous Improvement Concept of Service Quality, Quality Service by Design, Service Process Control, Measurement of Service Quality, Quality Philosophies and Performance Excellence, Service Recovery and Guarantee; New Service Development.	10
	4.	Facility Design for Services Service Facility Design, Process Analysis of Facility Layouts, Facility Location Decision Factors, Quantitative Models for Facility Location Based on Different Objective Functions of Optimization Criteria; Off-Shoring & Outsourcing; Human Factor in Services; External Associates in Service Processes.	10
	5.	Demand and Capacity Management in Services Forecasting Demand in Services, Smoothing Customer Demand in Services, Service Capacity Management, Yield Management, Resource and Workforce Scheduling in Services.	09
	Total Hours		45

TEXT BOOK	<ol style="list-style-type: none"> 1 Fitzsimmons, B., James, A. and Fitzsimmons, Mona J.; <i>Service Management: Operations, Strategy, and Information Technology</i>; McGraw Hill 2 Johnston, Robert and Clark, Graham; <i>Service Operations Management</i>; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Haksever, C., Render, B., Russel, S. R. and Murdick, R. G; <i>Service Management and Operations</i>; Pearson Education. 2. Metters, Richard, Metters, Kathryn King, Pullman, Madeleine and Walton, Steve; <i>Service Operations Management</i>, Cengage Learning 3. Haksever, Cengiz, Render, Barry, Russell, Roberta S. and Murdick, Robert G.; <i>Service Management and Operations</i>; Pearson Education

Course: LEAN MANUFACTURING			Semester: IV
Course Code: ORM 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarise the students with Lean Manufacturing to understand the tools and techniques involved in Lean Management. Moreover, enable them to execute a Lean project to achieve specific goals that will benefit the organizations and society.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To understand issues & challenges in implementing & developing lean manufacturing techniques from TPS & its contribution for improving organizational performance. 2. Apply lean techniques to bring competitive business culture for improving organization performance. 3. Analyzing how lean techniques can create value generation for organization. 4. Explain the approaches to, concepts, and theories of Lean Manufacturing, including key aspects of Six Sigma. 5. Apply appropriate approaches to project using Lean tools and techniques. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to TPS & Lean: Introduction to Toyota Production System (TPS), Pillars of TPS, JIT & Heijunka, TPS core principles, seven waste and their narration, Value flow and Muda, Muri and Mura, Introduction to lean, lean manufacturing implementation, the machine that change the world, world class manufacturing	09
	2.	Lean Manufacturing: Philosophy & objectives of lean manufacturing, TPS vs Lean, mass manufacturing vs lean manufacturing, foundation of quality control & foundation of quantity control, significance of lead time, benefits of lead time reductions, techniques to reduce lead times, Fundamental blocks of Lean, Implementation of TPM, 5s, MSA, and Overall Equipment Effectiveness (OEE) and its computation.	10
	3.	Lean Implementation: Fundamental issues of cultural changes, problem solving & Standardized work, Continuous improvement, strategies to become lean- takt calculation, basic time study calculation, balancing study, spaghetti study, value stream mapping, cellular manufacturing.	10

	4.	Lean system & Six Sigma: Lean systems: Features manufacturing and services, Workflow, Small lot sizes, Pull Method, Kanban, Process Capability and Performance; Lean Six Sigma.	09
	5.	Project Selection for Lean: Resource and project selection, Process mapping, Current and future value stream mapping, preparing project plan, implementation, review project suitable for lean initiatives, Productivity Improvement: Process, machinery Operator and equipment.	07
		Total Hours	45
TEXT BOOK	1. William M Feld, “Lean manufacturing tools & techniques & how to use them” 2. Charron, R., Harrington, H. J., Voehl, F., & Wiggin, H., The lean management systems handbook, CRC Press. 3. Lean production for competitive advantage- a comprehensive guide to lean methodologies & management practice, John Nicholas, Productivity Press, NY. ISBN-978-1-4398-2096-4		
REFERENCE BOOK/ SUGGESTED READING	1. James Womack and Daniel Jones, <i>Lean Thinking</i> , Free Press. 2. Goldratt, Eliyahu M., 1947-2011. The Goal: a Process of Ongoing Improvement. Great Barrington, MA: North River Press. 3. Jeffrey Liker, <i>The Toyota Way</i> , McGraw-Hill. 4. Askin, R.G. and J.B. Goldberg, <i>Design and Analysis of Lean Production Systems</i> , John Wiley & Sons Inc. 5. Improving business performance with lean, James R Bradley, Business expert Press, NY, ISBN-978-1-60649-246-2		

Course: TOTAL QUALITY MANAGEMENT			Semester: III/IV
Course Code: ORM 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the concept, principles and tools of total quality management.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations. 2. Know the principles of total quality management and peculiarities of their implementation. 3. Be able to use quality management methods analyzing and solving problems of organization. 4. Understand and apply the five-step DMAIC model as a framework to organize process improvement activity. 5. Know Quality Management Standards and be able assess an organization's performance making reference to their criteria. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Total Quality Management: Concept and Fundamentals Definition and Dimensions of Quality, Evolution of Quality Management, TQM Framework, Principles of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, and Juran's Trilogy, Barriers to TQM.	10
	2.	Human Aspect of Total Quality Management TQM Culture, Resistance to Change, Quality Leaders: Role and Characteristics, Employee Involvement, Motivation, Empowerment, Recognition and Reward, Quality Council, Teamwork for TQM.	07
	3.	Total Quality Management Tools & Techniques- I Statistical Process Control (SPC), Seven QC Tools, Continuous Improvement: PDCA cycle, Business Process Re-Engineering (BPR), Benchmarking, Quality Function Deployment (QFD), Failure Mode and Effect Analysis, Malcolm Baldrige Award Model, TQM Implementation Process.	11
	4.	Total Quality Management Tools & Techniques- II Process Capability, Concept and Benefits of Six Sigma, DMAIC Approach, Implementation Process. Six Sigma Team; Total Productive Maintenance (TPM): Concepts, Improvement needs; Performance Measures.	09

	5.	Quality Management System Quality Statements; Customer Focus: Customer Orientation, Customer Satisfaction, Customer Complaints, Customer Retention; Cost of Quality: Direct and Indirect Cost. Total Quality Cost Curve, Quality Index, ISO9001 Quality Standards, and Quality Audits.	08
		Total Hours	45
TEXT BOOK	1. Besterfield, D.H., Besterfield, C., Besterfield, G.H. and Besterfield, M.; <i>Total Quality Management</i> ; Pearson Education 2. Ross, J.E.; <i>Total Quality Management: Text, Cases, and Readings</i> ; St. Lucie Press		
REFERENCE BOOK/ SUGGESTED READING	1. Evans, J.R. and Lindsay, W.M.; <i>An Introduction to Six Sigma and Process Improvement</i> ; Thomson Learning 2. Thomas Pyzdek and Keller, Paul; <i>The Six Sigma Handbook</i> ; McGraw Hill 3. Pande, P., Neuman, R. and Cavanagh, R.; <i>The Six Sigma Way</i> ; McGraw Hill		

Course: OPERATIONS STRATEGY			Semester: III/IV
Course Code: ORM 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	<ol style="list-style-type: none"> 1. Introduce a conceptual framework for defining operations strategy in a business organization. 2. Give participants skills to develop a sustainable competitive advantage through a company's operating and technological resources. 3. Give participants an ability to assess the management of a firm's operations functions in a global and changing business environments. 		
LEARNING OUTCOME	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. Critically evaluate the link between corporate/business and operations strategies. 2. Critically identify the drivers of firms' operations relevant to its competitive position 3. Apply the concepts and methods related to designing and managing operations functions in order to satisfy market requirements. 4. Assess an organization's operational processes to effectively and efficiently produce goods and services to meet the goals of an organization. 5. Demonstrate the applicability of operations strategy principles in real life business situations working in groups and teams. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Operations Strategy, Framework for Company's Operations Strategy, Key Premise and Goals, Framework for Operations Strategy, Operations Strategy Framework for Specific Business Situations.	07
	2.	A Framework for Operations Strategy Competition, Competencies and Operations Concepts of Operational Trade-Off, Competency Focus related to Strategic Positioning and Operational Efficiency, Qualitative and Quantitative Methods to Evaluate a Firm's Operations Strategy, Strategic Response based on Process and Resource Capabilities.	09
	3.	Capacity Sizing and Timing Developing a Capacity Strategy: Sizing, Timing, Type, and Location of each Asset Change, Approaches to Changing Capacity, Effect of Capacity on Responsiveness and Competitiveness.	07
	4.	Capacity Flexibility and Strategic Sourcing Decision for Building New Capacity, Type of Capacity,	12

		Type of Technology and Facility, Product-Dedicated or Product-Flexible Technology, Response to Changes in Demand, Supply or Processing, Strategic Sourcing: Suppliers, Goods or Services and Managing Supplier Relationship, Concept of Total Landed Cost.	
	5.	Demand Management using Mass Customized Service and Technology Design Efficient and Effective Processes for Customer Services, Strategies to provide Mass Customized Service, Information Technology Facilitating Customized Services, Concept of Cost-To-Serve, Assessing Attractiveness and Long-Term Feasibility of Mass Customized Service.	10
		Total Hours	45
TEXT BOOK	1. Operations Strategy, Slack, N., Lewis, M. and Sharma, M.G., Pearson. 2. Hayes, Robert H., Pisano, Gary P., Upton, David M. and Wheelwright, Steven C.; <i>Operations, Strategy, and Technology: Pursuing the Competitive Edge</i> ; Wiley Higher Education		
REFERENCE BOOK/ SUGGESTED READING	1. Walter, David; <i>Operations Strategy</i> ; Palgrave/ Macmillan. 2. Beckman, S. L. and Rosenfield, D. B.; <i>Operations Strategy</i> ; Tata McGraw Hill 3. Hill, Terry; <i>Manufacturing Strategy</i> ; Tata McGraw Hill		

Course: STRATEGIC SOURCING AND PROCUREMENT			Semester: III/IV
Course Code: ORM 06 E	L T P	3 0 0	Credits: 3

OBJECTIVES	To highlight the strategic role and importance of procurement and sourcing in logistics operations; to provide exposure to developing requirements, identifying applicable standards, purchasing policies, processes and activities in procurement of material and services; and to learn to develop collaborative alliances, relationship with partners and suppliers.		
LEARNING OUTCOMES	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. To apply the main philosophy and principles of procurement and sourcing strategies and compare different modes of procurement and sourcing procedures. 2. Demonstrate effective implementation of purchasing activities to procure material or services in right quantity at competitive prices. 3. Apply negotiations and develop long term collaborative relationship with suppliers. 4. Suggest changes and improvements needed in processes and systems in order to improve and strengthen collaborative relationships. 5. Evaluate the performance of different suppliers in a purchasing relationship and monitor their progress. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Role and Understanding Strategic Nature of Procurement and Sourcing in Logistics, Purchasing and Sourcing Decision Process, Purchasing Integrated Logistics Interface, Stages of Sourcing Strategies, Purchasing and Sourcing Strategic Development Process.	10
	2.	Sourcing Management Establishing Requirements, Developing Specification and Formats; Types of Purchasing and Sourcing.	06
	3.	Supplier Selection and Performance Measurement Locating and Developing Sources of Supply, Types of Relationships: Buyer-Supplier Relationships: Transactional, Collaborative and Alliance Relationships. Selecting Suppliers and Measuring Performance.	10
	4.	Contract Design and Contract Management Contract Requirements, Applicable Standards, Contract Types, Letter of Intent, Methods of Exchange, Contract Reviews. Contract Compliance, Tracking and Expediting Deliveries and Handling Supplier Related Deliveries.	09

	5.	International Sourcing & Purchasing Constituents of International Sales Contract. Methods of Payment: Cash in Advance, Letter of Credit, Bill of Exchange, Open Account. International Trade Specialists. Role of Intermediaries in Trade Logistics, International Freight Forwarders/NVOCC/EMC	10
		Total Hours	45
TEXT BOOK	Robert B Handfield, Larry C Giunipero, James L Patterson and Robert M. Monczka, Sourcing and Supply Chain Management, Cengage India.		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero and James L. Patterson, Purchasing and Supply Chain Management, Cengage International. 2. Ram Singh, International Trade Logistics, Oxford. 3. Thomas E. Johnsen, Mickey Howard and Joe Miemczyk, Purchasing and Supply Chain Management: A Sustainability Perspective, Routledge. 4. David Burt, Sheila Petcavage and Richard Pinkerton, Proactive Purchasing in the Supply Chain: Key to World Class Procurement, McGraw-Hill. 5. Peter Baily, David Farmer, Barry Crocker, David Jessop and David Jones, Procurement Principles and Management, Pearson. 		

BUSINESS ANALYTICS (BAN)

Course: DATA ANALYTICS WITH R			Semester: III
Course Code: BAN 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	The course is intended to impart knowledge of how to program in R and to use R for effective Data Analysis. The course covers fundamental knowledge in R programming.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand basic concepts such as data type and index and use them in their work. 2. Demonstrate use of basic functions. 3. Conceptualize and create loops to solve different types of problems. 4. Create their own customized functions and various ways of data visualization. 5. Construct tables, figures and perform all types statistical operations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Basic of R Introduction, R – environment set up: installation, understanding and working, Basic Data types and data structures, editing data in R vectors: creating and naming, Vector Arithmetic and Logical vectors, Matrices, Arrays, Class, Operators: AND, OR and NOT, Conditional statements.	08
	2.	Functions and Programming of R Introduction, writing a function, Mathematical functions, Lists: creation, accessing list elements, manipulation in list elements and merging, Basic R programming techniques, Syntax, variables and data types. Control structures and functions: Conditional statements, Different types of loops such as: for () and while () loops; Use IF statements in for loops.	09
	3.	File Management Editing and Reading Data from Files; Editing data in R; Generating data from any distributions; Reading a data from a file; Loading data from other R packages; Save the data in R.	07
	4.	Data Visualisation: Data Visualisation; Exploratory Data Analysis (EDA) and Regression Analysis; Features of data distributions; Plotting data; Descriptive statistics for generated data; EDA such as stem- and – leaf plot, Histogram and Boxplot.	08
	5.	Statistical Analysis Application of R to compute: Descriptive statistics, Table in R, correlation and covariance, compare means: Parametric	13

		Techniques, One Sample t-Test, Time Series Models: Time Series objects in R, creating Time Series Objects, creating a Subset, Multiple Time-Series Chart	
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Srinivasa, K.G., Siddesh, G.M., Shetty, Cheatan and Sowmya, B.J.: <i>Statistical Programming in R</i>; Oxford University Press 2. Rakshit, Sandip: <i>R programming for Beginners</i>; McGraw Hill Education 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kabacoff, R.I.; <i>R in Action – Data Analysis and Graphics with R</i>; Manning Publications 2. Verzani. J; <i>Using R for Introductory Statistics</i>; Chapman and Hall, Taylor and Francis groups 		

Course: BUSINESS INTELLIGENCE AND DATA WAREHOUSING			Semester: IV
Course Code: BAN 02 C	L T P	2 0 2	Credits: 3

OBJECTIVE	The main objective of this course is to explain the meaning and importance BI and DW in business.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the meaning and importance of Business Intelligence in business. 2. Understand the meaning and importance of Data Warehousing in business. 3. Learn the concepts of OLAP, OLTP and Data Integration. 4. Understand how Business Intelligence and Data Warehousing tools can be applied. 5. Understand the Multi-Dimensional Data Modeling. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Definition of Business Intelligence (BI), Data Warehousing (DW) and Corporate Performance Management (CPM), Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, Drivers for BI and DW, BI component Framework and Architectures.	09
	2.	Digital Data Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. Semi-Structured Data, Sources of Semi-Structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.	10
	3.	OLAP and OLTP OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP, OLAP versus OLTP,, Data Models for OLAP and OLTP, OLAP Operations on multi - dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through.	09
	4.	Data Integration Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inman's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs	08

		and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.	
	5.	Multi-Dimensional Data Modeling Data Modelling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modeling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity, Performance Management & Enterprise Reporting –Measures, Metrics, KPIs.	09
		Total Hours	45
TEXT BOOKS	1. David Loshin, Business Intelligence, Morgan Kaufmann Publishers.		
REFERENCE BOOKS	1. Cindi Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, TMH 2. Stephen Few, Information dashboard design: The Effective Visual Communication of Data, O'Reilly Media. 3. Mike Biere, Business intelligence for the enterprise, IBM Press 4. Hoffer Jeffrey, Prescott Mary, Modern Database Management, Pearson.		

Course: DATA MINING AND MACHINE LEARNING			Semester: IV
Course Code: BAN 03 C	L T P	2 0 2	Credits: 3

OBJECTIVE	This course covers various analytical techniques to extract managerial information from large data warehouses. A number of well-defined data mining tasks such as classification, estimation, prediction, affinity grouping and clustering, and data visualization are discussed. Design and implementation issues for corporate data warehousing are also addressed.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Know about the data mining and machine learning process. 2. Understand the meaning and importance of Business Intelligence in business. 3. Understand the classification and prediction method. 4. Understand the meaning and importance of Data Mining in business. 5. Understand the concept of Data Modeling using ML. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process, Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction: Data cube aggregation, Dimensionality reduction, Data Compression - Numerosity Reduction - Data Mining Primitives; Languages and System Architectures: Task relevant data - Kind of Knowledge to be mined; Discretization and Concept Hierarchy	10
	2.	Concept Description and Association Rule Mining What is concept description? - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining: Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm generating rules – Improved Apriori algorithm – Incremental ARM – Associative Classification – Rule Mining.	09
	3.	Classification and Prediction What is classification and prediction? – Issues regarding Classification and prediction: Classification methods: Decision tree, Bayesian Classification, Rule based Classification, CART, Association Rule Mining, k-Nearest Neighbor, Rough Sets, Clustering: Hierarchical Clustering,	08

		Non- hierarchical/ partitioned Clustering.	
	4.	Data Mining for Business Intelligence Applications Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance.	09
	5.	Introduction to Generative AI Definition and scope of Generative AI Overview of generative models and their applications Importance of Generative AI in various domains Brief discussion on ethical considerations and challenges	09
		Total Hours	45
TEXT BOOKS	1. Han, J., Kamber, M., Pei, J.; <i>Data Mining Concepts and Techniques</i> ; Morgan Kaufmann		
REFERENCE BOOKS	1. Kantardzic, M.; <i>Data mining: Concepts, Models, Methods & Algorithms</i> ; John Wiley & Sons 2. Ponniah, Paulraj; <i>Data Warehousing Fundamentals</i> ; Wiley- Blackwell. 3. Dunham, Margaret, H.; <i>Data Mining: Introductory and Advanced Topics</i> ; Pearson Education 4. Berson, Alex, Smith, Stephen. J, Thearling, Kurt; <i>Building Data Mining Applications for CRM</i> ; McGraw Hill.		

Course: BUSINESS INTELLIGENCE CONCEPTS, TOOLS, AND APPLICATIONS			Semester: III/IV
Course Code: BAN 04 E	L T P	2 0 2	Credits: 3

OBJECTIVE	This course is intended to impart fundamental knowledge on concepts and tools of business intelligence.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the meaning and importance of Business Intelligence tools in business. 2. Understand the types and platforms of Business Intelligence 3. Learn basic of Business Intelligence tool. 4. Learn data manipulation and restructuring process. 5. Make and use data visualization in business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Basics of Business Intelligence, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Creating Business Intelligence Environment, Business Intelligence Landscape	09
	2.	Types and Platforms of Business Intelligence Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors.	10
	3.	Business Intelligence Tool Platform Introduction, application, environment, identify data term, explore the workspace, Filter content using explore point. Data import, File handling, web-based reporting system.	09
	4.	Data Manipulation and Restructuring Objective, calculate data in a work place, customization data, Restructuring of data, Customized Import, construction of workspace, formatting of data, use of	09

		numeric and text data.	
	5.	Data Visualization Objective, choose effective chart, features of charts, Area Charts; Column charts, Line charts, Pie charts, Point Chart, customize chart options.	08
		Total Hours	45
TEXT BOOKS	1. Gautam, Sangeeta, IBM Cognos; <i>Business Intelligence</i> ; IBM Press		
REFERENCE BOOKS	1. Wilfried, Grossmann, Rinderle-Ma, Stefanie; <i>Fundamentals of Business Intelligence</i> ; Springer. 2. Loshin, David; <i>Business Intelligence</i> ; Elsevier. 3. Volitich, Dan, Ruppert, Gerard; IBM Cognos; <i>Business Intelligence 10: The Official Guide</i> ; McGraw-Hill, 4. Turban, E, Sharda, R, Delen, Dursun, and King, David; <i>Business Intelligence: A Managerial Approach</i> ; Pearson		

Course: FINANCIAL ANALYTICS			Semester: III/IV
Course Code: BAN 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel. 5. Construct and optimize asset portfolios as well as evaluate and model Risk on various financial assets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics.	08
	2.	Dataset Analytics, Visualization and Presentation of Financial Data Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	10
	3.	Risk & Return Measurement of individual security and Portfolio. Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization, Black-Scholes Model.	07
	4.	Predictive Modeling and Forecasting Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation, GARCH &	10

		ARIMA modeling.	
	5.	Analytics of Financial Statement using Excel Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.	10
		Total Hours	45
TEXT BOOK	1. Mayes, Timothy R. <i>Financial Analysis with Microsoft Excel</i> ; Cengage. 2. Mark J. Bennett, Dirk I. Hugen. <i>Financial Analytics with R</i> ; Cambridge University Press.		
REFERENCE BOOK/ SUGGESTED READING	1. Khan, M.Y., & Jain, P.K, <i>Basic Financial Management</i> ; McGraw Hill 2. Chandra, Prasanna; <i>Financial Management-Theory and Practice</i> , McGraw Hill. 3. Rustagi, R. P.; <i>Fundamentals of Financial Management</i> ; Taxmann publication (Pvt) Ltd. 4. Pandey, I.M. <i>Financial Management</i> ; Vikas Publishing House Pvt. Ltd. 5. Van Horne, J.C. <i>Financial Management and Policy</i> , Prentice Hall of India. 6. Levy, H. and Sarnat, M. <i>Principles of Financial Management</i> , Prentice Hall. 7. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; <i>Principles of Corporate Finance</i> ; McGraw Hill.		

Course: BIG DATA ANALYTICS			Semester: III/IV
Course Code: BAN 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	This course offers an introduction to Big Data and the data analytics to address business challenges that leverage big data and aims to provides basic understanding in use of Big Data tools and techniques.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand big data futures and classification of analytics. 2. Acquire knowledge on analytics flow for big data and big data stack. 3. Learn big data tool using Hadoop. 4. Aware of security related aspects in big data 5. know the various application areas of big data 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Introduction to Big Data: What is Analytics- Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics. What is Big Data- Characteristics of Big Data- Volume, Velocity, Variety, Veracity, Value	08
	2.	Analytics flow and big data stack: Analytics Flow for Big Data- Data Collection, Data Preparation, Analysis Types, Analysis Modes, Visualizations, Big Data Stack- Raw Data Sources, Data Access Connectors, Data Storage, Batch Analytics, Real-time Analytics, Interactive Querying, Serving Databases, Web & Visualization Frameworks	10
	3.	Big Data -Hadoop: NoSQL, Comparison of SQL and NoSQL, Hadoop -RDBMS Versus Hadoop - Distributed Computing Challenges – Hadoop Overview - Hadoop Distributed File System - Processing Data with Hadoop - Managing Resources and Applications with HadoopYARN - Interacting with Hadoop Ecosystem.	10
	4.	Security in Big Data: Security, Compliance, auditing, and protection pragmatic steps to securing/ big data - classifying data- protecting big data analytics- big data and compliance-the intellectual property challenge	10

	5.	Big Data Applications: Business Specification Examples of Big Data- Financial, Web, Healthcare, Internet of Things, Environment, Logistics & Transportation, Industry, Retail.	07
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press. 2. David Loshin, "Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, NoSQL, and Graph", Morgan Kaufmann/Elsevier Publishers. 3. Frank J. Ohlhorst, "Big data analytics Training Big Data in to big money", wiley publishing house 4. Raj Kamal, Preeti Saxena, "Big Data analytics", Tata McGraw hill publishing house 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. DT Editorial Services, Big Data, Black Book: Covers Hadoop 2, Map Reduce, Hive, YARN, Pig, R and Data Visualization, Dreamtech Press. 2. Sathi, Arvind; <i>Big Data Analytics: Disruptive Technologies for Changing the Game</i>; Mc Press. 3. Rao, Prakasa, B. L. S., Rao, S. B.; <i>Big Data Analytics: Methods and Applications</i>; Springer, India, Private Ltd, 4. Erl, Thomas, Khattak, Wajid, Buhler, Paul; <i>Big Data Fundamentals</i>; Pearson. 		

Course: MARKETING ANALYTICS			Semester: III/IV
Course Code: BAN 07 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint the students with concepts of data analysis in the field of marketing and enable them to take decisions based on data.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Assess the application of tools of marketing analytics in decision making. 2. Develop analytical skills in the field of marketing based on data. 3. Understand the different marketing metrics to measure performance. 4. Apply data in segmenting the markets. 5. Understand the basic models of customer relationship management. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Marketing Analytics Defining Marketing Analytics, Need of Marketing Analytics, The Marketing Revolution, Role of Data in Marketing. Differences and similarities between Marketing Research and Analytics, Marketing Analytics Planning.	08
	2.	Segmentation, Targeting and Positioning Analytics Applications of tools for segmentation of the market, Cluster Analysis: Meaning, Application and methods of cluster analysis including k-means clustering and Agglomerative methods. Targeting and precision Marketing. Positioning: Application of the concepts of perceptual mapping. Multidimensional scaling.	10
	3.	Managing Marketing Mix New Product Development: Concept development and testing using conjoint analysis and attribution models. Discrete Choice Analysis, pricing strategies, Estimating demand curves, Price building, Non-Linear Pricing, Price skimming & Sales Revenue Management.	10
	4.	Customer Lifetime Value (CLV) Sales Forecasting: Linear Regression & Multiple Regression, Logistic Regression, calculating customer lifetime value using CLV to value a business.	08
	5.	Retailing & Advertising Retailing: Market basket analysis and Lift, RFM Analysis and optimizing direct mail campaigns, Scan*Pro Model, Advertising effectiveness, Media selection models, Pay Per Click, Principal Component Analysis.	09
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none"> 1. Winston, Wayne L.; <i>Marketing Analytics: Data driven techniques with Microsoft Excel</i>, Wiley 2. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; <i>Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning</i>, Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Ryan, D. and Jones, C.; <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i>; Kogan Page 2. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing

Course: HR ANALYTICS			Semester: III/IV
Course Code: BAN 08 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To identify what data should be captured and how to use the data to model and predict capabilities so the organization gets an optimal return on investment on its human capital.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: 2. Provide insights about the use of HR analytics in improving decision making. 3. Implement and strategize people analytics to boost performance and efficiency in the organizations. 4. Develop essential skills to lead an organization to people analytics success. 5. Find the best ways to categorize and evaluate metrics in order to avoid misuse of data. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	HR Analytics in Perspective Role of Analytics, Defining HR Analytics, Significance of HR Analytics, Steps to implement HR Analytics. HR Analytics Frameworks: LAMP framework, HCM framework, Talent ship framework, overarching components of effective analytics framework.	10
	2.	HR Analytics and Predictive Modeling Steps involved in predictive analytics: Determine key performance indicator, analyze and report data, interpreting the results and predicting the future, Metrics and Regression analysis and Causation, Multiple Regression to Predict employee Performance.	09
	3.	HR Business Process and HR Metrics Statistics and Statistical Modeling for HR Research and HR Decision making, HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-Parametric Tests, HRIS for Decision making, HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, Ethics of measurement and evaluation, HR Dashboards: Statistical software used for HR Analytics	09
	4.	Predictive HR Analytics in Recruitment and Selection Installation of packages and import datasets, normalizing a dataset, Splitting data into training and test data. Areas of application of analytics to recruitment, Reliability & Validity of Selection Methods.	09

	5.	Predictive HR Analytics in Turnover and Separation Turnover intent and job attitudes, KNN model performance, Model performance from accuracy to ROC, Exit interview analysis and Retirement analysis.	08
		Total Hours	45
TEXT BOOKS	1. Bhattacharya, D. K.; <i>HR Analytics</i> ; Sage Publishing House.		
REFERENCE BOOKS	1. Fitz-Enz, J.; <i>The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment</i> ; AMACOM Div American Mgmt Assn. 2. Edwards, M. R., & Edwards, K. <i>Predictive HR Analytics: Mastering the HR Metric</i> . Kogan Page Publishers. 3. Fitz-Enz, J., & John Mattox, I. I. <i>Predictive analytics for human resources</i> . John Wiley & Sons. 4. Isson, J. P., & Harriott, J. S. <i>People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent</i> . John Wiley & Sons.		

LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSC)

Course: SUPPLY CHAIN MANAGEMENT			Semester: III
Course Code: LSC 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the mechanism of Supply Chain Planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of Supply Chain Management.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand and identify goals of supply chain and its processes. 2. Design distribution network after understanding the importance of its influencing factors. 3. Understand supply chain strategy and competitive strategy and achieve strategic fit. 4. Understand the role of Logistics in Supply chain and identify different modes of transportation. 5. Apply Information Technology in the supply chain drivers. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Supply Chain Management: Supply Chain, Objectives, Importance, Decision Phases, Process View, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Supply Chain Drivers – Obstacles, Framework, Facilities, Inventory, Transportation, Information, Sourcing, Pricing.	08
	2.	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing Distribution, Design Options, E-Business and its impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modelling for Supply Chain.	09
	3.	Planning Demand and Supply in a SCM: Demand forecasting in a supply chain; Aggregate Planning in a Supply Chain, Planning Supply and Demand in a Supply Chain, Managing Predictable Variability.	11
	4.	Transportation Networks and Sourcing: Role of Transportation, Modes and their Performance, Transportation Infrastructure and Policies, Design Options and their Trade-offs, Tailored Transportation. Sourcing: In-house or outsource, 3rd and 4th PLs, Supplier Scoring and Assessment.	09

	5.	Coordination in a Supply Chain: Lack of Supply Chain Coordination and the Bullwhip effect, Obstacle to coordination, Managerial levels, Building Partnerships and Trust, Continuous Replenishment and Vendor-Managed Inventories – Collaborative Planning, Forecasting and Replenishment.	08
		Total Hours	45
TEXT BOOK	1. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; Designing and Managing the Supply Chain; McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management– Strategy, Planning and Operation; Pearson Education. 2. Altekarr, R.; Supply Chain Management: Concepts and Cases; PHI Learning. 3. Raghuram, G.; Logistics and Supply Chain Management; Macmillan. 4. Sahay, B.S.; Supply Chain Management; Macmillan. 5. Balou, R. H.; Supply Chain Management; Pearson Education.		

Course: LOGISTICS MANAGEMENT			Semester: IV
Course Code: LSC 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	The objective of this course is to develop the understanding of various components of logistics management. The learning is focused on developing the logistics systems to suit not only the domestic supply chain but also the global supply chain.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To introduce process and functions of logistics system. 2. To know the different logistics strategies and their advantages. 3. Understand different modes of transportation, different design options of transportation network and their processes. 4. Understand the importance of reverse logistics in both manufacturing and e-commerce firms. 5. To understand the importance of quality in customer service and integrated logistics their applications. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Logistics Management- Definition, Scope, Functions, Objectives - Integrated Logistics Management, Role of Logistics in the Supply Chain - Logistics & Customer Service, Role of Logistics in Competitive Strategy, Logistics Organization & Performance Measurement, ERP –SAP – ORACLE.	09
	2.	Logistics Strategy- Strategic Role of Logistics, Definition, Role of Logistics Managers in Strategic Decisions, Strategy Options, Lean Strategy, Agile Strategies & Other Strategies, Designing & Implementing Logistical Strategy.	08
	3.	Transportation- Role of Transportation in Logistics, Transportation Selection Decision, Basic Modes of Transportation- Rail, Road, Water, Air, Pipeline, Characteristics of Different Modes; Inter Modal Operations; Air Freights for Exports and Imports. E-Way Bills. Economic Impacts of Rail and Road Networks.	10
	4.	Reverse Logistics- Scope, Design, E-Logistics- Logistics Information System-Application of IT in Logistics- Automatic Identification Technologies- Bar Coding, RFID, Role of Logistics Providers, Logistics Outsourcing- 3PL & 4PL, Global Logistics- Operational & Strategic Issues.	10

	5.	Quality Customer Service & Integrated Logistics- Customer Service, Importance Elements, The Order Cycle System, Distribution Channels, Functions Performed, Types, Designing.	08
		Total Hours	45
TEXT BOOK	1. David J. Bloomberg, Stephen LeMay & Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd., New Delhi. 2. Donald J. Bowersox & David J. Closs: Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004. 3. Agrawal D K, Logistics & Supply Chain Management, <i>Macmillan India Ltd</i> ,		
REFERENCE BOOK/ SUGGESTED READING	1. Donald Waters: Logistics. Palgrave Macmillan, New York. 2. Coyle et al., The Management of Business Logistics, Thomson. 3. Bowersox Donald J, Logistical Management- The Integrated Supply Chain Process, Tata McGraw Hill.		

Course: MODELING FOR DECISION MAKING IN SUPPLY CHAIN			Semester: IV
Course Code: LSC 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the foundational knowledge associated with the supply chain analytics and learn various tools and techniques for implementation of analytics based on the supply chain drivers.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To understand the importance of data and analytics in SCM. 2. To understand various tools and techniques used in Supply Chain Analytics. 3. To identify and design the type of analytics for modelling and simulation in supply chain. 4. To work on Analytical tools and models for supply chain forecasting. 5. To get basic skills for advance modelling of Supply Chain Analytics. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Supply Chains Analytics: Understanding the Supply Chain Analytics (SCA), Revisions of Basic of Supply Chain Management, Important of Analytics in Supply Chain, Relating Operations Management with Supply Chain Concepts with SC Analytics, The Importance of Supply Chain Analytics in the Flows Involving Material, Money, Information and Ownership.	08
	2.	Framework of SCA: Supply Chain Analytics Tools, Key Issues in Supply Chain Analytics, What Involves in Supply Chain Analytics, Concept of Descriptive Analytics in a Supply Chain, Bullwhip Effect in SCM, Decision Domains in Supply Chain Analytics, Overview of SAP Supply Chain Analytics modules and its Functionalities. Uses of Spreadsheet / Tableau in Supply chain Analytic.	08
	3.	Modelling and Simulations for SCA: Introduction to Modelling, Approaches for Optimization and Simulation, Modelling Software, Supply Chain Decisions that Requires Mathematical or Interpretative Modelling. Understanding of Data and its Role in Analytics of a Transportation Problem in a Supply Chain. Managerial Implications of the Results of Analytics. Spreadsheet Modelling for Supply Chain.	09
	4.	Predictive Modelling in Supply Chain: Forecasting for Supply Chain Planning and Management, Review of Multiple Regression and Stepwise Selection of Predictive Variables, Identification of Variables in a Forecasting Model, Exponential Smoothing Forecasting Models, Introduction to ARIMA Modelling, Data Driven Inventory	12

		Optimization.	
	5.	Foundation of Prescriptive Analytics in SCM: Network Planning in a Supply Chain, Importance of Network Planning, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL in a Supply Chain. Performance Optimisation in SCM, Information Technology in SCM.	08
		Total Hours	45
TEXT BOOK	1. Sunil Chopra and Peter Meindler, Supply Chain Management (Pearson). 2. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi. 3. Kusum Deep & Madhu Jain & Said Salhi, Logistics, Supply Chain and Financial Predictive Analytics (Springer).		
REFERENCE BOOK/ SUGGESTED READING	1. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning. 2. Rahul Saxena & Anand Srinivasan, Business Analytics. 3. Lora M. Cecere, Supply Chain Metrics that Matter (Wiley).		

Course: GLOBAL SUPPLY CHAIN & LOGISTICS			Semester: III/IV
Course Code: LSC 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To gain knowledge in global logistics and supply chain management and to do logistics management globally with understand the requirements and regulations involved in doing logistics globally.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To identify the factors influencing global market forces and technological forces. 2. To provide a detailed understanding of International Logistics and models of Forecasting in Supply Chain Management. 3. To provide an understanding of Sales Contract in International Logistics. 4. List the challenges in Global Supply Chain and Logistics and elaborate the requirements of global strategy. 5. Clarify the regional and cultural differences and find Performance Expectation and Evaluation. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Global Logistics: Meaning and Definition, Global Market Forces, Factors Affecting Global Market Forces, Factors Affecting Technological Forces, Global Cost Forces, Political and Economic Forces, Requirements for Global Strategy, Global Strategy Implementation.	08
	2.	Integrating International Logistics with Supply Chain: Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, Demand-Driven Supply Network in International Logistics.	10
	3.	Export Sales Contract in International Logistics: Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & Incoterms standards. International Purchasing Systems, Constituents/Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator, Contract Logistics.	10

	4.	Challenges of Global Supply Chain & Logistics: International Versus Regional Product, Local autonomy versus control logistics –Importing & Exporting, Main forces, Barriers, Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.	09
	5.	Performance Expectation and Evaluation: Regional differences in Logistics, Cultural differences in different places, Geographic information Systems, Infrastructure; Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting.	08
		Total Hours	45
TEXT BOOK	1. Mangan,J., Lalwani, C., Butcher, T., Javadpour, R. Global Logistics and Supply Chain Management. John Wiley & Sons Ltd. U.K. Latest Edition. 2. Christiansen, B. Handbook of Research on Global Supply Chain Management (Advances in Logistics, Operations, and Management Science). Business Science Reference, USA. Latest Edition.		
REFERENCE BOOK/ SUGGESTED READING	1. Voortman, C. Global Logistics Management. Juta Academic. South Africa. Latest Edition. 2. Branch, A.E. Global Logistics Management and Supply Chain Management. Routledge, U.K, Latest Edition.		

Course: SHIPPING & WAREHOUSING MANAGEMENT			Semester: III/IV
Course Code: LSC 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the significance of Warehousing and shipping techniques to minimize the total physical effort and minimize the cost of moving goods.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To understand the warehousing decisions and various warehouse operations. 2. To analytical understanding of inventory management and its techniques. 3. Explain the use of warehouse management systems manage warehouse efficiencies. 4. To understand the unitization, shipping and packaging process. 5. To learn and understand the distribution facilities management techniques. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Warehousing: Introduction, Warehousing Decisions, Warehouse Operations, WMS, Types of Warehouses, Warehouse Layout, Functions, Equipment and Components, Centralized & Decentralized, Warehouse Operations and Storage Systems, Warehousing Cost Analysis.	08
	2.	Inventory Management: Role in Supply Chain; Independent Demand Systems, Dependent Demand Systems, Inventory Items with Time-Varying Demand; Inventory Items with Probabilistic Demand; Replenishment Systems for Inventory; Push Vs. Pull system, Just in Time Inventory Control, ABC Inventory Control, Bull Whip Effect.	10
	3.	Managing Warehouse Efficiency: Order Picking, Picking Methods, Pick Path, Measuring Warehouse Efficiency, Warehouse Workforce Design and Development, Cross Docking.	08
	4.	Unitization, Shipping and Packaging: Container Optimization, Container Loading and Void Fill, Weigh Checking, Automated Loading, Dock Management-Packaging, Types, Cost; Labelling Functions and Design.	09
	5.	Distribution Facilities Management: Material Handling Systems, Types of Material Handling Equipment, Modern Warehousing, ASRS & their operations, Bar Coding, Technology & Applications in Logistics Industry, RFID Technology & Applications,	10

		Types of Conveyors, Refrigerated Warehouses.	
		Total Hours	45
TEXT BOOK	1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw Hill. 2. Vinod.V.Sople, Logistics Management, Pearson Education. 3. Arnold, Introduction Materials Management, Pearson Education. 4. Robert A. Davis, Demand-Driven Inventory Optimization and Replenishment (Wiley-Wiley & SAS Business Series).		
REFERENCE BOOK/ SUGGESTED READING	1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill. 2. Satish K. Kapoor and Purva Kansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall. 3. Satish K. Kapoor and Purva Kansal Marketing, Logistics - A Supply Chain Approach, Pearson Education.		

Course: LOGISTICS AND SUPPLY CHAIN INFORMATION SYSTEM			Semester: III/IV
Course Code: LSC 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the various technological aspects and real time description updated technologies in the logistics sector and supply chain industry.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To know about eSCM, benefits and communication networks. 2. Explain about the various enterprise information systems and their benefits. 3. Explain about the various information systems development methodologies. 4. To learn the framework for managing supply chain information various enterprise architectures. 5. To have detail understanding of various processes and Technologies in E-Logistics 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Electronic SCM, Communication Networks: Introduction eSCM, eSCM Framework; Key Success Factors for eSCM; Benefits of eSCM Positioning Information in Logistics; Strategic Information Linkage; Supply Chain Communication Networks - Role of Communication Networks in Supply Chains, Overview of Telecommunication Networks, EDI - Data Security in Supply Chain Networks, Overview of Internet Able Models.	10
	2.	Enterprise Information Systems: Overview of Enterprise Information Systems, Information Functionality and Principles; Introduction Enterprise Information Systems, Classification of Enterprise Information Systems; Information Architecture; Framework for Managing Supply Chain Information; Popular Enterprise Application Packages, Benefits of Enterprise Information Systems.	10
	3.	SCM Systems Development: Stakeholders in Supply Chain Information Systems, Stakeholders in SCM, Information Systems Development, Logistics Information Systems Design, Defining Enterprise Architecture, Choosing Appropriate System Development Methodologies, Adopting relevant Systems Development Model.	07
	4.	Information Integration: Enterprise Application Integration and Supply Chain Visibility, Enterprise Application Integration, Supply Chain Visibility, Supply Chain Event Management, Supply Chain Performance,	08

		Planning and Design Methodology, Problem Definition and Planning, Data Collection and Analysis, Recommendations and Implementation, Decision Support Systems.	
	5.	Procurement and e-Logistics: Understanding the Procurement Process, Participants in different types of e-Procurement, Drivers of e-Procurement, Benefits of e-Procurement, Estimating e-Procurement Costs, Barriers and Risks of e-Procurement Adoption. Push and Pull Supply Chain, E- Logistics Technologies- Advance Ship Notice (ASN), Tracking Systems, Satellite Global Positioning Systems (GPS) and Geographic Information Systems (GIS), Bar-Coding and Scanning, Digital Signature Technology, Wireless Technology – Radio Frequency Identification and Detection (RFID).	10
		Total Hours	45
TEXT BOOK	1. Donald Bowersox, David Closs, & Bixby cooper, Supply chain Logistical Management. 2. R.H. Ballou, and Samir Business Logistics Management. 3. Dave Chaffy, Digital Business and E commerce Management – Strategy, Implementation and Practices (Pearson).		
REFERENCE BOOK/ SUGGESTED READING	1. Strauss, Alexa & Frost E-Marketing, Routledge. 2. David B. Grant & Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management Kogan Page. 3. Gerhard Oswald & Michael Kleinemeier, Shaping the Digital Enterprise: Trends and Use Cases in Digital Innovation and Transformation (Springer) 4. Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd. 5. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.		

ENTREPRENEURSHIP (EFB)

Course: ENTREPRENEURSHIP DEVELOPMENT			Semester: III
Course Code: ENT 01 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with Entrepreneurship Development, process of establishing an enterprise and the type of support available from various government and non-government institutions.		
LEARNING OUTCOME	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the nature of entrepreneurship and develop the ability to recognize business opportunity as a career. 2. Demonstrate the ability to do a self-analysis in the context of an entrepreneurial career. 3. Develop the capability to find an attractive market that can be reached economically. 4. Create an appropriate business model. 5. Develop a well-presented business plan that is technically and economically feasible. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Foundation of Entrepreneurship: Concept and Need of Entrepreneurship, Characteristics and Types of Entrepreneurships, Entrepreneurship as a career, changing role of the Entrepreneur, Entrepreneurial Traits, Factors Affecting Entrepreneurship.	06
	2.	Entrepreneurial Success and Challenges: Influences on Entrepreneurship Development, Personal Entrepreneurial Success and Failure, Reasons and Remedies, Women Entrepreneurs, Challenges and Achievements of Women Entrepreneurs.	06
	3.	Entrepreneurial Motivation and Competencies: Meaning of Entrepreneurial Motivation, Motivation Cycle or Process, Entrepreneurial Motivating Factors, Changes in Entrepreneurial Motivation, Entrepreneurial Motivation Behavior, Meaning of Entrepreneurial Competencies, Major Entrepreneurial Competencies, Developing Entrepreneurial Competencies.	09
	4.	Opportunities Identification and Selection: Need for Opportunities Identification and Selection, Environmental Dynamics and Changes, Business Opportunities in Various Sectors, Identification of Business Opportunities, Opportunity Selection.	06

	5.	Business Planning Process: The business plan as an entrepreneurial tool, Elements of business planning, Objectives, Market analysis, Development of product/idea, Marketing, Finance, Organization and management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones	09
	6.	Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context.	09
		Total Hours	45
TEXT BOOK	1. Kuratko, D. F. and Rao, T. V.; <i>Entrepreneurship: A South Asian Perspective</i> ; Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	1. Hisrich, R. D., Peters. M.P. and Shepherd, D.A.; <i>Entrepreneurship</i> ; McGraw Hill 2. Dollinger, M.J.; <i>Entrepreneurship: New venture creation</i> ; Pearson Education 3. Zimmerer, W.T. and Norman M.S; <i>Essentials of Entrepreneurship and Small Business Management</i> ; Pearson Education 4. Charantimath, Poornima, <i>Entrepreneurship Development & Small Business Enterprises</i> , Pearson Education.		

Course: FAMILY BUSINESS MANAGEMENT			Semester: IV
Course Code: ENT 02 C	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint the students with the basic knowledge and understanding of the dynamic issues and problems facing family businesses as well as how these issues and problems can be dealt strategically to improve family business performance.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the family business dynamics and the relationships with external stakeholders. 2. Identify the distinctive advantages of a family business and unique challenges facing such entities. 3. Differentiating professionally managed firms from family businesses 4. Evaluating the professionalism in family business 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Family Business: Definition of family business, Uniqueness of family business-special strengths, Family culture, beliefs & values and their impact on business, family business dynamics, Nonfamily employees, Managing conflict in family firms, family business systems, Family Business Lifecycle	08
	2.	Family's Relationship with Business: Articulating values and shared vision, Effective business families, Ingredients of successful planning, unifying plans, processes and structures: Designing family governance, family council, family retreats and family constitution, Human Resource Management and Leadership Perspectives: The importance of outside experience, Systems overlap and Human Resource Management issues, working in the business	12
	3.	Role of Outsiders and Professionalizing Boardrooms: Non-family managers and their relationship with family, non-executive directors, professional advisers and consultants. Professionalising the board room: the rubber-stamp board, making the transition, effective working boards, two-tier boards	07
	4.	multigenerational firms: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition. Preparing next generation managers and leader, succession in older family business.	08

		Cousin companies: evolution of family business ownership, complexity in cousin companies, setting up and structuring family governance.	
	5.	Building financial security and wealth management: Building financial security, selling the business, passing down the business, Wealth Management: Setting family office, Single family office and multiple family office structures, Family business philanthropy, Case Studies on Kumar Mangalam Birla – Aditya Birla Group, Dheeru Bhai Ambani – Reliance Industries, Lakshmi Niwas Mittal-Arcelor Mittal, Jamnalal Bajaj-Bajaj Group, Jamsetji Nusserwanji Tata-Tata Group	10
		Total Hours	45
TEXT BOOK	1. Leach, P.; <i>Family Businesses: The Essentials</i> ; Kogan Page		
REFERENCE BOOK/ SUGGESTED READING	1. D. Sampath, <i>Inheriting the Mantle: Management of Succession and Transition in Indian Family Business</i> , Sage Publications 2. Loss, M. and Bascunan, F. L.; <i>Entrepreneurship Development</i> ; Global Vision Publishing House		

Course: FEASIBILITY STUDY & BUSINESS PLAN			Semester: IV
Course Code: ENT 03 C	L T P	3 0 0	Credits: 3

OBJECTIVE	This course focuses on new venture initiation and the preparation of a feasibility study that can be used to begin operations in a new business enterprise.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Prepare and analyse feasibility studies. 2. Understand the principles of feasibility studies. 3. Understand the factors both internal and external that impact on the feasibility of a project. 4. Develop the knowledge of the components of a feasibility study. 5. Analyse the commercial viability of any project. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Environmental Screening and Idea Generation: <ol style="list-style-type: none"> i. Analysis of economic, socio-cultural, technological and politico-legal environment. Sources of business ideas. Role of personal observation, creativity and business research. Collection of data – primary and secondary. Situational analysis ii. Entrepreneurship opportunities in contemporary business environment, like opportunities in network – marketing, social media, franchising, business process outsourcing. Small business as the seedbed of entrepreneurship iii. Pre-feasibility study 	16
	2.	Feasibility Study: <ol style="list-style-type: none"> i. Preliminary study of business ideas. Aspects of the technical and economic feasibility: Commercial, financial and administrative feasibility, Preparation of feasibility report ii. Technical feasibility, estimation of cost, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of funds requirements, sources of funds. Loan syndication for the projects. Tax consideration in project preparation and legal aspects 	16
	3.	Business Plan: <ol style="list-style-type: none"> i. Meaning and uses and business plan. Elements (major headings and brief discussion) and presentation Implementation – prototype development and test marketing.	07

	4.	Presentation of Feasibility Study: Students will form teams to work on the feasibility study. Thus, a central component of this course is the opportunity for the students to develop a venture feasibility plan which will be presented for evaluation.	06
		Total Hours	45
TEXT BOOK	1. Chandra, Prasanna. <i>Project Preparation Appraisal and Implementation</i> , Tata McGraw-Hill Publishing Company.		
REFERENCE BOOK/ SUGGESTED READING	1. Holt, David H., <i>Entrepreneurship: New Venture Creation</i> , Prentice-Hall of India, New Delhi. 2. Brandt, Steven C., <i>The 10 Commandments for Building a Growth Company</i> , Macmillan Business Books, Delhi.		

Course: START-UP ECOSYSTEM IN INDIA			Semester: III/IV
Course Code: ENT 04 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To acquaint the students with Startup Ecosystem and initiatives of Government and other institutional support for growth and development of Entrepreneurship		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Identify and understand the interdependent network of complex start-up ecosystems. 2. Describe the opportunities available for startups within the ecosystems. 3. Describe the support provided by government & other agencies for startups within the ecosystems. 4. Understand the formulation of institutions promoting policy. 5. Understand the business incubation mechanism. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Startup Ecosystem: The New Industrial Revolution, The Rise of The Start-up Economy, The Forces of Change-Startup Ecosystem in India – Issues, Challenges & Opportunities.	08
	2.	Business Incubation: Business Incubation Definition and Principles, Incubator Models and Success Factors, Incubator Operation, planning an Incubator, Business Incubation Marketing and Stakeholder Management, Financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, Implementing a Mentoring Program, Deals and Financing for Incubator Clients, Technology Commercialization, Virtual Business Incubation, Concept of Accelerator	11
	3.	Support Ecosystem: Start-up policies of Central Government and some leading State Governments Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board, (NSTEDB), DST guidelines for Seed Support System (SSS) for Start-ups in Incubators. Make in India, Stand-Up India, Start-up India and Recent Initiatives from MUDRA, National INNOVATION and STARTUP Policy, Case study on Start-ups.	14
	4.	Institutions Promoting Entrepreneur ship: Agencies for Policy Formulation and Implementation:	12

		District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB) (Emphasis on their Objectives, Activities & Schemes)	
		Total Hours	45
TEXT BOOK	1. Pruthi. S., Mitra. J., Global Entrepreneurship & Innovation, Sage Publication.		
REFERENCE BOOK/ SUGGESTED READING	2. Charanthimath, Poornima M. <i>Entrepreneurship Development Small Business Enterprises</i> , Pearson 3. Burns, Paul & Hunt, Jim Dew; <i>Small Business Entrepreneurship</i> , Palgrave Macmillan publisher		

Course: ENTREPRENEURIAL MARKETING			Semester: III/IV
Course Code: ENT 05 E	L T P	3 0 0	Credits: 3

OBJECTIVE	This course clarifies key marketing concepts, methods, and strategic issues relevant for start-up and early-stage entrepreneurs.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Discuss the processes of market identification and market creation in entrepreneurial situations. 2. Critically assess and apply marketing theories and models to new ventures. 3. Design and build an operational marketing strategy for a start-up business or new product. 4. Evaluate strategies to overcome challenges encountered in the planning process for new products and businesses. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Entrepreneurial Marketing: Using marketing to create a new business with radically new ideas, Entrepreneurship and radically new ideas: the need for effectuation. Developing your business model, Defining marketing and sales, Beyond stereotypes, Identifying an application and market: Entrepreneurship as opportunity seeking, Evaluation criteria of the experienced entrepreneur, The role of marketing knowledge, Developing bowling alley model	10
	2.	Segmentation Targeting and Positioning: Conceptualising the market: Customer segmentation, Understanding customer value for the initial target segment, Targeting using effectuation, Developing a positioning statement, Validation: initial customer feedback, Different customer roles and co-creation.	09
	3.	Customer Adoption and Competitive Market Considerations: The adoption life cycle, Penetration and diffusion, understanding lead customers, Anticipating and preventing chasms, Effectively addressing chasms. Reasons why customers postpone or resist adoption. Different levels of competition. Anticipating competitor reactions,	09
	4.	Role of research and customer development process: Need for research in entrepreneurial marketing, need for creating customer buy-in, New product development versus customer development, Steps of the customer development process, its relationship with the business model	08

	5.	Marketing and Sales Development Program: Marketing and sales plan, Marketing instruments, Product, Price, Place and Promotion, The sales learning curve, Sales as the motivated knowledge broker for innovation, Initial solution selling activities, Developing the sales roadmap, Developing new firm's sales and marketing capabilities	09
		Total Hours	45
TEXT BOOK	1. Edwin J. Nijssen, <i>Entrepreneurial marketing An Effectual Approach</i> , Routledge,		
REFERENCE BOOK/ SUGGESTED READING	1. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, <i>Entrepreneurial Marketing</i> , Wiley 2. Luca Cacciolatti and Soo Hee Lee, <i>Entrepreneurial Marketing for SMEs</i> , Plgrave Macmillan 3. Zubin Sethna, Paul Harrigan, Rosalind Jones, <i>Entrepreneurial Marketing: Global Perspectives</i> , Emerald Group Publishing 4. Bruce D. Buskirk, Molly Lavik, <i>Entrepreneurial Marketing: Real Stories and Survival Strategies</i> , Thomson 5. Ian Chaston, <i>Entrepreneurial Marketing: Sustaining Growth in All Organisations</i> , Palgrave Macmillan		

Course: ENTREPRENEURIAL FINANCE			Semester: III/IV
Course Code: ENT 06 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The goal of Entrepreneurial Finance is to help managers make better investment and financing decisions in entrepreneurial settings.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Describe the various sources of funding for new ventures. 2. Understand how to determine the amount of money an entrepreneur requires to successfully start and operate a business. 3. Calculate the value of a venture and appreciate the many roles valuation plays in the creation and development of a venture. 4. Construct, read and draw practical insights from the financial statements of a venture, 5. Recognize a company in financial distress and understand the options for the company. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle, Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture, opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial, Plans and Projections.	11
	2.	Organizing and Operating the Venture: Financing a New venture, Seed Capital, Startup and First Round Financing Sources- Financial Boot Strapping, Angel Funding. Preparing Financial Statements: Obtaining and recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.	12
	3.	Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected financial statements. Types and costs of Financial Capital: Implicit and Explicit costs, Financial Markets, Investment Risk, Weighted average cost of capital.	12

	4.	Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends Methods.	10
		Total Hours	45
TEXT BOOK	1. Steven Rogers, <i>Entrepreneurial Finance</i> , Tata Mc Graw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Douglas Cumming, <i>Entrepreneurial Finance</i> , Oxford University Press 2. M J Alhabeeb, <i>Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business</i> , Wiley 3. Philip J. Adelman, Alan M. Marks, <i>Entrepreneurial Finance</i> , Pearson,.		

INFORMATION TECHNOLOGY (IT)

Course: DATABASE MANAGEMENT SYSTEM			Semester: III
Course Code: IT 01 C	L T P	2 0 2	Credits: 3

OBJECTIVE	The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Develop skills and understanding in database design and make use of database management systems for application. 2. Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra, and SQL. 3. Design ER-models to represent simple database application scenarios. 4. Develop understanding about relational models and SQL for implementing and maintaining databases. 5. Develop understanding about the different issues involved in the design and implementation of a database system. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Database Concepts and Modeling: Introduction – Data, Database, DBMS, Database Users and Administrators, History of Database Systems, Overview of Client/Server Technology: 3Tier Architecture, Data Modeling, Hierarchical, Network, Object Oriented, Introduction to Distributed Databases.	08
	2.	Entity-Relationship Model: Introduction, Conceptual Data model for Database Design, ER Model Concept with an example: Components of an ER Model, Relationships, Roles and Structural Constraints, Constraints on Relationship Types.	07
	3.	SQL: History of SQL, Basic structure, DDL commands, Create, Alter and Drop Table, DML commands, Select Statement, Insert, update, and delete data, Top, Distinct, Null keywords, String and Arithmetic Expressions, Where Clause with Operators, Simple queries, Aggregate functions, Count, Sum, Min, Max, Avg Group by and Having Clause, Group by, order by.	10
	4.	SQL Advance: Introduction to Joins, Inner Join, Outer Join, Self-Join, Cross Join, Co-related Sub Queries, Set Operations using Unions, Intersect and Except, Entity integrity, Domain integrity,	14

		Referential integrity, Types of constraints, Unique, Not NULL, Primary Key, Default, Check, Foreign Key, Introduction & Advantages of Views, Creating, Altering, Dropping Views, Introduction Clustered and Non-Clustered Index, Creating and Dropping Indexes.	
	5.	Security and Integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL.	06
		Total Hours	45
TEXT BOOK	1. Sql, Pl/Sql: The programming language of oracle by Ivan Bayross, BPB publications 2. Ramez Elmasri and Shamkant B. Navathe, Fundamentals of Database Systems, Pearson Education.		
REFERENCE BOOK/ SUGGESTED READING	1. Leon, Alexis and Leon, Mathews, Database Management Systems. 2. A Silberschatz, H Korth, S Sudarshan, "Database System and Concepts", McGraw-Hill.		

Course: DIGITAL BUSINESS MANAGEMENT			Semester: IV
Course Code: IT 02 C	L T P	2 0 2	Credits: 3

OBJECTIVE	To understand the digital transformation of brick-and-mortar type of traditional business and how to convert it into its digital equivalent in all the management aspects.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Students are able to understand the concept of digital transformation. 2. Students are able to understand the role of e-business and e-commerce environment. 3. To understand the Digital marketing environment. 4. To craft and evaluate digital business strategy and applications. 5. To manage implementation digital business strategy. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Digital Business Introduction, importance of digital Communication, traditional business, digital business opportunity, Barriers to adoption of technology, digital business stakeholder barriers to consumer digital adaption.	06
	2.	Analysis for Digital Business and E-Commerce Digital Marketplace analysis, process of digital marketplace. Location of trading in marketplace, Business models of e-commerce.	12
	3.	Managing Digital Infrastructure Digital Business Infrastructure Components, Digital Technologies, Management Issues, Managing Internal Digital Communication. Technology Standards, Development of Customer Experience And Digital Service. Internal And External Governance Factors.	11
	4.	Key issues in Digital Environment Social factor, legal and ethical factor, economic factor, political factor, technology factor, cultural factor. Factors affecting e-commerce, Environment and green issues.	10
	5.	Case Studies and Success Stories of E-Business E-Business and E-Commerce Case Studies	06
		Total Hours	45
TEXT BOOK	1. Kamat and Kamat, Digital Business Management, Himalya publishing house.		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Chaffey Dave, Hemphill Tanya and Edmundson-Bird David, Digital business and E-Commerce Management, Pearson 2. Busulwa Richard, Navigating Digital Transformation in Management, Routledge 		

Course: BUSINESS INTELLIGENCE AND APPLICATIONS			Semester: IV
Course Code: IT 03 C	L T P	2 0 2	Credits: 3

OBJECTIVE	This course is intended to impart fundamental knowledge on concepts and tools business intelligence. After completing the course, the student is expected to be able to use BI tools in decision making.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the meaning and importance of Business Intelligence in business. 2. Understand the types and platforms of Business Intelligence 3. Learn basics of Business Intelligence tools. 4. Understand and use the technologies and tools that make up BI (e.g. Data warehousing, Data reporting and use of Online analytical processing (OLAP)). 5. Plan the implementation of a BI system. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Basics of Business Intelligence, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Creating Business Intelligence Environment, Business Intelligence Landscape.	08
	2.	Types and Platforms of Business Intelligence Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors.	11
	3.	Business Intelligence Platform Introduction, application, environment, identify data term, explore the workspace, Filter content using explore point. Data import, File handling, web-based reporting system.	09
	4.	Data Manipulation and Restructuring Objective, calculate data in a workplace, customization data, Restructuring of data, Customized Import, construction of workspace, formatting of data, use of numeric and text data.	09
	5.	Data Visualization Objective, choose effective chart, features of charts, Area	08

		Charts; Column charts, Line charts, Pie charts, Point Chart, customize chart options.	
		Total Hours	45
TEXT BOOK	1. Gautam, Sangeeta, IBM Cognos; Business Intelligence; IBM Press		
REFERENCE BOOK/ SUGGESTED READING	1. Wilfried, Grossmann, Rinderle-Ma, Stefanie; Fundamentals of Business Intelligence; Springer. 2. Loshin, David; Business Intelligence; Elsevier. 3. Volitich, Dan, Ruppert, Gerard; IBM Cognos; Business Intelligence 10: The Official Guide; McGraw-Hill. 4. Turban, E, Sharda, R, Delen, Dursun, and King, David; Business Intelligence: A Managerial Approach; Pearson.		

Course: WEB TECHNOLOGIES			Semester: III/IV
Course Code : IT 04 E	L T P	2 0 2	Credits: 3

OBJECTIVE	Web Technologies go hand in hand for developing flexible, attractively and user-friendly websites. Web Technologies describes the structure of a website semantically along with presentation and can be used to create interactive forms.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. To understand the working of the internet and organization of web pages. 2. Students can understand the role of different protocols in the working of WWW. 3. Students can develop a static webpage using HTML. 4. Students will be able to work by Search Engines. 5. Students can understand the issues of web pages and how to optimize its search results. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Networking Protocols and Internet: Introduction, Protocols in Computer Communications, the OSI Model, OSI Layer Functions. Why Internet Working? Problems in Internet Working, Dealing with Incompatibility Issues, A Virtual Network, Internet Working Devices, Repeaters, Bridges, Routers, Gateways, A Brief History of the Internet, Growth of the Internet.	08
	2.	Internet Protocols Introduction to Internet, World Wide Web, Web Browser types of web browsers and their features, Web Server, Protocols governing the Web: HTTP and HTTPS, SMTP, POP, MIME and SMTP, Web development strategies, Web applications, Web Projects, Web team.	10
	3.	Web Page Designing Tools Introduction to HTML: History of HTML, first HTML page, HTML Tags and Attributes, HTML Tag vs. Element, HTML Basic Tags, HTML Formatting Tags, HTML Color Coding, Div and Span Tags for Grouping, Unordered Lists, Ordered Lists, Definition list, Image and Image Mapping, URL - Uniform Resource Locator, URL Encoding, Table tag and their attributes.	10
	4.	Search Engine Optimization Understanding domain/website & how they work, Types of websites & their importance, Basics of world wide web (www) / Internet, Introduction to Search Engines & their	10

		importance, Economical & Social Impact of Major Search Engines, How Search Engines Work? Search Engines Algorithms & Architecture.	
	5.	Google Search Engine Introduction to Google Search Engine, Understanding Search Engine Result Pages (SERPs), Basic & Advance Search Commands/Operators, Google Search Algorithm & its Capabilities/Functions, Page Rank Technology & it's impact in Ranking Calculation, Introduction to Google Algorithm Updates.	07
		Total Hours	45
TEXT BOOK	1. Deitel & Deitel; Internet and World Wide Web – How to Program; Pearson Education 2. Bayross Ivan; Teach Yourself Web Technologies Part II; BPB		
REFERENCE BOOK/ SUGGESTED READING	1. Eric Ladd, Jim O'Donnel; Using HTML 4, XML and JAVA; PHI Learning 2. Aferganatel; Web Programming: Desktop Management; PHI Learning 3. Rajkamal; Internet and Web Technology; McGraw-Hill		

Course: CYBER SECURITY AND RISK MANAGEMENT			Semester: III/IV
Course Code: IT 05 E	L T P	2 0 2	Credits: 3

OBJECTIVE	Cybersecurity risk management guides a growing number of IT decisions. Cybersecurity risks continue to have critical impacts on overall IT risk modeling, assessment and mitigation. The goal of this course is to teach students the risk management framework with both qualitative and quantitative assessment methods that concentrate on the information security (IS) aspect of IT risks. The relationship between the IT risk and business value will be discussed through several industry case studies.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Know that information security is concerned with securing all the information resources, not just hardware and data. 2. Know the three main objectives of information security. 3. Know the process for implementing an information security policy. 4. Be familiar with the more popular security controls. 5. Be familiar with actions of government and industry that influence information security. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction History of information systems and its importance, Basics, changing nature of information systems, Need of distributed information systems, Role of Internet and web services, Information system threats and attacks, Classification of threats and assessing damages, security in mobile and wireless computing, Authentication service security, Security implication for organizations.	09
	2.	Principles of Information Security Basic principles of information security, Confidentiality, Integrity availability and other terms in information security, Information classification and their roles, Security threats to E-commerce, Virtual organization, Business transactions on web.	09
	3.	Physical Security and Disaster Control Physical security-Needs, Disaster and controls, Biometrics, Factors in biometrics systems, Benefits, Criteria for selection of biometrics, Design issues in biometric systems, Interoperability issues, ISO 27001, SEE-CMM, Information security Vs privacy.	09

	4.	Document Security and Cryptography Model of cryptographic systems, Issues in documents security, System keys, public key cryptography, Digital signature, Requirement of digital signature system, Firewalls, Design and implementation issues of firewall, Perimeter for network protection, Network attacks, Need of intrusion monitoring and detection, Intrusion Detection.	10
	5.	Cyber Crime and Cyber Law Laws, Investigation and ethics, Cybercrime, Information security and law, Types and overview of cybercrimes, Cyber law issues in E-business management overview of Indian IT Act, Ethical issues in intellectual property rights, Copy right, Patents, Data privacy and protection, Domain name, Software piracy, Plagiarism, Issues in ethical hacking.	08
		Total Hours	45
TEXT BOOK	1. Godbole; Information Systems Security; Willey 2. Sood; Cyber Laws Simplified; McGraw-Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Merkov, Breithaupt; Information Security; Pearson Education 2. Schou, Shoemaker; Information Assurance for the Enterprise; Tata McGraw-Hill 3. Furnell; Computer Insecurity; Springer 4. IT Act 2000 5. N. Godbole, <i>Sunit</i> Belapure; Cyber security: understanding cybercrimes, computer forensics and legal perspectives; <i>Wiley India</i>		

Course: KNOWLEDGE MANAGEMENT AND INFORMATION SYSTEM			Semester: III/IV
Course Code: IT 06 E	L T P	2 0 2	Credits: 3

OBJECTIVE	To explain how Management Information System concepts and theories facilitate prudent business decisions.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Evaluate the role of information systems in today's competitive business environment. 2. Analyze the role played by the six major types of information systems in organizations and their relationship to each other. 3. Describe the types of information systems supporting the major functional areas of the business. 4. Demonstrate a good understanding of basic issues in Enterprise Systems 5. Describe the selection, acquisition and implementation of enterprise systems. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Information Systems Evolution of IS, Stages theory of IS growth, Definition of IS, Role of Information System, Management theory and IS, Organization structures and IS, Types of information systems: TPS, MIS, DSS and EIS, Components of IS: Hardware, Software, Database, Telecommunications, Decision Making with IS, MIS Life Cycle.	09
	2.	Business Intelligence and Analytics Business Intelligence: Concepts, environments and tools Importance of Business intelligence and analytics, decision Support, KPIs identification, Ad Hoc report, Dashboard, Business forecasting, Concepts of Predictive and Prescriptive Analytics, dashboard Design using excel.	09
	3.	Feasibility and Cost-Benefit Analysis Feasibility considerations, Steps in feasibility analysis, Feasibility report, Cost-benefit analysis, Categories, Data analysis, Procedure for cost benefit determination, System proposal.	06
	4.	Knowledge Management and ERP Enterprise-wide information system, Custom built and packaged approaches, Needs and evolution of ERP systems, Common myths and evolving realities, ERP and related technologies, Business process re-engineering and information technology, Supply chain management, Relevance to data warehousing, Data mining and OLAP, ERP drivers, Decision	09

		support system.	
	5.	ERP Marketplace and ERP Implementation Issues ERP domain, ERP benefits, Classification, Present global and Indian market scenario, Milestones, and pitfalls, Forecast, Market players and profiles, Evaluation criterion for ERP product, ERP life cycle, Adoption decision, Acquisition, Implementation, Use and maintenance, Evolution and retirement phases, ERP modules. Critical success and failure factors for implementation, ERP success inhibitors and accelerators, Management concern for ERP success, Strategic grid, Useful guidelines for ERP implementation.	12
		Total Hours	45
TEXT BOOK	1. K.C. Laudon and J.P. Laudon, Management Information Systems: Managing the Digital Firm, Pearson/Prentice Hall. 2. Leon. A; Enterprise Resource Planning; Tata Mc Graw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. R V. Altekari; Enterprisewide. Resource Planning. Theory and Practice; PHI 2. G.B. Davis; Management Information Systems: Conceptual Foundations, Structure and Development; McGraw-Hill.		

Course: DATA MINING AND DATA WAREHOUSING			Semester: III/IV
Course Code: IT 07 E	L T P	2 0 2	Credits: 3

OBJECTIVE	To enable the students to learn how data mining and data warehousing provide techniques for collecting information from distributed databases and then performing data analysis.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Design a Data warehouse system and perform business analysis with OLAP tools. 2. Apply suitable pre-processing and visualization techniques for data analysis. 3. Apply frequent pattern and association rule mining techniques for data analysis. 4. Apply appropriate classification and clustering techniques for data analysis. 5. Compare different approaches of data ware housing and data mining with various technologies. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	DATA WAREHOUSING, BUSINESS ANALYSIS AND ON-LINE ANALYTICAL PROCESSING (OLAP): Basic Concepts - Data Warehousing Components – Building a Data Warehouse – Database Architectures for Parallel Processing – Parallel DBMS Vendors - Multidimensional Data Model – Data Warehouse Schemas for Decision Support, Concept Hierarchies -Characteristics of OLAP Systems – Typical OLAP Operations, OLAP and OLTP.	10
	2.	DATA MINING – INTRODUCTION: Introduction to Data Mining Systems – Knowledge Discovery Process – Data Mining Techniques – Issues – applications-Data Objects and attribute types, Statistical description of data, Data Preprocessing – Cleaning, Integration, Reduction, Transformation and discretization, Data Visualization, Data similarity and dissimilarity measures.	09
	3.	DATA MINING - FREQUENT PATTERN ANALYSIS Mining Frequent Patterns, Associations and Correlations – Mining Methods- Pattern Evaluation Method – Pattern Mining in Multilevel, Multi-Dimensional Space – Constraint Based Frequent Pattern Mining, Classification using Frequent Patterns.	08
	4.	CLASSIFICATION AND CLUSTERING Decision Tree Induction - Bayesian Classification – Rule Based Classification – Classification by Back Propagation – Support Vector Machines — Lazy Learners – Model Evaluation and Selection-Techniques to improve Classification Accuracy. Clustering Techniques – Cluster analysis-Partitioning Methods	12

		- Hierarchical Methods – Density Based Methods - Grid Based Methods – Evaluation of clustering – Clustering high dimensional data- Clustering with constraints, Outlier analysis-outlier detection methods.	
	5.	WEKA TOOL Datasets – Introduction, Auto imports database - Introduction to WEKA, The Explorer – Getting started, Exploring the explorer, Learning algorithms, Clustering algorithms, Association-rule learners.	06
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Jiawei Han and Micheline Kamber, Data Mining Concepts and Techniques, Elsevier. 2. H. Kargupta, A.Joshi, K. Sivakumar, Y. Yesha; Data Mining: Next Generation Challenges and Future Directions; PHI 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Alex Berson and Stephen J.Smith, Data Warehousing, Data Mining & OLAP, Tata McGraw Hill. 2. K.P. Soman, Shyam Diwakar and V. Ajay, Insight into Data Mining Theory and Practice, Eastern Economy Edition, Prentice Hall of India. 3. Ian H. Witten and Eibe Frank, Data Mining: Practical Machine Learning Tools and Techniques, Elsevier. 		

Course: PYTHON FOR MANAGERS			Semester: III/IV
Course Code: IT 08 E	L T P	2 0 2	Credits: 3

OBJECTIVE	To introduce the concept of programming and to apply programming concept in business perspective.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Demonstrate a clear understanding of the concepts related to programming for analytics. 2. Describe the basic concept and structure of analytics programming. 3. Apply and integrate their conceptual understanding to solving issues pertaining to analytics in real-world business situations. 4. Learn the basics of Python with hands-on exercises and get a better understanding of open-source software. 5. Understand how Python can help employees become more productive. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Python Fundamentals Review Evolution and Purpose of Python, Understanding Development Environment, variables and data types, and Operators in Python.	07
	2.	Conditional Statement, Loop and Function in Python Understanding Conditional Statements, if Statements, else and elif Statements, Logic Structures, For Loops and functions in Python	10
	3.	Different types of Data Structure in Python A brief introduction to data structure, Different types of data structure, Lists in Python, Concept of Dictionaries, Data frame in python.	09
	4.	Library and Packages in Python Understanding the concept of Standard Libraries, using different types of packages in python, Using numpy package in python, Using pandas package in python, Using matplotlib package in python.	10
	5.	Data Analysis using Python. Import excel file and analyse its data, Import csv file and analyse its data, Import html table and analyse its data, Correlation and regression in python, Text mining using python.	09
		Total Hours	45

TEXT BOOK	<ol style="list-style-type: none">1. Python: The complete Reference Paperback by Martin C. Brown2. P. Deitel, H. Deitel; Intro to Python for Computer Science and Data Science; Pearson.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Python for MBAs by Mattan Griffel (Author), Daniel Guetta, Columbia Business School Publishing2. Python for Business Managers, Prithwis Mukerjee, Praxis Press.