



AL-AMEEN ENGINEERING COLLEGE **(Autonomous)**

Accredited by NAAC with “A” Grade :: An ISO Certified Institution
(Affiliated to Anna University, Chennai & Approved by AICTE, New Delhi)
Karundevanpalayam, NanjaiUthukkuli Post, Erode – 638 104, Tamilnadu, INDIA.

CURRICULUM & SYLLABI **SEMESTERS – I to IV** **(Regulations 2023)**

CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION
Applicable to the Students admitted from the AY 2024-25 onwards

KNOWLEDGE LEVELS (BLOOM'S TAXONOMY)

Notation	Knowledge Levels
K1	Remembering
K2	Understanding
K3	Applying
K4	Analysing
K5	Evaluating
K6	Creating

VISION	
	To be recognized as a provider of a learning environment that nurtures the infinite potential of individuals to be future professional managers who are rooted in ethics and driven by environmental and social consciousness.

MISSION	
	<ol style="list-style-type: none"> 1. To be the best management institute, to create socially responsible leaders, managers, and entrepreneurs for shaping the better future with commitment towards innovation and excellence. 2. To develop necessary competencies in students by providing exposure to advanced areas of knowledge through impactful teaching and research.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)	
PEO 1	The graduates will be successful management professionals with higher order of business and entrepreneurial skills facilitating a promising career in the various management domains.
PEO 2	The graduates will have professional competence for astute decision-making, research, organization skills, planning, and its efficient implementation.
PEO 3	The graduates will have team player qualities to handle diversity and the leadership skills to make optimal decisions with people of cross-cultural attributes

PROGRAM OUTCOMES (POs)	
PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision-making.
PO 3	Ability to develop Value based Leadership ability.
PO 4	An ability to function in multi-disciplinary teams.
PO 5	Ability to develop entrepreneurial thinking and business acumen

PROGRAM SPECIFIC OUTCOMES (PSO)	
PSO 1	An ability to apply conceptual foundations of management to solve practical decision - making problems.
PSO 2	Excellent adaptability to function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.

SEMESTER I

Sl. No.	Course Code	Course Title	Category	CIA	ESE	L	T	P	C
THEORY COURSES									
1	23MB1T1	Managerial Concepts and Organizational Behavior	PC	40	60	3	0	0	3
2	23MB1T2	Managerial Economics	PC	40	60	3	0	0	3
3	23MB1T3	Accounting for Decision Making	PC	40	60	3	0	0	3
4	23MB1T4	Statistics for Management	PC	40	60	3	0	0	3
5	23MB1T5	Legal Aspects of Business	PC	40	60	3	0	0	3
6	23MB1T6	Information Management	PC	40	60	3	0	0	3
7	23MB1N	Non Functional Electives	NFE	40	60	3	0	0	3
LABORATORY COURSES									
8	23MB1L1	Indian Ethos (Seminar)	EEC	100	-	0	0	4	2
9	23MB1L2	Business Communication	EEC	100	-	0	0	4	2
Total						21	0	8	25

SEMESTER II

Sl. No.	Course Code	Course Title	Category	CIA	ESE	L	T	P	C
THEORY COURSES									
1	23MB2T1	Operations Management	PC	40	60	3	0	0	3
2	23MB2T2	Human Resource Management	PC	40	60	3	0	0	3
3	23MB2T3	Marketing Management	PC	40	60	3	0	0	3
4	23MB2T4	Financial Management	PC	40	60	3	0	0	3
5	23MB2T5	Quantitative Techniques for Decision Making	PC	40	60	3	0	0	3
6	23MB2T6	Business Research Methods	PC	40	60	3	0	0	3
7	23MB2T7	Business Analytics	PC	40	60	3	0	0	3
LABORATORY COURSES									
8	23MB2L1	Data analysis and Business Modelling (Laboratory)	PC	60	40	0	0	4	2
9	23MB2L2	Business Ethics(Seminar)	EEC	100	-	0	0	4	2
Total						21	0	8	25

SEMESTER III

Sl. No.	Course Code	Course Title	Category	CIA	ESE	L	T	P	C
THEORY COURSES									
1	23MB3T1	Strategic Management	PC	40	60	3	0	0	3
2	23MB3T2	International Business	PC	40	60	3	0	0	3
3	23MB3E1	Professional Elective - I	PE	40	60	3	0	0	3
4	23MB3E2	Professional Elective - II	PE	40	60	3	0	0	3
5	23MB3E3	Professional Elective - III	PE	40	60	3	0	0	3
6	23MB3E4	Professional Elective - IV	PE	40	60	3	0	0	3
7	23MB3E5	Professional Elective – V	PE	40	60	3	0	0	3
8	23MB3E6	Professional Elective – VI	PE	40	60	3	0	0	3
LABORATORY COURSES									
9	23MB3L1	Creativity and Innovation in Business	EEC	60	40	0	0	4	2
10	23MB3L2	Summer Internship	EEC	100	-	4 Weeks			2
Total						24	0	4	28

SEMESTER IV

Sl. No.	Course Code	Course Title	Category	CI A	ESE	L	T	P	C
PRACTICAL									
1	23MB4L1	Project Work	EEC	40	60	0	0	24	12
Total						0	0	24	12

Total Credits : 90

(* Total Credits must be 90)

PROFESSIONAL CORE (PC)

Sl.No.	Course Code	Course Title	L	T	P	C
1.	23MB1T1	Managerial Concepts and Organizational Behavior	3	0	0	3
2.	23MB1T2	Managerial Economics	3	0	0	3
3.	23MB1T3	Accounting for Decision Making	3	0	0	3
4.	23MB1T4	Statistics for Management	3	0	0	3
5.	23MB1T5	Legal Aspects of Business	3	0	0	3
6.	23MB1T6	Information Management	3	0	0	3
7.	23MB2T1	Operations Management	3	0	0	3
8.	23MB2T2	Human Resource Management	3	0	0	3
9.	23MB2T3	Marketing Management	3	0	0	3
10.	23MB2T4	Financial Management	3	0	0	3
11.	23MB2T5	Quantitative Techniques for Decision Making	3	0	0	3
12.	23MB2T6	Business Research Methods	3	0	0	3
13.	23MB2T7	Business Analytics	3	0	0	3
14.	23MB2L1	Data analysis and Business Modelling (Laboratory)	0	0	4	2
15.	23MB3T1	Strategic Management	3	0	0	3
16.	23MB3T2	International Business	3	0	0	3

PROFESSIONAL ELECTIVES (PE)

Semester – III (Professional Elective I)						
Finance						
Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB3E11	Security Analysis and Portfolio Management	3	0	0	3
2	23MB3E12	Banking and Financial Services	3	0	0	3
3	23MB3E13	International Finance	3	0	0	3
4	23MB3E14	Behavioral Finance	3	0	0	3
5	23MB3E15	Financial Technology Services	3	0	0	3

Semester – III (Professional Elective II)						
Human Resource						
Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB3E21	Strategic Human Resource Management	3	0	0	3
2	23MB3E22	Industrial Relations and Labor Legislations	3	0	0	3
3	23MB3E23	Training and development	3	0	0	3
4	23MB3E24	HR Analytics	3	0	0	3
5	23MB3E25	Labour law	3	0	0	3

Semester – III (Professional Elective III)						
Marketing						
Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB3E31	Brand Management	3	0	0	3
2	23MB3E32	Rural Marketing	3	0	0	3
3	23MB3E33	Services Marketing	3	0	0	3
4	23MB3E34	Retail Marketing	3	0	0	3
5	23MB3E35	Consumer Behavior	3	0	0	3

Semester – III (Professional Elective IV)						
Operations						
Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB3E41	Supply Chain Management	3	0	0	3
2	23MB3E42	Project Management	3	0	0	3
3	23MB3E43	Materials Management	3	0	0	3
4	23MB3E44	Services Operations Management	3	0	0	3
5	23MB3E45	Supply Chain Analytics	3	0	0	3

Semester – III (Professional Elective V)						
Project Management						
Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB3E51	Software Project Management	3	0	0	3
2	23MB3E52	Enterprise Resource Planning	3	0	0	3
3	23MB3E53	Knowledge Management	3	0	0	3
4	23MB3E54	Decision Support Systems	3	0	0	3
5	23MB3E55	IT for Business Applications	3	0	0	3

Semester – III (Professional Elective VI)						
Business Analytics						
Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB3E61	Data Mining for Business Decision	3	0	0	3
2	23MB3E62	Social media web Analytics	3	0	0	3
3	23MB3E63	Data Visualization for Business	3	0	0	3
4	23MB3E64	Deep learning and Artificial Intelligence	3	0	0	3
5	23MB3E65	Big Data Analytics	3	0	0	3

NON FUNCTIONAL ELECTIVES (NFE)

Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB1N	E-Business Model	3	0	0	3
2	23MB1N	Event Management	3	0	0	3
3	23MB1N	Creativity, Innovation, and Entrepreneurship	3	0	0	3

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

Sl.No.	Course Code	Course Title	L	T	P	C
1	23MB1L1	Indian Ethos (Seminar)	0	0	4	2
2	23MB1L2	Business Communication	0	0	4	2
3	23MB2L2	Business Ethics(Seminar)	0	0	4	2
4	23MB3L2	Creativity and Innovation in Business	0	0	4	2
5	23MB3L1	Summer Internship	0	0	0	2
6	23MB4L1	Project Work	0	0	24	12

CREDIT SUMMARY

Sl. No.	Subject Area	Credits per Semester				Total Credits	Curriculum Content (% of total number of credits of the program)
		I	II	III	IV		
1	PC	18	23	6	-	47	52.22%
2	PE	-	-	18	-	18	20.00%
3	NFE	3	-	-	-	3	3.33%
4	EEC	4	2	4	12	22	24.45%
TOTAL		25	25	28	12	90	100.00%

PC – Professional Core

PE – Professional Electives

NFE – Non Functional Electives

EEC – Employability Enhancement Courses

SEMESTER I

Sl. No.	Course Code	Course Title	Category	CIA	ESE	L	T	P	C
THEORY COURSES									
1	23MB1T1	Managerial Concepts and Organizational Behaviors	PC	40	60	3	0	0	3
2	23MB1T2	Managerial Economics	PC	40	60	3	0	0	3
3	23MB1T3	Accounting for Decision Making	PC	40	60	3	0	0	3
4	23MB1T4	Statistics for Management	PC	40	60	3	0	0	3
5	23MB1T5	Legal Aspects of Business	PC	40	60	3	0	0	3
6	23MB1T6	Information Management	PC	40	60	3	0	0	3
7	23MB1N	Non Functional Electives	NFE	40	60	3	0	0	3
LABORATORY COURSES									
8	23MB1L1	Indian ethos (Seminar)	EEC	100	-	0	0	4	2
9	23MB1L2	Business Communication	EEC	100	-	0	0	4	2
Total						21	0	8	25

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1T1	MANAGERIAL CONCEPTS AND ORGANIZATIONAL BEHAVIOR	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the basic concepts of organizational behavior.			K2	1		
CO2	Interpret about individual behaviors on Personality, Attitude and Perception.			K3	2		
CO3	Illustrate about work behaviors theory.			K3	3		
CO4	Summarize the about group behavior in an organization.			K3	4		
CO5	Understand about organizational culture and change			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2	2	
CO2		3		3			
CO3		3	2		2	2	
CO4		2		2			
CO5	3		2	3	2	2	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		NATURE AND THEORIES OF MANAGEMENT							9	
Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, NeoClassical-Mayo & Hawthorne Experiments. • Modern era – system & contingency approach Managerial Skills										
Topic - 2		PLANNING AND ORGANISING							9	
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - - Impact of Technology on Organisational design -Mechanistic vs Adoptive Structures - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.										
Topic - 3		INDIVIDUAL BEHAVIOUR							9	
Meaning of Organizational behavior, contributing disciplines, importance of organizational behaviour, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process – Barriers - Making Communication Effective										
Topic - 4		GROUP BEHAVIOUR							9	
Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organizational Structure & control - Organizational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organizational Change and Development										
Topic - 5		EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR							9	
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity. Post Covid Social Behavior.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES

1	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2	Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018
3	Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
4	StephenP. Robbins,Timothy A.Judge,Organisational Behavior, PHI Learning /Pearson Education, 16th edition, 2014.

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1T2	MANAGERIAL ECONOMICS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the basic concepts of managerial economics			K2	1		
CO2	Recognize the economic principles in business decisions.			K2	2		
CO3	Understand the demand, supply, production and cost analysis			K2	3		
CO4	Summarize the various market structure in macro economy.			K3	4		
CO5	Interpret the macro-economic variables to improve economic growth.			K3	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2		3		2	
CO2	3	3		2	2	2	
CO3		2	3	3			
CO4		2			3		
CO5	2		2				

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	INTRODUCTION									9
The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability—Production possibility frontiers(PPF) Productive efficiency Vs economic efficiency—Economic growth & stability Microeconomies and Macro economies —the role of markets and government – Positive Vs negative externalities.										
Topic - 2	CONSUMER AND PRODUCER BEHAVIOUR									9
Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumerbehaviour—consumerequilibrium—Approachestoconsumerbehaviour—Production—Short-run and long-run Production Function—Returns to scale economies Vs diseconomies of scale —Analysis of cost—Short-run and long-run cost function—Relation between Production and cost function										
Topic - 3	PRODUCT AND FACTOR MARKET									9
Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labor and capital . Demand and supply- determination of factor price – Interaction of product and factor market- General equilibrium and efficiency of competitive markets.										
Topic - 4	PERFORMANCEOFANECONOMY–MACRO ECONOMICS									9
Macro-economic aggregates—circular flow of macroeconomic activity—National income determination –Aggregate demand and supply—Macroeconomic equilibrium—Components of aggregate demand and national income – multiplier effect– Demand side management – Fiscal policy in theory.										
Topic - 5	AGGREGATE SUPPLY AND THE ROLE OF MONEY									9
Short-run and Long-run supply curve – Unemployment and its impact – Okun’s law – Inflation and Deflation impact – reasons –Inflation –Demand Vs Supply factors—InflationVs Unemployment trade off – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	N. Gregory Mankiw, Principles of Economics, 8 th edition, Thomson learning, NewDelhi,2017.
2	Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, NewDelhi, 2015
3	PaulA.Samuelson,WilliamD.Nordhaus,SudipChaudhuriandAnindyaSen,Economics, 19 th edition, Tata McGraw Hill, New Delhi, 2011

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1T3	ACCOUNTING FOR DECISION MAKING	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand about the basics of accounting.			K2	1		
CO2	Interpret and preparation of the Financial Statement.			K3	2		
CO3	Infer the Financial Strength using various tool.			K3	3		
CO4	Apply the BEP, Classification and element of costing.			K3	4		
CO5	Summarize the importance of accounting for planning and control.			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1		3		2			
CO2	3	3	2		2		
CO3	2	2	3	2			
CO4		2		3	2		
CO5	3		2		2		

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		FINANCIAL ACCOUNTING							9	
Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet										
Topic - 2		ANALYSIS OF FINANCIAL STATEMENTS							9	
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.										
Topic - 3		COST ACCOUNTING							9	
Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.										
Topic - 4		MARGINAL COSTING							9	
Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.										
Topic - 5		BUDGETING AND VARIANCE ANALYSIS							9	
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edition, 2018.
2	R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
3	I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition,2018.

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1T4	STATISTICS FOR MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the basic knowledge of central tendency, dispersion & probability to real world problems.	RBT Level	1
CO2	Apply testing of hypothesis for analyzing and to make inference of the data.	K3	2
CO3	Analyze and solve business problems using correlation and regression.	K3	3
CO4	Apply and solve times series analysis and index number for decision making in business.	K3	4
CO5	Understand the concept of Business Analytics and its classification.	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3		2		2	
CO2	3	3		3		2	
CO3	3	3		2			
CO4	3	3		2	2	2	
CO5	3	3		3			

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Seminar
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1T5	LEGAL ASPECTS OF BUSINESS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Identify the essential elements of valid contract and differentiate between valid contract and contingent contract.			K2	1		
CO2	Recall the types of partners; distinguish between dissolution of the firm and dissolution of partnership.			K2	2		
CO3	Identify the essentials of contract of sale and rights of unpaid sellers.			K3	3		
CO4	Recognize the negotiable instrument and their characteristic features under negotiable instrument act, rights of consumers and remedies available for the consumers under consumer protection act and offenses and penalties under prevention of corruption act.			K2	4		
CO5	Illustrate the differences between memorandum of understanding and articles of association.			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1							2
CO2		2	2	3			
CO3	2	3		2	2		2
CO4		2	2	3	2		2
CO5	2	2					

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	COMMERCIAL LAW									9
<p>The indian contract act 1872</p> <p>Definition of contract, essentials elements and types of a contract, formation of a contract, performance of contracts, breach of contract and its remedies, quasi contracts - contract of agency: nature of agency, creation and types of agents, authority and liability of agent and principal: rights and duties of principal and agents, termination of agency.</p> <p>The sale of goods act 1930 nature of sales contract, documents of title, risk of loss, guarantees and warranties, performance of sales contracts, conditional sales and rights of an unpaid seller negotiable instruments act 1881: nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for cheque and drafts, discharge of negotiable instruments.</p>										
Topic - 2	COMPANY LAW AND COMPETITION ACT									9
<p>COMPANY ACT 1956&2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.</p> <p>Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.</p>										
Topic - 3	INDUSTRIAL LAW									9
<p>An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.</p>										
Topic - 4	CORPORATE TAX & GST									9
<p>Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST:An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge</p>										
Topic - 5	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS									9
<p>Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.– Copy rights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.</p>										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017. .
2	P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
3	Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1T6	INFORMATION MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the basics of information system and understand the system development methodologies.	RBT Level	1
CO2	Develop a database model for an organization.	K3	2
CO3	Apply the information system in functional areas of business	K3	3
CO4	Apply the knowledge of management information system in business	K2	4
CO5	Understand about the latest updates in the field of computer systems	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3						
CO2	3	2					
CO3	2	2	2	3	2		
CO4	3		2	3			
CO5		3		3	2		

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Seminar
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION								9
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.										
Topic - 2		SYSTEM ANALYSIS AND DESIGN								9
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.										
Topic - 3		DATABASE MANAGEMENT SYSTEMS								9
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.										
Topic - 4		INTEGRATED SYSTEMS, SECURITY AND CONTROL								9
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.										
Topic - 5		NEW IT INITIATIVES								9
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager’ s View, Tata McGraw Hill, 2008.
2	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018. .
3	Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1L1	INDIAN ETHOS (SEMINAR)	0	0	4	2

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	Apply the basic concepts of Indian ethos and value systems at work.	K2	1
CO2	Can handle issues of business ethics and offer solutions in ethical perspectives	K3	2
CO3	Capable in ethically manage business towards well being of the society.	K3	3
CO4	Professionally efficient and skilful in value systems and culture	K2	4
CO5	Socially effective in undertaking business responsibilities	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3			2			
CO2	3		3				
CO3		3	3				
CO4		3					
CO5		3			3		

COURSE ASSESSMENT METHODS		
DIRECT	1	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
LIST OF EXPERIMENTS										
<p>The following is the list of topics suggested for preparation and presentation by students twice during the semester.</p> <p>This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.</p> <ol style="list-style-type: none"> 1) Indian Ethos and Personality Development 2) Work ethos and ethics for Professional Managers 3) Indian Values, Value Systems and Wisdom for modern managers 4) Ethos in leadership development 5) Indian system of learning – Gurukul system of learning, Law of humility, Law of growth, Law of responsibility 										
THEORY	0		TUTORIAL	0		PRACTICAL	60		TOTAL	60

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1L2	BUSINESS COMMUNICATION	0	0	4	2

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	Develop good managerial communication skills	K2	1
CO2	Ability to excel in different forms of written communication required in a business context	K3	2
CO3	Develop good presentation skills	K3	3
CO4	In-depth understanding of interview skills	K2	4
CO5	Ability to prepare Business reports	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3			2			
CO2	3		3				
CO3		3	3				
CO4		3					
CO5		3			3		

COURSE ASSESSMENT METHODS		
DIRECT	1	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
LIST OF EXPERIMENTS										
<ul style="list-style-type: none">• Introduction and types of business communication <p>Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback. - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.</p> <ul style="list-style-type: none">• Business communication writing models and tools <p>Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV , job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes</p> <ul style="list-style-type: none">• Effective presentations <p>Principles of Effective Presentations, Principles governing the use of audiovisual media.</p> <ul style="list-style-type: none">• Interview skills <p>Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.</p> <ul style="list-style-type: none">• Report writing <p>Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.</p> <p>Practical: Module 1-This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills.</p> <p>Practical - Module 2-This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role-plays and simulations</p>										
THEORY	60		TUTORIAL	0		PRACTICAL	0		TOTAL	60

BOOK REFERENCES	
1	Rajendra Pal, J.S. Korlahalli ,Essentials of Business Communication by, Sultan Chand & Sons, 13 th Edition
2	Meenakshi Raman, Prakash Singh ,Business Communication by, Oxford, 2 nd edition, 2012
3	Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., TMGH , New Delhi , 10 th edition, 2004

SEMESTER II

Sl. No.	Course Code	Course Title	Category	CIA	ESE	L	T	P	C
THEORY COURSES									
1	23MB2T1	Operations Management	PC	40	60	3	0	0	3
2	23MB2T2	Human Resource Management	PC	40	60	3	0	0	3
3	23MB2T3	Marketing Management	PC	40	60	3	0	0	3
4	23MB2T4	Financial Management	PC	40	60	3	0	0	3
5	23MB2T5	Quantitative Techniques for Decision Making	PC	40	60	3	0	0	3
6	23MB2T6	Business Research Methods	PC	40	60	3	0	0	3
7	23MB2T7	Business Analytics	PC	40	60	3	0	0	3
LABORATORY COURSES									
8	23MB2L1	Data analysis and Business Modelling (Laboratory)	PC	60	40	0	0	4	2
9	23MB2L2	Business Ethics(Seminar)	EEC	100	-	0	0	4	2
Total						21	0	8	25

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2T1	OPERATIONS MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Understand the evolution and applications of Operations Management.		
CO2	Knowledge about capacity planning, strategic sourcing and procurement in organizations		
CO3	Enhances the understanding of product development and design process		
CO4	Ability to forecast demand and overcome bottlenecks		
CO5	Provides insight to Quality management tools and practices		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1				3	2		
CO2	3	3					
CO3		3			2		
CO4	3			2			
CO5				3			

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION TO OPERATIONS MANAGEMENT							9	
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit , framework. Productivity; World-class manufacturing practices										
Topic - 2		OPERATIONS AND THE VALUE CHAIN							9	
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.										
Topic - 3		DESIGNING OPERATIONS							9	
Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.										
Topic - 4		PLANNING AND CONTROL OF OPERATIONS							9	
Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing										
Topic - 5		QUALITY MANAGEMENT							9	
Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Richard B, Chase F Robert, Jacobs Nicholas JA quila no and Nitin K Agarwal, “Operationsand Supply Chain Management”, McGraw-Hill Education, 15 th Edition, 2016.
2	Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
3	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2T2	HUMAN RESOURCE MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the concept of HRM, Objectives, Functions, Role and Challenges of HRM.			K2	1		
CO2	Interpret the basic concepts of Human Resource Planning, Job Analysis, Recruitment and Selection.			K2	2		
CO3	Recognize the knowledge of Induction, Orientation and Training methods.			K2	3		
CO4	Describe the concept of Compensation, Incentives and Performance appraisal.			K3	4		
CO5	Illustrate the concept of Managing Human Resource in Global environment			K3	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	2				
CO2		3			2		
CO3	3	3	3				
CO4	3	3	2		2		
CO5	3		3	3		3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT						9		
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.										
Topic - 2		HUMAN RESOURCE PLANNING AND RECRUITMENT						9		
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.										
Topic - 3		TRAINING AND DEVELOPMENT						9		
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management.										
Topic - 4		EMPLOYEE ENGAGEMENT						9		
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.										
Topic - 5		PERFORMANCE EVALUATION AND CONTROL						9		
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Wayne F Cascio, “Managing Human Resources: Productivity, Quality of Work Life, Profits”, McGraw-Hill Education, 12th Edition 2021.
2	Gary Dessler, “Human Resource Management”, Pearson, 16th Edition 2020.
3	Aswathappa K, “Human Resource Management”, TMH, 8th Edition, 2017.

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2T3	MARKETING MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Describe the role of marketing in business and explain the keyconcepts of marketing.		
CO2	Acquire knowledge of product mix and pricing decisions.		
CO3	Identify the place decisions of the marketing mix		
CO4	Recognize the promotion decisions of the marketing mix.		
CO5	Analyze the issues and emerging trends in the field ofmarketing		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	2	3			
CO2	2	2		3	2		
CO3	2		2		2		
CO4	3	2	2	2			
CO5		3		2	2		

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION								9
Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System – Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.										
Topic - 2		MARKETING STRATEGY								9
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.										
Topic - 3		MARKETING MIX DECISIONS								9
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods										
Topic - 4		BUYER BEHAVIOUR								9
Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships										
Topic - 5		MARKETING RESEARCH & TRENDS IN MARKETING								9
Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing – Ethics in marketing – Online marketing trends - social media and digital marketing										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, Shainesh G. “Marketing Management”, Pearson Education, 16 th Edition, 2022
2	Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5 th edition, 2019.
3	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill Education, 2012

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2T4	FINANCIAL MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the fundamentals of Financial Management and its recent trends.	RBT Level	1
CO2	Interpret the tools in Cost of Capital and Dividend decision.	K2	2
CO3	Recognize the problems and map out the best alternative investment decision.	K2	3
CO4	Recall the concepts of Capital structure, Theories and Leverages.	K2	4
CO5	Understand the importance of principles and concepts of Working Capital	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3				
CO2		3		3		3	
CO3			2		3		
CO4		3		3			
CO5	3			3		3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		FOUNDATIONS OF FINANCE							9	
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.										
Topic - 2		INVESTMENT DECISIONS							9	
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.										
Topic - 3		FINANCING AND DIVIDEND DECISION							9	
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theoriesWalter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.										
Topic - 4		WORKING CAPITAL MANAGEMENT							9	
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance : Commercial paper, Company deposit, Trade credit, Bank finance.										
Topic - 5		LONG TERM SOURCES OF FINANCE							9	
Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011
2	Khan MY and Jain PK, “Financial Management: Text, problems & cases”, McGraw Hill Education, 8thEdition, 2018.
3	Dr. S.K. Sharma and Dr. Rachan Sareen (Author), “Fundamentals of Financial Management”, Sultan and Sons, 2019.

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2T5	QUANTITATIVE TECHNIQUES FOR DECISION MAKING	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the business situations using linear programming method.	RBT Level	1
CO2	Apply transportation models and assignment model to solve and to minimize the cost.	K3	2
CO3	Apply sequencing models to reduce elapsed time and network scheduling to minimize the project completion duration.	K3	3
CO4	Apply decision models and queuing techniques in business situations for decision making.	K3	4
CO5	Analyze the duration for replacement of equipment's using replacement models.	K4	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2			
CO2	3	3	3	2	2		
CO3	3	3	3				
CO4	3	3	3			2	
CO5	3	3	3	2		2	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	INTRODUCTION TO LINEAR PROGRAMMING (LP)									9
Relevance of quantitative techniques in management decision making. Linear Programming formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.										
Topic - 2	LINEAR PROGRAMMING EXTENSIONS									9
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models.										
Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.										
Topic - 3	DECISION AND GAME THEORIES									9
Decision making under risk – Decision trees – Decision making under uncertainty. Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.										
Topic - 4	INVENTORY AND REPLACEMENT MODELS									9
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) – Group Replacement Models.										
Topic - 5	QUEUING THEORY AND SIMULATION									9
Queuing Theory - single and multi-channel models – infinite number of customers and infinite calling source. Monte Carlo simulation – use of random numbers, application of simulation techniques										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Vohra N D, "Quantitative Techniques in Management", Tata McGraw Hill, 6 Edition, 2021.
2	G. Srinivasan, Operations Research – Principles and Applications, 2nd edition, PHI, 2011.
3	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2T6	BUSINESS RESEARCH METHODS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Understand the research concepts and research process		
CO2	Analyze the research design and sampling frame		
CO3	Infer the measurement scales for appropriate data collection		
CO4	Analyze business problems and apply statistical tools for making decisions		
CO5	Prepare a research report following ethical norms		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3						
CO2		3	2				
CO3	2	2					
CO4		3		3			
CO5	2					3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION							9	
Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.										
Topic - 2		RESEARCH DESIGN AND MEASUREMENT							9	
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.										
Topic - 3		DATA COLLECTION							9	
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.										
Topic - 4		DATA PREPARATION AND ANALYSIS							9	
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.										
Topic - 5		REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH							9	
Types of report- format of the report- factors in organizing are research report. Definition of ethics– ethical principles and plagiarism.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Uma Sekaran and Roger Bougie, “Research Methods for Business: A skill building approach”, WileyIndia, New Delhi. 7th Edition, 2018.
2	Bajpai, N., “Business Research Methods”, Pearson Education, 2nd Edition, 2017.
3	Bryman, A. and Bell, E, “Business research methods”, Oxford University Press, 4th Edition, 2016.

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2T6	BUSINESS ANALYTICS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	Understand the role of Business Analytics in decision making	K2	1
CO2	Identify the appropriate tool for the analytics scenario	K2	2
CO3	Apply the descriptive analytics tools and generate solutions	K2	3
CO4	Understanding of Predictive Analytics and applications	K2	4
CO5	Knowledge of Prescriptive Analytics and demonstrating business process improvement	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3						
CO2		3	2				
CO3	2	2					
CO4		3		3			
CO5	2					3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	INTRODUCTION TO BUSINESS ANALYTICS (BA)									9
Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.										
Topic - 2	MANAGING RESOURCES FOR BUSINESS ANALYTICS									9
Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.										
Topic - 3	DESCRIPTIVE ANALYTICS									9
Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics										
Topic - 4	PREDICTIVE ANALYTICS									9
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics										
Topic - 5	PRESCRIPTIVE ANALYTICS									9
Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014
2	Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015.
3	James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2L1	DATA ANALYSIS AND BUSINESS MODELLING (LABORATORY)	0	0	4	2

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques			K2	1		
CO2	Facilitates to identify the relationship between variables using data analytical tools			K2	2		
CO3	Provides understanding about forecasting in real time business world using analytical tools			K2	3		
CO4	Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data			K2	4		
CO5	Enhances knowledge about networking, inventory models and queuing theory using data analytical tools			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3						
CO2		3	2				
CO3	2	2					
CO4		3		3			
CO5	2					3	

COURSE ASSESSMENT METHODS		
DIRECT	1	End Semester Examinations
INDIRECT	1	Course Exit Survey

LIST OF EXPERIMENTS										
<ol style="list-style-type: none"> 1. Descriptive Statistics 2. Parametric Tests 3. Non-parametric Tests 4. Correlation & Regression 5. Forecasting 6. Extended experiment – 1 7. Portfolio Selection 8. Risk Analysis & Sensitivity Analysis 9. Revenue Management 10. Transportation & Assignment 11. Networking Models 12. Queuing Theory 13. Inventory Models 										
THEORY	0		TUTORIAL	0		PRACTICAL	60		TOTAL	60

BOOK REFERENCES	
1	David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (13th edition) South-Western College Pub, 2011.
2	William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3	Hansa Lysander Manohar, "Data Analysis and Business Modelling using Microsoft Excel" PHI, 2017

Semester	Programme	Course Code	Course Name	L	T	P	C
II	M.B.A.	23MB2L2	BUSINESS ETHICS (SEMINAR)	0	0	4	2

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Can handle issues of business ethics and offer solutions ethical perspectives		
CO2	Apply the basic concepts of Indian ethos and value systems at work.		
CO3	Handle issues of business ethics and offer solutions in ethical perspectives		
CO4	Professionally efficient and skilful in value systems and culture		
CO5	Capable in ethically manage business towards well being of the society		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3						
CO2		3	2				
CO3	2	2					
CO4		3		3			
CO5	2					3	

COURSE ASSESSMENT METHODS		
DIRECT	1	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT

1. The following is the list of topics suggested for preparation and presentation by students twice— during the semester.
2. This will be evaluated by the faculty member(s) handling the course and the final marks are— consolidated at the end of the semester. No end semester examination is required for this course.
 - 1) Individual Culture and Ethics
 - 2) Ethical codes of conduct and value Systems
 - 3) Loyalty and Ethical Behaviour, Ethical decision making
 - 4) Ethical business issues and solutions
 - 5) Corporate Social Responsibilities of Business

THEORY	0		TUTORIAL	0		PRACTICAL	60		TOTAL	60
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Sl. No.	Course Code	Course Title	Category	CIA	ESE	L	T	P	C
THEORY COURSES									
1	23MB3T1	Strategic Management	PC	40	60	3	0	0	3
2	23MB3T2	International Business	PC	40	60	3	0	0	3
3	23MB3E1	Professional Elective - I	PE	40	60	3	0	0	3
4	23MB3E2	Professional Elective - II	PE	40	60	3	0	0	3
5	23MB3E3	Professional Elective - III	PE	40	60	3	0	0	3
6	23MB3E4	Professional Elective - IV	PE	40	60	3	0	0	3
7	23MB3E5	Professional Elective – V	PE	40	60	3	0	0	3
8	23MB3E6	Professional Elective – VI	PE	40	60	3	0	0	3
LABORATORY COURSES									
7	23MB3L1	Creativity and Innovation in Business	EEC	60	40	0	0	4	2
8	23MB3L2	Summer Internship	EEC	100	-	4 Weeks			2
Total						24	0	4	28

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3T1	STRATEGIC MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Ability to understand the Strategic management process and social responsibility of business organizations		
CO2	In-depth understanding about the need for developing competitive advantage for organizations		
CO3	Provides insights into various corporate and business level strategies		
CO4	Facilitates to identify the various control systems required for organizational strategy implementation process		
CO5	Enhances the cognitive knowledge about various strategic issues and development of new business models		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2	2		
CO2	3	3	2				
CO3	3	3	3				
CO4	3	3	3				
CO5	3				2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		STRATEGY AND PROCESS							9	
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.										
Topic - 2		COMPETITIVE ADVANTAGE							9	
External Environment - Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study										
Topic - 3		STRATEGIES							9	
The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.										
Topic - 4		STRATEGY IMPLEMENTATION & EVALUATION							9	
The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.										
Topic - 5		OTHER STRATEGIC ISSUES							9	
Managing Technology and Innovation - Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges. Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Strategic management in a new globalised economy										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2	John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3	Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MA3T2	INTERNATIONAL BUSINESS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	In Depth knowledge of driving factors of international Business	K2	1
CO2	Understanding of theories of trade and investment practiced in the global world	K2	2
CO3	Deep Insights in to various market entry strategies followed by Global Organizations	K3	3
CO4	Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system	K3	4
CO5	Enhance the cognitive knowledge of managing business across the cultures	K3	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		AN OVERVIEW OF INTERNATIONAL BUSINESS								9
Definition and drivers of International Business- Changing Environment of International Business Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.										
Topic - 2		THEORIES OF INTERNATIONAL TRADE AND INVESTMENT								9
Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.										
Topic - 3		GLOBAL ENTRY								9
Strategic compulsions— Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.										
Topic - 4		PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS								9
Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.										
Topic - 5		HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS								9
Selection of expatriate managers- Managing across cultures -Training and development Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7 th Edition, Cengage Learning, New Delhi, 2010.
3	K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MA3L1	CREATIVITY AND INNOVATION LABORATORY	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Provides insights about approaches to creativity and innovation		
CO2	Understanding of heuristic models and its applications		
CO3	Enhances the knowledge of nature of creativity		
CO4	Ability to apply creativity in problem solving		
CO5	Knowledge about radical and disruptive models of innovation		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION								12
Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.										
Topic - 2		MECHANISM OF THINKING AND VISUALIZATION								12
Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking										
Topic - 3		CREATIVITY								12
Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.										
Topic - 4		CREATIVITY IN PROBLEM SOLVING								12
Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities										
Topic - 5		INNOVATION								12
Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption —Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation										
THEORY	0		TUTORIAL	0		PRACTICAL	60		TOTAL	60

BOOK REFERENCES	
1	CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013
2	Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999
3	Geoffrey Petty,” How to be better at Creativity”, The Industrial Society 2012

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E11	SECURITY ANALYSIS AND PORTFOLIOMANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the basic of Indian securities market and different terminologies used in equity and debt markets.	K2	1
CO2	Summarize the market regulators and various participants in thesecurities market	K2	2
CO3	Interpret various fundamental analysis techniques towards stock investment.	K2	3
CO4	Understand the basics of technical analysis and various indicators for short term trading.	K4	4
CO5	Describe the portfolio methods, construction, and evaluation	K4	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2			
CO2	3	3	3	2	2		
CO3	3	3	3				
CO4	3	3	3				
CO5	3	3	3	2		3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	INTRODUCTION TO THE INVESTMENT AND SECURITIES MARKET									9
Investment – Investment Objectives - Investment Alternatives - History – Indian Financial System – Objectives of the Security Analysis–Money Market – Capital Market – Stock Trading System – Merchant Banking – Investment Banking										
Topic - 2	REGULATORS AND MARKET PARTICIPANTS IN THE SECURITIES MARKET									9
SEBI: Regulations of SEBI with regard to Primary and Secondary Market –RBI – IRDAI- PFRDA – Stock Exchanges: BSE – NSE – Depositories: NSDL – CDSL – Depository Participants – Trading Members – Clearing and Settlement: NSCCL – ICCL – Clearing Members – Issuers – Investors – Speculators – Hedgers – Arbitrageurs.										
Topic - 3	FUNDAMENTAL ANALYSIS									9
Economic Analysis: Economic Forecasting Techniques – Industry Analysis: Industry Classification – Industry Structure and Performance – Company Analysis: Measuring Earnings – Applied Valuation Techniques.										
Topic - 4	TECHNICAL ANALYSIS									9
Fundamental Vs Technical Analysis- Charting Methods – Chart Patterns -Tools of Trend Analysis (SMA-ROC–RSI-MACD)–Elliot Wave Theory – Dow Theory – Random WalkTheory – EMH.										
Topic - 5	PORTFOLIO MANAGEMENT AND MUTUAL FUND OPERATIONS									9
Portfolio – Portfolio Objective – Portfolio Theory: Traditional Portfolio theory – Modern Portfolio theory – Portfolio Analysis - Portfolio Criteria – Portfolio Diversification – PortfolioConstruction – Model Portfolios – Portfolio Evaluation- Portfolio Revision – Mutual Fund – AMC – Mutual Fund Operations in India – Types of schemes– SIP-ETFs-NAV Calculations										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	S.Kevin, “Security Analysis and Portfolio Management”, New Delhi: PHI Learning, 2nd Edition, 2015.
2	Joshi, ”Security Analysis And Portfolio Management”, Udh Publishers and Distributors, 1 st Edition, 2018
3	Falguni H Pandya, “Security Analysis and Portfolio Management”, Jaico Publishing House, 1 st Edition, 2013.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E12	BANKING AND FINANCIAL SERVICES	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand functions of Banks and NBFC			K2	1		
CO2	Interpret about retail financial services knowledge			K2	2		
CO3	Demonstrate the regulated banking services on various domains			K2	3		
CO4	Evaluate about various corporate services through banks			K2	4		
CO5	Apply technology based financial services in various domains			K4	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2				
CO2	3	3	2				
CO3	3	3	2	2			
CO4	2	2	2		3		
CO5	2	2		3		3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	INTRODUCTION									9
History of Indian Banking system -role-regulations of commercial banks and its types and recent trends. NBFC – types - RBI guidelines - Trends of Indian financial services industry.										
Topic - 2	BANK PRODUCTS AND RISK MANAGEMENT									9
Deposits Mobilized & Debit cards – types and features, Lending- personal loan, mortgage loan, Consumer loan, credit card services, investment services and wealth management- insurance, mutual fund, demat & advisory services										
Topic - 3	CORPORATE FINANCIAL SERVICES									9
Term loan, Over draft , Hire-purchase, Leasing, Factoring, Bill discounting, forex services, custodian services.										
Topic - 4	BANKS AND NBFC MANAGEMENT									9
Basel Norms, Asset quality -NPA, Liquidity, Management quality, Asset-Liability management, risk management, evaluation of performance										
Topic - 5	RECENT TRENDS IN FINANCIAL SERVICES									9
AI in financial services, role of Block chain technology, collaboration of fintech companies and Financial Institutions, E-banking and Aadhar enabled payment system										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 201
2	Arjunwadkar, P. Y. “Fintech: The Technology Driving Disruption in the Financial Services Industry”. (n.p.): Taylor & Francis Group, 2020
3	Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, TataMcGraw Hill, New Delhi, 2017

Semester	Programme	Course Code	CourseName	L	T	P	C
III	MBA	23MB3E13	INTERNATIONAL FINANCIAL MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the basic concepts of International Financial System, and Financial markets	RBT Level	1
CO2	Summarize the roles played by International Risk Exposure, IRP & PPP	K3	2
CO3	Recognize the knowledge in inevitable role of Foreign Exchange Market	K3	3
CO4	Recall the operations in international money market and understand the operations in foreign currency market	K4	4
CO5	Illustrate the Cost of capital and Capital structure and capital budgeting of MNC	K5	5

PRE-REQUISITE	FINANCIAL ACCOUNTING
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2		
CO2	2		2		3		
CO3		2	2		3		
CO4	3	3		2			
CO5	3		3		3	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Seminar
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT										
Topic- 1	INTERNATIONAL DIMENSIONS OF FINANCIAL MANAGEMENT									9
International financial system – International financial markets – International monetary system – International risk exposure – Balance of Payment.										
Topic- 2	MANAGEMENT OF EXCHANGE AND INTEREST RATE EXPOSURE									9
Determinations of foreign Exchange rate – International parity condition: IRP, PPP – International Fisher Effect- Time Factor in International Risk										
Topic- 3	MANAGEMENT OF RISKS IN INTERNATIONAL TRANSACTIONS									9
Foreign Exchange Market – Hedging in Derivatives (Future, Options & Swaps) – Exchange Rate risk management										
Topic- 4	INTERNATIONAL FINANCING									9
Operations in International money market, FDI, ADR, GDR, ECB, ECP – Operations in Foreign currency market – New instruments in Indian markets such as FRAs, caps, collars.										
Topic- 5	FINANCIAL MANAGEMENT OF MNCS									9
Overcoming market segmentation and International Diversifications-Cost of Capital & Capital structure of MNC- Multinational Capital Budgeting – Multinational Cash Management – International Taxation										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOKREFERENCES	
1	Madhu Vij., “International financial Management: Text and cases”, Taxmann, 4th Edition Dec 2021
2	Thummuluri Siddaiah, “International Financial Management: An Analytical Framework ”, Pearson Education, 3rd Edition, 2021.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E14	BEHAVIORAL FINANCE	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the basic concept of behavioral finance.			K2	1		
CO2	Infer about limits to arbitrage.			K2	2		
CO3	Recognize the investor psychology in financial markets.			K2	3		
CO4	Recognize the Psychology of Investor Behavior			K2	4		
CO5	Illustrate the behavior of corporate finance			K4	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1		2	3				
CO2	3	3	2	2			
CO3	3	3	3		3		
CO4	2		3		2		
CO5		2	3	3		3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION TO BEHAVIORAL FINANCE							9	
Overview of behavioral finance – History of behavioral finance – Behavioral factors and financial markets.										
Topic - 2		LIMITS TO ARBITRAGE							9	
Aggregate market and individual rationality – Theory – Limits to Arbitrage – Applications: Closed end fund pricing, Long Term Capital- Investor rationality and market efficiency										
Topic - 3		THE PSYCHOLOGY OF FINANCIAL MARKETS							9	
equity premium puzzle – Volatility puzzle - Investor rationality and market efficiency.										
Topic - 4		THE PSYCHOLOGY OF INVESTOR BEHAVIOR							9	
Disposition Effect – Endowment effect and the availability Heuristic – Myopic loss aversion and mental accounting – Over confidence and optimism – Emotions and decision making.										
Topic - 5		BEHAVIORAL CORPORATE FINANCE							9	
Corporate decisions on capital structure and dividend policy – Merger and acquisitions and the winner's curse, M&A Waves and its market timing – IPO Under pricing.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Hersh Shefrin, “Behavioral Corporate Finance”, McGraw Hill, 2nd Edition, 2018.
2	Sujata Kapoor, Jaya Mamta Prosad, “Behavioral Finance”, SAGE Publications, 2019.
3	Tulsian P C, “Behavioral Finance”, McGraw Hill, Inc, 2nd Edition, 2020.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E15	FINANCIAL TECHNOLOGY SERVICES	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the Financial technology products and Services			K2	1		
CO2	Understand digital finance			K2	2		
CO3	Understand the regulatory requirements in technology based Financial services			K2	3		
CO4	Analyse about alternative finance			K4	4		
CO5	Apply data analytics on financial services			K4	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	2			
CO2	2	2	2	2			
CO3			3	2			
CO4		2			3		
CO5	3	2	2			3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION TO FINTECH							9	
Evolution of Financial Technology – Transformation of Fintech and Social inclusion, Banks and Startups in Fin tech Markets - Collaboration between Financial Institutions and Startups–Fintech Types – Different types of fintech users - Opportunities and Challenges for small and large enterprises.										
Topic - 2		DIGITAL FINANCIAL SERVICES							9	
Digital Financial Services – Mobile Money – Regulation of Mobile Money – SFMS - RTGS -NEFT – NDS Systems – Crypto currencies – Legal and Regulatory Implications of Crypto currencies –Block chain technology.										
Topic - 3		ALTERNATIVE FINANCE							9	
Digital Finance and Alternative Finance – Digitization of Financial Services - Fintech & Funds- Crowd funding– Regards, Charity and Equity - P2P and Marketplace Lending – New Models and New Products – ICO.										
Topic - 4		FINTECH REGULATIONS							9	
RegTech and Fintech - Introduction - Fintech Regulations Evolution of RegTech – RegTech Ecosystem: Financial Institutions – RegTech Ecosystem – RegTech Startup										
Topic - 5		DATA ANALYTICS IN FINANCIAL SERVICE							9	
Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – How AI is Transforming the Future of Fintech – Digital Identity – Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	David Lee Kuo Chuen and Robert Deng (2017) Hand book of Block chain, Digital fiancé and Inclusion(Volume 1) Academic Press Publisher
2	Abdul Rafay, “FinTech as a Disruptive Technology for Financial Institutions”, IGI Global, January, 2019
3	Shilpa Srivastava and Ved Prakash Gulati (2008) Financial Technology Management: The Financial System and Technology (Vol I) ICAI University Press

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E21	STRATEGIC HUMAN RESOURCES MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Recognize the basic concept of strategy and strategic management process, vision, mission and major goals.			K2	1		
CO2	Understand the core competency, building blocks and durability of competitive advantage, avoiding failure and sustaining competitive advantage.			K2	2		
CO3	Illustrate the internal environment by using SWOT and external environment by using five forces model and environment threat and opportunity profile.			K2	3		
CO4	Interpret the designing of organizational structure, strategic control system, change process.			K4	4		
CO5	Recall the recent trends in strategic management			K4	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2	2		
CO2	3	3	2				
CO3	3	3	3				
CO4	3	3	3				
CO5	3				2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	INTRODUCTION TO STRATEGIC MANAGEMENT									9
Concept of Strategy-Strategic Management Process – Business Definition-Vision, Mission and Major goals- Business definition- Objectives and Goals										
Topic - 2	COMPETITIVE ADVANTAGE									9
Five Forces Model - Core competency - Generic Building Blocks of Competitive Advantage– Durability of Competitive Advantage – Avoiding Failure and Sustaining Competitive Advantage										
Topic - 3	STRATEGIES AND ENVIRONMENTAL ANALYSIS									9
Value Chain – Functional Level Strategies – Business Level Strategy – Corporate Level Strategy – Strategy in Global Environment, Blue ocean strategy - SWOT – Environmental threat and Opportunities Profile – Business Portfolio analysis and BCG Matrix, GE nine cellmatrix and An soff Matrix										
Topic - 4	IMPLEMENTING STRATEGY AND PERFORMANCE EVALUATION									9
Designing Organizational Structure – Designing Strategic Control Systems – Matching Structure and Control to Strategy – Change Process – Balance Score Card analysis.,										
Topic - 5	RECENT TRENDS IN STRATEGIC MANAGEMENT									9
Introduction, Strategic Thinking, Organizational Culture and its Significance, Organizational Development and Change, Change Management, Strategic management in a new globalised economy										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Azhar Kazmi and Adela Kazmi, “Strategic Management”, McGraw Hill Education, 4th Edition, 2015.
2	R.Srinivasan, “Strategic Management: The Indian contest”, PHI Learning, 2014.
3	Michael A.Hitt, “Strategic Management: Concepts and Cases”, South-Western Publishing, 10 th Edition, 2013.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E22	INDUSTRIAL RELATION AND LABOUR WELFARE	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the basic concepts of Industrial relations, growth of trade union and collective bargaining process.	K1	1
CO2	Recognize the causes of industrial disputes and study the impact and government machineries for solving dispute	K3	2
CO3	Summarize causes of grievances and causes forms and punishment for misconduct.	K3	3
CO4	Describe the welfare facilities to be provided by an organization and various schemes for welfare available in government	K4	4
CO5	Illustrate the concept of workers participation in management	K5	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2		
CO2	2		2		3		
CO3		2	2		3		
CO4	3	3		2			
CO5	3		3		3	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT										
Topic- 1	INDUSTRIAL RELATIONS AND TRADE UNION MOVEMENT									9
Concepts – Importance – Factors influencing Industrial Relations – Essentials of effective Industrial Relations - Growth of Trade unions – Codes of conduct.										
Topic- 2	INDUSTRIAL CONFLICTS									9
Disputes – Impact, Causes, Strikes – Prevention of Strike, Industrial Peace – Government Machinery Conciliation – Arbitration – Adjudication, Collective bargaining – Importance- process										
Topic- 3	GRIEVANCE PROCEDURE AND MISCONDUCT									9
Concepts, Causes of Grievances – Grievances Procedure – Misconduct – Causes, Forms, Termination, Punishment – Discipline, Types of Disciplinary action, Elements of good disciplinary system										
Topic- 4	LABOUR WELFARE									9
Concept, Objectives – Scopes, Need, Voluntary Welfare Measures – Statutory Welfare Measures –Labour Welfare Funds – Education and Training Schemes - Special Provisions to Employment of women.										
Topic- 5	WORKERS PARTICIPATION IN MANAGEMENT									9
Concepts, objectives of workers participation in Management – Forms of Participation – Evaluation of workers participation – Conditions Necessary for effective working of the scheme.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.
2	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014.
3	ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E23	TRAINING & DEVELOPMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Understand the basics of training and development		
CO2	Summarize the process of training and its assessment		
CO3	Recognize the knowledge of Designing and Implementation of Training Program		
CO4	Describe the models and Evaluation of Training Program		
CO5	Illustrate the theories of training and technologies used in training		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic- 1		INTRODUCTION							9	
Definition - Need for training - Importance of training - Objectives of training - Training functions - Types of training – Issues in Training.										
Topic- 2		PROCESS OF TRAINING							9	
Steps in training - Criteria for identifying training needs - Assessment of training needs - Methods and process of needs assessment - Identifying the need for Reskilling & up skilling for a digital workplace										
Topic- 3		DESIGNING AND IMPLEMENTING A TRAINING PROGRAM							9	
Trainer identification - Methods and techniques of training - Designing a training module - Management development program - Budgeting of training - implementing processes for continuous up skilling to meet digital transformation										
Topic- 4		EVALUATION OF TRAINING PROGRAM							9	
Kirkpatrick model of evaluation - CIRO model - Cost-benefit analysis, ROI of training Condition necessary for an effective training programme.										
Topic- 5		LEARNING AND TECHNOLOGY IN TRAINING							9	
Principles of learning - Theories of learning - Reinforcement theory - Social learning theory - Resistance to training - CBT, multimedia training, E-Learning/online learning - Distance learning										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOKREFERENCES	
1	Raymond Noe, “Employee Training And Development”, McGraw Hill Education, 7th Edition, 2017.
2	S.K. Bhatia, “Training And Development” Deep & Deep Publications, 1st Edition, 2015.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E24	HR ANALYTICS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand about HR Analytics and its Metrics			K1	1		
CO2	Summarize the means of recruitment and diversity analytics			K3	2		
CO3	Illustrate the metrics in Training and Development among the Workforce			K3	3		
CO4	Identify the analytics in talent retention and career progression among employees.			K4	4		
CO5	Illustrate the HR audits and visualize the HR Data useful for the organization purpose			K5	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT										
Topic- 1		INTRODUCTION TO HR METRICS							9	
Evolution and timeline of HR Analytics - Types of Analytics - HR Analytics Applications - Summarizing & Reporting HR Data using Business Intelligence										
Topic- 2		RECRUITMENT AND DIVERSITY ANALYTICS							9	
Social Media for Recruitment and Employer Branding, Diversity Index, Offer Reject and Renege - Attrition Channel Efficiency, Recruitment Metrics										
Topic- 3		TRAINING AND DEVELOPMENT & WORKFORCE							9	
Training Outcome Analysis, Training hours and cost metrics, ROI calculation, Employee Profiling, Turnover Index, Natural Language Processing in HR Analytics – Uncovering employee insights										
Topic- 4		TALENT RETENTION AND CAREER PROGRESSION							9	
Retention Index, Voluntary and involuntary Turnover, Career Path Index, Succession Readiness index, Employee Satisfaction and Engagement Surveys, Gamification for Employee Engagement										
Topic- 5		HR AUDITS AND VISUALIZATION OF HR DATA							9	
HR Audit Process, Recruitment and Selection Process Audit, Statutory Compliance Audit, Benchmarking, Design Thinking Principles for Dashboards, KPI Dashboard, KPI Scorecard, HR Balanced Scorecard										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOKREFERENCES	
1	Edwards, M., & Edwards, K, “Predictive HR Analytics: Mastering the HR Metric”, 2nd Edition, Kogan age, 2019.
2	Bhattacharyya, D. K., “HR Analytics: Understanding Theories and Applications”, 1st Edition, Sage Publications India Pvt Ltd, 2017.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E25	LABOUR LAWS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Summarize the concept of Labour Legislation.		
CO2	Identify the provisions under Industrial Laws.		
CO3	Interpret the provisions related to Wages and Bonus Act.		
CO4	Illustrate the Social Security Act.		
CO5	Understand about various miscellaneous Act		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT										
Topic- 1		INTRODUCTION TO LABOUR LEGISLATION								9
Labour Legislation – Historical evolution – Principles of Labour Legislation – Origin and Growth of Labour Legislation in India										
Topic- 2		INDUSTRIAL LAW								9
Factories Act, 1948 – The Trade Unions Act, 1926 – The Industrial Disputes Act, 1947.										
Topic- 3		WAGES AND BONUS ACT								9
Payment of wages Act, 1936 – Minimum wages Act, 1948 – Payment of Bonus Act, 1965.										
Topic- 4		SOCIAL SECURITY ACT								9
Employee State Insurance Act, 1948 – Employees Provident Funds and Miscellaneous Provisions Act, 1952 – Payment of Gratuity Act, 1972.										
Topic- 5		MISCELLANEOUS ACT								9
Maternity Benefit Act, 1961 – Protection for Women in Labour Statutes - The Child Labour (Prohibition and Regulation) Act, 1986 – Contract Labour Act, 1970 – Apprentices act 1961										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOKREFERENCES	
1	S.P.Jain & Simmi Agarwal, “Industrial and Labour Laws”, Dhanpat Rai & Co, 15th Edition, 2018.
2	S C Srivastava, “Industrial Relations and Labour Laws”, Vikas Publication, 6th Edition, 2012.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E31	BRAND MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand how to positioning and repositioning of the brands.			K2	1		
CO2	Identify the brand building process			K2	2		
CO3	Recognize the importance of brand extension and line extension			K2	3		
CO4	Recall methods of brand valuation			K2	4		
CO5	Analyse the various issues in Brand management like Fake brands, Branding of Industrial goods and services etc.			K3	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3		3	2		
CO2	2		3	2	3		
CO3		2	3	3	3		
CO4	3	3		2			
CO5	3		3		3	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		BRANDING–AN INTRODUCTION							9	
Branding–an Introduction Definition of a Brand – Evolution of Brands – Branding Decisions – Brands Vs Products – Significance of Branding – Types of a brand – Brand Vision – Brand positioning, alternatives – Brand repositioning										
Topic - 2		MANAGING BRANDS							9	
Brand Loyalty, Loyalty programs –Brand Building: Brand Building Process–Brand Ambassadors–Brand personality, Elements of Brand Personality –Brand Identity-concept and Sources, Designing brand identity										
Topic - 3		LEVERAGING BRANDS							9	
Brand, Extensions, Extendibility–Merits and Demerits–Line Extensions–Co-Branding and, Licensing brands..										
Topic - 4		UNDERSTANDING BRAND EQUITY							9	
Brand Equity – Definitions and Significance, Brand Equity Models, building brand equity, Brand Value and Brand Strength, measuring brand equity-cost based method, price Based Method, Consumer based Method.										
Topic - 5		ISSUES IN BRAND MANAGEMENT							9	
FakeBrands–BrandingIndustrialgoods–Destinationbranding–BrandingofServices–Indianization of foreign brands –Taking Indian brand global issues & challenges – Brand Audit – Managing brands during Pandemic period..										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; IssacJacob;Fourth edition; Pearson Education India; 2015; ISBN-10: 9789332542204; ASIN: 9332542201
2	Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford University Press; First edition (January 2016);ISBN-10: 9780199460496; ISBN-13: 978- 0199460496; ASIN: 0199460493

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E34	RETAIL MARKETING	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the basic concepts of Retail Management and types of retailers			K2	1		
CO2	Summarize the retail format, retail planning process and determining retail marketing mix for retail setups.			K2	2		
CO3	Recognize the importance of brand extension and line extension			K2	3		
CO4	Demonstrate the Store layout, Brand building and customer loyalty by communication methods.			K2	4		
CO5	Describe about the recent trends in retailing.			K3	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2		
CO2	2		2	2	3		
CO3		2	3	3	3		
CO4	3	3		2			
CO5	3		3		3	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION								9
Retailing – Significance & Opportunities of retailing – Retail lifecycle – Retail Management Decision Process – Types of retailers – Global retail environment.										
Topic - 2		RETAIL MARKET STRATEGY								9
Retail Strategy – Target Market and Retail format – Building a sustainable competitive advantage – Strategic Retail Planning Process – Retail Marketing Mix – Retail location – Site selection.										
Topic - 3		MERCHANDISE MANAGEMENT								9
Merchandising Concept & Evolution – Roles & Responsibilities of Merchandiser – Merchandise Sourcing – Category Management – Inventory Management - Setting Retail Price.										
Topic - 4		STORE LAYOUT DESIGN AND RETAIL COMMUNICATION								9
Store layout – Objectives of good store design – Visual Merchandising – Atmospherics, Methods of Retail Expansion – Brand building and customer loyalty – Method of communication with customers – Planning retail communication.										
Topic - 5		RECENT TRENDS IN RETAILING								9
Mall, e-tailing - Private labeling - Precision Shopping – Globalization in retail trade – CRM Retail – E-Commerce shopping behaviour – Tools and Technologies in gathering Customer data.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Dr.Suja Ravindran Nair,” Retail Management Text & Cases (2nd Revised Edition)” Himalaya Publishing House Pvt. Ltd, March 2022.
2	Michael Levy, Barton Weitz, Dhruv Grewal “Retailing Management”,10th Edition, McGraw Hill Education, New Delhi, 2018.
3	Ananda Das Gupta,“Strategic Human Resource Management”, :Taylor & Francis,2021.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E33	SERVICES MARKETING	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Identify the nature, characteristics and marketing mix of services			K2	1		
CO2	Recognize the concept of service quality and GAPS model.			K2	2		
CO3	Demonstrate the new service development, extended marketing mix and pricing of services.			K2	3		
CO4	Interpret the concept of service failure and service recovery strategies.			K2	4		
CO5	Illustrate the effective service marketing mix for different service sectors.			K3	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2		
CO2	2				3		
CO3		2			3		
CO4	3	3		2			
CO5	3		3		3	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION AND DESIGNING OF NEW SERVICES							9	
Introduction to Services, Services economy – Evolution and growth of service sector – Characteristics – Classification, Expanded marketing mix for services										
Topic - 2		SERVICE QUALITY							9	
Gaps Model – SERVQUAL analysis, Assessing service marketing opportunities – Customer expectations and perceptions of services.										
Topic - 3		SERVICE DELIVERY							9	
New service development, Service blueprinting – Service scope – People in services, Service process – Balancing Demand and Capacity – Pricing of services – Methods and specific issues – Designing communications mix for promoting services – Building service customer relationships – Role of internal marketing in service delivery.										
Topic - 4		SERVICE RECOVERY							9	
Service failures – Types of Service encounters – Customer response to failures – Customer feelings, Failure types – Service recovery, Ingredients of service recovery.										
Topic - 5		MARKETING STRATEGIES FOR SERVICES							9	
Healthcare Services, Hospitality Services – Tourism Services, Logistics Services – Financial Services, Information Technology Services – Educational Services, Entertainment Services, Public Utility Services – Emerging services in India - Post Covid Survival Strategies of service marketing companies.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Rajendra Nargundkar, “Services Marketing – Text and cases”, McGraw Education, 3rd Edition, 2010.
2	Christian Gronroos, “Services Management and Marketing a ‘CRM Approach”, John Wiley and sons, 3 rd Edition, 2011.
3	R.Srinivasan, Services Marketing: The Indian Context, PHI Learning, 2014.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E32	RURAL MARKETING	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Identify the sense the dynamic rural marketing environment		
CO2	Interpret the product and competitive strategy in Rural market.		
CO3	Summarize the rural pricing strategies.		
CO4	Recognize the various distribution strategies on rural marketing		
CO5	Illustrate the adaptations to the rural marketing strategies to meet the needs of rural consumers by promoting the rural market.		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2		
CO2	2		2		3		
CO3		2	2		3		
CO4	3	3		2			
CO5	3		3		3	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		RURAL MARKETING AN OVERVIEW								9
Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers – Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.										
Topic - 2		PRODUCT STRATEGY								9
Selection of Markets - Product Strategy - Product mix Decisions – Competitive product strategies for rural markets										
Topic - 3		PRICING STRATEGY								9
Pricing strategy – Concept, Significance, Objectives - pricing policies – innovative pricing methods for rural markets										
Topic - 4		DISTRIBUTION STRATEGY								9
Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.										
Topic - 5		PROMOTION STRATEGY								9
Promotion towards rural audience - exploring media - profiling target audience - designing right promotion strategy - campaigns. Social Medias participation in Promotion - awareness program.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Rural Marketing in India, K.S. Habeeb-Ur-Rahman, Himalaya Publishing House Pvt Ltd, 2019.
2	Rural Marketing, Sawalia Bihari Verma, Madhusudan Narayan, Potokuchi Thryambakam, Scientific Publishers, (India), 2014
3	R.Srinivasan, Services Marketing: The Indian Context, PHI Learning, 2014.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB3E35	CONSUMER BEHAVIOUR	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand the basic concepts of Consumer Behaviour and its approaches.	K2	1
CO2	Recognize the knowledge of internal influences of Consumer Behaviour.	K2	2
CO3	Recognize the knowledge of External influences of Consumer Behaviour.	K2	3
CO4	Understand the decision-making models and post-purchase behaviour of Consumers.	K3	4
CO5	Infer the issues and development in the field of consumer behaviour	K3	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2		
CO2	2		2		3		
CO3		2	2		3		
CO4	3	3		2			
CO5	3		3		3	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	INTRODUCTION									9
Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behaviour.										
Topic - 2	INTERNAL INFLUENCES									9
Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.										
Topic - 3	EXTERNAL INFLUENCES									9
Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior										
Topic - 4	CONSUMER BEHAVIOR MODELS									9
Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making.										
Topic - 5	PURCHASE DECISION PROCESS									9
Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers – Opinion Leadership - Diffusion and Adoption.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2	Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.
3	Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E41	SUPPLY CHAIN MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understanding of supply chain fundamentals, Illustrating and analyzing supply chains from strategic perspective and assess supply chain performance	K2	1
CO2	Understanding the issues in sourcing decision and analyse and select suppliers	K2	2
CO3	Understand and analyse issues related to material flow and design supply chain networks to enhance supply chain performance	K2	3
CO4	Understand and analyse the nature of demand and supply and develop inventory system	K4	4
CO5	Relate to innovations in supply chain, analyze and design sustainable supply chains.	K3	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3		2		
CO2	3	3	2		3		
CO3		3	2	2	2		
CO4	3		2	2			
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT														
Topic- 1		INTRODUCTION								9				
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.														
Topic- 2		STRATEGIC SOURCING								9				
Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.														
Topic- 3		SUPPLY CHAIN NETWORK								9				
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design														
Topic- 4		PLANNING DEMAND, INVENTORY AND SUPPLY								9				
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.														
Topic- 5		SUPPLY CHAIN INNOVATIONS								9				
Supply Chain Integration, SC process restructuring, Agile Supply Chains, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Block chain.														
THEORY		45		TUTORIAL		0		PRACTICAL		0		TOTAL		45

BOOKREFERENCES	
1	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016
2	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5thEdition, 2007

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E42	PROJECT MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Relate to the roles and responsibilities of a project manager, and identify , screen and appraise projects	RBT Level	1
CO2	Define project elements, develop plan for projects and estimate project completion.	K3	2
CO3	Understand, apply techniques to Schedule and allocate resources to projects and estimate completion	K3	3
CO4	Understand, Compare and Choose organization for projects, resolve conflicts and mitigate risks in projects	K4	4
CO5	Understand project integration, analyze project performance and appraise international projects	K5	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3		2		
CO2	3	3	2		3		
CO3		3	2	2	2		
CO4	3		2	2			
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT										
Topic- 1	INTRODUCTION TO PROJECT MANAGEMENT									9
Project Management – Definition –Goal - Lifecycles.Project Environments.Project Manager – Roles-Responsibilities and Selection.Definition and examples of projects, Key features of projects, Typical project problems, Human issues in Projects, Project identification and screening: (Brainstorming, Strength, and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection										
Topic- 2	SCOPE AND TIME MANAGEMENT									9
Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques										
Topic- 3	RESOURCE AND COST MANAGEMENT									9
Scheduling Resources – Resource Allocation methods - Reducing Project duration: Project Crashing – resource-leveling methods - Simulation for resource allocation.Goldratt’s Critical Chain- Cost Management – Earned Value Method.										
Topic- 4	PROJECT ORGANISATION, CONFLICT AND MANAGEMENT									9
Project Organization Structure,– Formal Organisation Structure – Organisation Design – Types of project organizations. Culture - Conflict – Origin & Consequences.Project Teams.Managing conflict – Team methods for resolving conflict.Risk identification: types of risk, risk checklists-Risk prioritization -Risk management tactics, Including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning										
Topic- 5	PERFORMANCE MANAGEMENT									9
Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, project closure, team, team member and project manager evaluations - International Projects – environmental factors, cross-cultural considerations, selection and training for international projects - Future likely trends in Project management										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOKREFERENCES	
1	John M. Nicholas and Herman Steyn, Project Management for Engineering, Business and Technology, Routledge, 4th Edition, 2012.
2	Narendra Singh (2019), Project management & control, first edition, Himalaya publishers

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E43	MATERIALS MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand and apply the basics of materials management and develop master production schedule	K1	1
CO2	Understand, apply and assess the requirement analysis for material planning	K2	2
CO3	Understand, apply, and evaluate models of inventory management	K2	3
CO4	Understand and apply purchasing practices and select the right supplier	K2	4
CO5	Understand, analyze and build warehouse management systems	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3		2		
CO2	3	3	2		3		
CO3		3	2	2	2		
CO4	3		2	2			
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT														
Topic- 1		INTRODUCTION								9				
Introduction to Materials Management,Operating environment-Production planning system - manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan - Master scheduling- Developing MPS.														
Topic- 2		MATERIALS PLANNING								9				
Materials requirements planning-bill of materials- planning process-manufacturing resource planning-capacity management-Capacity Requirements Planning (CRP) - scheduling ordersproduction activity control-Scheduling – Load Leveling- Theory of Constraints- Control.														
Topic- 3		INVENTORY MANAGEMENT								9				
Aggregate Inventory Management – Item inventory Management – Flow of materialsObjectives of Inventory Management – Costs – ABC Analysis –Inventory Policy Decisions– objectives-control -Retail Discounting Model, Newsvendor Model; -Quantity discount models. Probabilistic inventory models														
Topic- 4		PURCHASING MANAGEMENT								9				
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing														
Topic- 5		WAREHOUSE MANAGEMENT								9				
Warehousing functions – types - Stores management-stores systems and proceduresincoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement														
THEORY		45		TUTORIAL		0		PRACTICAL		0		TOTAL		45

BOOKREFERENCES	
1	John M. Nicholas and Herman Steyn, Material Management for Engineering, Business and Technology, Routledge, 4th Edition, 2012.
2	Narendra Singh (2019), Project management & control, first edition, Himalaya publishers

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E44	SERVICES OPERATIONS MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the nature of service operations, distinguish between goods and services, compare the difference service classification system develop service strategy			K1	1		
CO2	Understand and apply the new service development process, design and improve services by applying service blueprinting and service decoupling			K2	2		
CO3	Understand, apply and assess the quality in service design and delivery			K2	3		
CO4	Understand, Apply and Adapt models to design service facility, determine facility location and layout and Route and schedule vehicles			K2	4		
CO5	Understand and apply demand and capacity management in services, Illustrate and apply yield management, manage inventory and queuing system and grow and sustain service business			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3		2		
CO2	3	3	2		3		
CO3		3	2	2	2		
CO4	3		2	2			
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSECONTENT										
Topic- 1		INTRODUCTION							9	
Services – Importance, role in economy, service sector – nature, growth. Nature of services distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.										
Topic- 2		SERVICE DESIGN							9	
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – selfservice, automation, e-commerce, e-business, technology innovations.										
Topic- 3		SERVICE QUALITY							9	
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL,Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees – quality tools- benchmarking - Quality improvement programs. Process Improvement –productivity improvement - DEA										
Topic- 4		SERVICE FACILITY							9	
Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling										
Topic- 5		MANAGING CAPACITY AND DEMAND							9	
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics,operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOKREFERENCES	
1	John M. Nicholas and Herman Steyn, Material Management for Engineering, Business and Technology, Routledge, 4th Edition, 2012.
2	Narendra Singh (2019), Project management & control, first edition, Himalaya publishers

Semester	Programme	Course Code	Course Name	L	T	P	C
III	MBA	23MB3E45	SUPPLY CHAIN ANALYTICS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Understanding of supply chain fundamentals, Illustrating and analyzing supply chains from strategic perspective and assess supply chain performance		
CO2	Understanding the issues in sourcing decision and analyse and select suppliers		
CO3	Understand and analyse issues related to material flow and design supply chain networks to enhance supply chain performance		
CO4	Understand and analyse the nature of demand and supply and develop inventory system		
CO5	Relate to innovations in supply chain, analyze and design sustainable supply chains.		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
Cos	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3		2		
CO2	3	3	2		3		
CO3		3	2	2	2		
CO4	3		2	2			
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic- 1		INTRODUCTION							9	
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.										
Topic- 2		STRATEGIC SOURCING							9	
Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.										
Topic- 3		SUPPLY CHAIN NETWORK							9	
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design										
Topic- 4		PLANNING DEMAND, INVENTORY AND SUPPLY							9	
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management										
Topic- 5		SUPPLY CHAIN INNOVATIONS							9	
Supply Chain Integration, SC process restructuring, Agile Supply Chains, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOKREFERENCES	
1	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016
2	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E51	SOFTWARE PROJECT MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	Apply project management concepts and techniques to an IT project.	K3	1
CO2	Identify issues that could lead to IT project success or failure.	K2	2
CO3	Explain project management in terms of the software development process.	K2	3
CO4	Describe the responsibilities of IT project managers.	K2	4
CO5	Apply project management concepts through working in a group as team leader	K3	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION							9	
Defining of Software Development Process - Process - Tailoring the Process – Improving the process discipline - Need for implementing discipline. Software Production Process - Identify the Software Model - Software Process Models : Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model -Software Life Cycle.										
Topic - 2		SOFTWARE DEVELOPMENT							9	
Software Development Team - Three Vital Aspects of Software Project Management - The Team - Meaning of Leadership - Communicating in Harmony - Personality traits - Project Organizations. Project Planning: Top-Down and Bottom-Up Planning - Types of Activity - Project Duration : Schedule Monitoring Tools - Gantt Chart, PERT Chart, Critical Path.										
Topic - 3		PROJECT REVIEW							9	
Tracking Meetings - Recovery plans - Schedule Work & Escalation Meetings. Project Engineering: Product Requirements - Understanding the Customer Problem to solve - Initial Investigation, Strategies for determining information requirements, Information gathering Tools - Product Objectives.										
Topic - 4		PROBLEM SOLVING							9	
Product Specifications - Defining the Final Product - Data Flow Diagram, Data Dictionary, Structured English, Decision Trees, Decision Tables - Feasibility Study. Software Testing : Test Plan - Development Testing : Verification and Validation - General Testing Methods : White Box and Black Box Testing - Unit Testing - System Integration Testing - Validation Testing - System testing.										
Topic - 5		SOFTWARE QUALITY							9	
Software Quality - Quality Measures - FURPS - Software Quality Assurance - Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA - Software Reliability - Introduction to SQA - The Software Quality Assurance Plan - Formal approaches to SQA - Clean room Methodology.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	"The Software Development Project: Planning and Management" by Phillip Bruce and Sam M Pederson, 2020.
2	"Handbook of Research on Technology Project Management, Planning, and Operations" by Terry T Kidd, 2020.
3	"Project Planning and Control Using Oracle Primavera P6 Versions 8.1, 8.2 & 8.3 Professional Client & Optional Client" by Paul E Harris,2020.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E52	ENTERPRISE RESOURCE PLANNING	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understanding of ERP Concepts and Architecture	RBT Level	1
CO2	Analyze the strategic options for ERP identification and adoption.	K3	2
CO3	Design the ERP implementation strategies	K4	3
CO4	Create reengineered business processes for successful ERP implementation.	K3	4
CO5	Understand the use of Enterprise software, and its role in integrating business functions	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION								9
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.										
Topic - 2		ERP SOLUTIONS AND FUNCTIONAL MODULES								9
Overview of ERP software solutions - Small, medium and large enterprise vendor solutions, BPR and best business practices - Business process Management, Functional modules.										
Topic - 3		ERP IMPLEMENTATION								9
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration – People Organization in implementation- Consultants, Vendors and Employees.										
Topic - 4		POST IMPLEMENTATION								9
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation										
Topic - 5		EMERGING TRENDS ON ERP								9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	ERP in practice – Vaman - TMH
2	Daniel E.O’Leary, Enterprise Resource Planning Systems, Cambridge University Press, 2002.
3	Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning, Cengage learning, Third edition, 2009.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E54	DECISION SUPPORT SYSTEMS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand concept of managerial decision systems and outline its various phases.			K2	1		
CO2	Demonstrate DSS components and identify sources of data for business intelligence.			K3	2		
CO3	Categorize the methodologies involved in DSS development.			K2	3		
CO4	Analyze evolution of enterprise DSS and knowledge management initiatives.			K3	4		
CO5	Infer AI and Expert systems evolution and probe advances in intelligent support systems.			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		Decision Making							9	
Managerial decision making and information systems - framework and concept for decision support, Decision making - introduction – definition - systems and models, phases of decision making process - Personality Types – Gender - Human Cognition - and Decision Styles.										
Topic - 2		Modeling and Analysis							9	
Definition – Characteristics and capabilities of DSS – DSS components - Modeling and issues – Static and dynamic models – Certainty, Uncertainty and Risk – Influence Diagrams – Structure of Mathematical models.										
Topic - 3		DSS Development							9	
Introduction – Traditional and alternative development methodologies - Change Management – DSS Technology Levels and Tools – Development Platforms – Tool Selection.										
Topic - 4		Enterprise DSS and Knowledge Management							9	
Communication support – Collaboration support - Group support systems and technologies – GSS meeting process – Creativity and idea generation – Enterprise information systems – Evolution – Characteristics and capabilities of executive support systems – Organizational DSS - Organizational learning and transformation – Knowledge management initiatives – approaches – implementation.										
Topic - 5		Business Intelligence							9	
Nature and Sources of data – Data collection, problems and quality – Database organizations and structures -Data warehousing, Data mining and Data visualization.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Efraim Turban, Jay E Aronson, Ting Peng Liang, Decision Support and Intelligent Systems, Prentice Hall of India, 7th Edition 2005.
2	Elain Rich and Kevin Knight, Artificial intelligence, TMH, 2006.
3	Efraim Turban, Ramesh Sharda, Dursun Delen, Decision support and Business Intelligence systems, Pearson Education, 9th Edition, 2011.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E55	IT FOR BUSINESS APPLICATION	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Learn the basics of data and information system.	RBT Level	1
CO2	Understand the system development methodologies.	K3	2
CO3	Understand database management system and its types.	K2	3
CO4	Learn the various technologies in information system and its security	K3	4
CO5	Gains knowledge on effective applications of information systems in business.	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2					3		
CO3				2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION							9	
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.										
Topic - 2		SYSTEM ANALYSIS AND DESIGN							9	
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.										
Topic - 3		DATABASE MANAGEMENT SYSTEMS							9	
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.										
Topic - 4		INTEGRATED SYSTEMS, SECURITY AND CONTROL							9	
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web										
Topic - 5		NEW IT INITIATIVES							9	
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.
2	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager’ s View, Tata McGraw Hill, 2008.
3	Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E61	DATA MINING FOR BUSINESS DECISIONS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Become acquainted with the theoretical elements of Data Mining and their applications.			K2	1		
CO2	Become acquainted with the practical elements of Data Mining and their applications.			K2	2		
CO3	Acquire experience in analyzing a business problem using appropriate model			K2	3		
CO4	Develop the skills to use the model for a predictive analytical solution			K2	4		
CO5	Learn the decision-making constituencies in a business with the help of Data Mining			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		Introduction to Data mining							9	
Introduction to Data mining, Gathering and selecting data- Exploratory Analytics using R/Rattle- Predictive Modeling using R/Rattle- Market Basket Analysis- Text Mining , Applications										
Topic - 2		Data mining Evaluation							9	
Evaluating Data Mining Results - Visualizing relations between variables - Decision Tree problem - Representing Association Rules , Comparing Text Mining and Data Mining										
Topic - 3		Data mining in IT							9	
Data Mining Best Practices- Principal Component Analysis- ANN - Business Applications of ANN Design Principles of an Artificial Neural Network Representation of a Neural Network- Apriori Algorithm- Web Mining, Web content mining										
Topic - 4		Web Mining							9	
Myths about data mining Data Mining Mistakes- Correlational analysis- Clustering - Applications of Cluster Analysis Definition of a Cluster Representing clusters Clustering techniques Clustering Exercise- Naïve Bayes Analysis- Web Mining Algorithms										
Topic - 5		Recent Trends in Mining							9	
Mining Applications- Visualizing Data Excellence in Visualization Types of Charts- Advantages and Disadvantages of KMeans algorithm- Applications- BI Applications Customer Relationship Management- Healthcare and Wellness Education Retail-										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Anil Maheshwari ,Data Analytics. McGraw Hill, 2017.
2	Eric Siegel, Thomas H. Davenport, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die”, Wiley, 2013
3	Anasse Bari, Mohamed Chaouchi and Tommy Jung ,Predictive Analytics, Willey,2015

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E63	DATA VISUALIZATION FOR BUSINESS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	Understanding Data Visualization Principles	K2	1
CO2	Proficiency in Visualization Tools	K2	2
CO3	Analysis of Data for Visualization	K3	3
CO4	Designing Effective Dashboards and Reports	K2	4
CO5	Communicating Insights through Visualization	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		Introduction							9	
Introduction -What is data visualization? - The data visualization process- Filtering & processing - Translation & visual representation - Perception & interpretation -Why is data visualization so important in reports and statements? - key aspects of reports and statements										
Topic - 2		Trends in data Visualization							9	
Trends in Data Visualization—Storytelling-Trends in Data Visualization—Interactive Graphics - Visualization Designers -Why Use Data Visualization? -How Do You Incorporate the Visualization Process into Practice?										
Topic - 3		Types of Data							9	
Different types of data - Quantitative (numeric) -Discrete – Continuous - Qualitative (categoric)- Ordinal -Categorical- Data relationships -Ranking -Deviation-CorrelationDistribution- Partial and total relationships -Nominal comparisons -Series over time										
Topic - 4		Storytelling for social and market communication							9	
stories that use data to communicate insights -simple sequences for telling a story: - Influencing people’s emotions by telling a story (drawing in their attention) - Persuading them through benefits that cover specific needs (benefits/engagement) - Moving on to concrete steps (call to action).										
Topic - 5		Data visualization							9	
Designing Data Visualizations - The Purpose of Visualization - Selecting Visual Layouts - Choosing Effective Graphical Encodings - Expressive Data Displays - Enhancing Aesthetics - Creating Visualizations with ggplot2- A Grammar of Graphics - Basic Plotting with ggplot2 - Complex Layouts and Customization - Building Maps- ggplot2 in Action: A case study.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Excel Dashboards & Reports for Dummies, 2ed (Author - Michael Alexander (Frisco); ISBN: 978-1-118-84242-3
2	Excel Data Analysis: Your visual blueprint for creating and analysing data, charts and PivotTables, 3rd Edition; Denise Etheridge, ISBN: 978-1-118-03623-5
3	Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E65	BIG DATA ANALYTICS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	Understand the basics of big data analytics	K2	1
CO2	Ability to use Hadoop, Map Reduce Framework.	K2	2
CO3	Ability to identify the areas for applying big data analytics for increasing the business outcome.	K2	3
CO4	To gain knowledge on R language	K2	4
CO5	Contextually integrate and correlate large amounts of information to gain faster insights	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION TO BIG DATA							9	
Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis Vs Reporting - Modern Data Analytic Tools- Statistical Concepts: Sampling Distributions - Re-Sampling - Statistical Inference - Prediction Error.										
Topic - 2		SEARCH METHODS AND VISUALIZATION							9	
Search by simulated Annealing – Stochastic, Adaptive search by Evaluation – Evaluation Strategies – Genetic Algorithm – Genetic Programming – Visualization – Classification of Visual Data Analysis Techniques – Data Types – Visualization Techniques – Interaction techniques – Specific Visual data analysis Techniques										
Topic - 3		MINING DATA STREAMS							9	
Introduction To Streams Concepts – Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream – Filtering Streams – Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real time Analytics Platform(RTAP) Applications - Case Studies - Real Time Sentiment Analysis, Stock Market Predictions										
Topic - 4		FRAMEWORKS							9	
MapReduce – Hadoop, Hive, MapR – Sharding – NoSQL Databases - S3 - Hadoop Distributed File Systems – Case Study- Preventing Private Information Inference Attacks on Social NetworksGrand Challenge: Applying Regulatory Science and Big Data to Improve Medical Device Innovation										
Topic - 5		R LANGUAGE							9	
Overview, Programming structures: Control statements -Operators -Functions -Environment and scope issues -Recursion -Replacement functions, R data structures: Vectors -Matrices and arrays - Lists -Data frames -Classes, Input/output, String manipulations										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Michael Berthold, David J. Hand, Intelligent Data Analysis, Springer, 2007.
2	Anand Rajaraman and Jeffrey David Ullman, Mining of Massive Datasets, Cambridge University Press, 3rd edition 2020.
3	Norman Matloff, The Art of R Programming: A Tour of Statistical Software Design, No Starch Press, USA, 2011.

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E62	SOCIAL MEDIA WEB ANALYTICS	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Enhance the social media skills			K2	1		
CO2	Develop a mass communication strategy and guide campaigns.			K2	2		
CO3	Enhance idea of social media policies.			K2	3		
CO4	Understand the fundamentals and concepts of web analytics.			K2	4		
CO5	Effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc.			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	Introduction									9
Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Viralness - Social theory and social media - technological determinism in popular discourse on social media technologies.										
Topic - 2	COMMUNITY BUILDING AND MANAGEMENT									9
Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.										
Topic - 3	SOCIAL MEDIA POLICIES AND MEASUREMENTS									9
Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.										
Topic - 4	WEB ANALYTICS									9
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.										
Topic - 5	SEARCH ANALYTICS									9
Search engine optimization (SEO), non-linear media consumption, user engagement, usergenerated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013
2	Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
3	TakeshiMoriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016

Semester	Programme	Course Code	Course Name	L	T	P	C
III	M.B.A.	23MB4E64	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Gain Knowledge of Algorithms of Deep Learning & Artificial Intelligence		
CO2	Gain Knowledge of applying Algorithm to specified applications.		
CO3	Ability to understand intelligent systems and Heuristic Search Techniques		
CO4	Understanding of Knowledge Representation, Semantic Networks and Frames		
CO5	Knowledge Of Expert systems, applications and Machine learning		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	2			3		
CO3		2		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		DEEP NETWORKS							9	
Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.										
Topic - 2		MODELS							9	
Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and MetaAlgorithms.										
Topic - 3		INTELLIGENT SYSTEMS							9	
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.										
Topic - 4		KNOWLEDGE REPRESENTATION							9	
Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.										
Topic - 5		APPLICATIONS							9	
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016
2	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.
3	YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1N1	E-BUSINESS MODEL	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand and explain the business practices of ecommerce and e-business models	K2	1
CO2	Analyse the Artificial intelligence interference and e-commerce infrastructure requirements	K3	2
CO3	Analyze the security issues while making payments online	K3	3
CO4	Apply the legal issues and laws governing ecommerce	K2	4
CO5	Apply the concept of business through e- commerce, online retailing and supply chain management	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3						
CO2	3	2					
CO3	2	2	2	3	2		
CO4	3		2	3			
CO5		3		3	2		

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Seminar
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		INTRODUCTION TO E-BUSINESS MODELS							9	
Overview of E-Business - Information Services -Interpersonal Communication - Shopping Services Virtual Enterprises - B2C - B2B - C2C - P2P – M-commerce – Artificial Intelligence and E commerce										
Topic - 2		E-COMMERCE INFRASTRUCTURE							9	
Internet Environment for E-Commerce - Providers and Vendors of E-Business Software - E- Business Enabling Technologies - Intranet and Extranet for E-Commerce - Identification and Tracking Tools for E- Commerce - Overview of Internet Bandwidth and Technology Issues - Electronic Data Interchange (EDI) to E- Commerce										
Topic - 3		PAYMENT AND SECURITY							9	
E-commerce Security Environment - Security Threats - Technology Solutions - Encryption Methods - Policies and Laws - Credit Card Transactions - B2C Digital Payment Systems - B2B Payment Systems										
Topic - 4		LEGAL ISSUES							9	
Paper Document vs Electronic Document - - Legal Issues for Internet Commerce- Technology for Authenticating Electronic Document - Laws for E- Commerce in India - EDI Interchange Agreement										
Topic - 5		RETAILING AND SUPPLY CHAIN							9	
Online Retail Industry Dynamics - Online Mercantile Models from Customer - Management Challenges in Online Retailing - Online Publishing Approach from Customer- Artificial intelligence and online retailing- Supply Chain Management. Fundamentals - Intranets and Supply Chain Management - Managing Retail Supply Chains - Supply Chain.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	David Whiteley, “E-Commerce: Strategy, Technologies and Applications”, Indian Edition, McGraw Hill Publications, 2017.
2	Jelassi, Tawfik, Martínez-López, Francisco J, “Strategies for e-Business - Concepts and Cases on Value Creation and Digital Business Transformation”, Springer Publications, 2020
3	Joseph P T, “E-Commerce: An Indian view”, PHI Publications, 5th Edition, 2015.

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1N2	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the potential for entrepreneurship			K2	1		
CO2	Apply creativity and innovation in formulating business ideas			K3	2		
CO3	Apply the Business plan concept and prepare the project report			K3	3		
CO4	Evaluate the business plan and analyses the operational and functional feasibility of the business idea			K2	4		
CO5	Create an Elevator Pitch and exit strategy			K2	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3			3			
CO2	3	2		3			
CO3				3			
CO4			2	3	2		
CO5			3	2			

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Seminar
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		NATURE AND IMPORTANCE OF ENTREPRENEURSHIP							9	
Definition of Entrepreneur, Evolution of Entrepreneurship, Myths of Entrepreneurship, Characteristics of an Entrepreneur, Entrepreneurial Competencies, Innovation, Role of Entrepreneurship in Economic Development.										
Topic - 2		THE MARKET AND OPPORTUNITY EVALUATION							9	
Idea Generation, Sources of New Ideas, Methods of Generating Ideas, Target customer, their problems, demographics, personality traits and behavior, Market opportunity, market size, growth rate, growth potential, market trends, Opportunity Recognition, Feasibility Analysis										
Topic - 3		BUSINESS PLAN							9	
About Business Plan and its Benefits, Developing a Well-Conceived Business Plan, Elements of Business Plan, Financing – Financial Institutions, Capital Structure, Management of Working Capital, Fundamentals of Taxation, Presentation of the Business Plan										
Topic - 4		SUPPORT SYSTEM FOR ENTREPRENEURIAL VENTURES							9	
Government Agencies and Schemes, MSME, Banks and Financial Institutions, EDC, STEP, Idea Lab, and TBI										
Topic - 5		PREPARING THE PITCH							9	
IPR process, Legal view relating to the startup, team formation, scalability of the model, social and ethical view of the business, elevator pitch, exit strategy										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Hisrich, Peters, Shepherd,” Entrepreneurship”, Tata McGraw Hill, 9th Edition, 2012.
2	Kuratko, Hodgetts, “Entrepreneurship in the New Millennium”, Cengage Learning, 2014.
3	Sangeetha Sharma, “ Entrepreneurship Development” PHI Learning Private Limited,2016

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB1N3	PERSONAL FINANCE	2	0	2	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to		RBT Level	Topics Covered
CO1	Understand the basics of Personal Finance.	K2	1
CO2	Apply the concept of Personal Savings and exploring the avenues of Investment.	K3	2
CO3	Analyze the concept of risk and return in personal investment.	K3	3
CO4	Apply the concept of borrowing and the strategies.	K2	4
CO5	Apply principles of retirement planning and the strategies.	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3						
CO2	3			3	2		
CO3	3		2		3		
CO4	3	2			2		
CO5	3		3	2	2		

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Seminar
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1	BASICS OF PERSONAL FINANCE									9
Introduction – Personal Finance Planning – Saving and Investing - Personal Budget –Personal Financial Statements										
Topic - 2	PERSONAL SAVINGS AND INVESTMENT									9
Investment Criteria- liquidity, safety and profitability - Traditional Savings instruments. Investment in Shares, Debentures, Mutual Funds –Insurance - Investment in Physical Assets – Real Estate, Gold and Silver										
Topic - 3	RISK AND RETURN OF PERSONAL INVESTMENT									9
Present Value and Future Value of a Single Amount and an Annuity - Computation of interest, dividend and capital gains on personal investments - Impact of leverage on return - Personal tax planning										
Topic - 4	MANAGING BORROWING									9
Consumer borrowing products – Loan Amortization – Mortgage Borrowing-Mortgage Length, Fixed vs Floating rate – Biases in consumer finance -. Consumer purchasing strategies – Legal Protection										
Topic - 5	RETIREMENT PLANNING									9
Need – Risks faced in Saving for Retirement -. Pension Plans- Defined Contribution Plan, Defined Benefit Plan - Provident Fund – New Pension scheme										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Arthur J.Keown, “Personal Finance”, Pearson Education, 8 th Edition, 2019
2	Ajit S. Thite, Pradip Kumar Sinha, “Personal Financial Planning”, Nirali Prakashan, 1 st edition, 2020
3	Madhu Sinha, “Financial Planning: A Ready Reckoner”, McGraw Hill Education, 2 nd Edition, 2017

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MB2N1	EVENT MANAGEMENT	2	0	2	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
CO1	Understand about history and various types of event and structure of event industry	RBT Level	1
CO2	Apply legal issues related to events	K3	2
CO3	Interpret the marketing event and its sponsorship	K3	3
CO4	Identify the event and control of event logistics.	K2	4
CO5	Illustrate the risk and safety involved in event management	K2	5

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1		2		2			
CO2		3	3		3		
CO3	2			2			
CO4		3		3			
CO5	3		3		3		

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Seminar
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		EVENT CONTEXT							9	
History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event: Government, Corporate & Community – Code of Ethics										
Topic - 2		THE MARKET AND OPPORTUNITY EVALUA EVENT PLANNING & LEGAL ISSUES							9	
Conceptualizing the event – Host, sponsor, Media, Guest, Participants, Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, License and Permits – Negotiation.										
Topic - 3		EVENT MARKETING							9	
Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.										
Topic - 4		EVENT OPERATION							9	
Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.										
Topic - 5		SAFETY & EVENT EVALUATION							9	
Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	C A Preston, John Wiley, Event Marketing: How to Successfully Promote Events, Festivals, Conventions and Expositions, John Wiley 2015.
2	Hariharan and Annie Stephen, Event Management, Himalaya publishing house, 2017.

Semester	Programme	Course Code	Course Name	L	T	P	C
I	M.B.A.	23MA2N3	CREATIVITY, INNOVATION, AND ENTREPRENEURSHIP	3	0	0	3

COURSE LEARNING OUTCOMES (COs)							
After Successful completion of the course, the students should be able to				RBT Level	Topics Covered		
CO1	Understand the aspect of creative Business problems.			K2	1		
CO2	Apply the innovation in business.			K3	2		
CO3	Analyse about the corporate technological issues.			K3	3		
CO4	Analyse the innovations of Indian firms			K3	4		
CO5	Apply the values in innovation			K3	5		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2	2		
CO2	3		2				
CO3		3	3		3		
CO4	3	3	3				
CO5	3				2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		AWARENESS OF IDEA CREATION							9	
Solving Structure – Creativity and Creative Groups - Characteristics of Creative Groups - Idea generation and development, Brainstorming, Lateral Thinking - Improve the idea to Commercialization process..										
Topic - 2		INNOVATION AND IDEATION							9	
Types of innovation - Creating and identifying opportunities for innovation – The technological innovation Process - Systematic Inventive Methods, The TRIZ Method, Major Inventive Principles, Research and Development Management in Entrepreneurial ventures.										
Topic - 3		CORPORATE TECHNOLOGICAL AND BOOT CAMP							9	
Planning and strategies - Development of and innovation friendly culture - Establishment of strategic direction - Involvement with innovation, Boot camp in Business - Entrepreneurship.										
Topic - 4		PITCHING AND BUILDING CAPABILITIES							9	
Analyze Processes used by ventures - Innovation in Indian firms, Building organizational culture, Organization as a laboratory for learning- pitching.										
Topic - 5		CAPTURING VALUE FROM INNOVATION							9	
Licensing, Patent rights - Commercialization - Outsource, vertical integration, acquisition.										
THEORY	30		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Tom Kelley, Jonathan Littman - contributor, Tom Peters - foreword, “The Art of Innovation: Lessons in Creativity”, Brilliance Audio, 2016
2	H. James Harrington, ” Creativity, Innovation, and Entrepreneurship: The Only Way to Renew Your Organization”, Productivity Press; 1st edition ,2018.
3	Lumsdaine, et.al, Creative Problem Solving and Engineering Design, McGraw Hill, 2016

Semester	Programme	Course Code	Course Name	L	T	P	C
	M.B.A.	23MB4E53	KNOWLEDGE MANAGEMENT	3	0	0	3

COURSE LEARNING OUTCOMES (COs)			
After Successful completion of the course, the students should be able to			Topics Covered
RBT Level			
CO1	Gain an insight into various laws in the country to regulate business aspects		
CO2	Identify the legal principles in making contractual agreements.		
CO3	Recognize the importance of business law in economic, political and on social context.		
CO4	Analyze the legal issues involved in the formation and winding up of a company.		
CO5	Explain to compute Income Tax and various forms of Taxes.		

PRE-REQUISITE	NIL
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CO / PO MAPPING (1 – Weak, 2 – Medium, 3 – Strong)							
COs	Programme Learning Outcomes (POs)					PSOs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		3		2		
CO2	3	3			3		
CO3		3		2	2		
CO4	3		2				
CO5	3	2			2	3	

COURSE ASSESSMENT METHODS		
DIRECT	1	Continuous Assessment Tests
	2	Assignment
	3	End Semester Examinations
INDIRECT	1	Course Exit Survey

COURSE CONTENT										
Topic - 1		Introduction							9	
Definition and concept of Knowledge Management (KM)-Historical development and evolution of KM-Importance of KM in organizational success-Distinction between data, information, and knowledge-KM processes and components										
Topic - 2		Knowledge Creation and Capture							9	
The SECI model (Socialization, Externalization, Combination, Internalization)-Tacit and explicit knowledge-Techniques for capturing tacit knowledge-Knowledge elicitation methods-Tools and technologies for knowledge capture										
Topic - 3		Knowledge Storage and Organization							9	
Knowledge repositories and databases-Taxonomies and ontologies in KM-Content management systems-Knowledge mapping and visualization-Best practices for organizing and storing knowledge										
Topic - 4		Knowledge Sharing							9	
Importance of knowledge sharing in organizations-Social aspects of KM-Communities of practice (CoPs) and their role-Incentives for knowledge sharing-Collaborative platforms and tools										
Topic - 5		Knowledge Transfer and Applications							9	
Knowledge transfer strategies-Learning organizations and their characteristics-Knowledge retention and succession planning-Measuring the effectiveness of KM initiatives-Case studies of successful knowledge transfer and application										
THEORY	45		TUTORIAL	0		PRACTICAL	0		TOTAL	45

BOOK REFERENCES	
1	Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
2	Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.