



**MASTER OF BUSINESS
ADMINISTRATION
SYLLABUS
AND
EXAMINATION SCHEME
2020–2022**

**MBA I AND II SEMESTER: 2020-2021
MBA III AND IV SEMESTER: 2021-2022**

**MASTER OF BUSINESS ADMINISTRATION (FULL-TIME)
(FOUR SEMESTER PROGRAMME)
CHOICE BASED CREDIT SYSTEM
INTERNAL ASSESSMENT = IA; END-TERM ASSESSMENT = ETA**

COURSE STRUCTURE AND SCHEME OF EXAMINATION

SEMESTER – I							
COURSE CODE	Course type	COURSE	L	T	P	L+T+P	CREDIT
						(hrs)	
MBA 101	Core Course (CC)	PRINCIPLES AND PRACTICES OF MANAGEMENT	3	1	0	3+1+0	4
MBA 102	Core Course (CC)	MANAGERIAL ECONOMICS	3	1	0	3+1+0	4
MBA 103	Core Course (CC)	ACCOUNTING FOR MANAGERS	3	1	0	3+1+0	4
MBA 104	Core Course (CC)	STATISTICS FOR MANAGERIAL DECISION MAKING	3	1	0	3+1+0	4
MBA 105	Core Course (CC)	BUSINESS ETHICS AND CSR	3	1	0	3+1+0	4
MBA 106	Core Course (CC)	BUSINESS COMMUNICATION	3	0	2	3+0+2	4
MBA 107	Core Course (CC)	COMPUTER APPLICATIONS	3	0	2	3+0+2	4
MBA 108	Core Course (CC)	COMPREHENSIVE VIVA-VOCE	0	0	8	0+0+8	4
NON CREDIT	Non-CGPA Credit Courses (NCCC)	PD AND QUANTITATIVE APTITUDE	2	0	4	2+0+4	0
		Total					32
SEMESTER –II							
COURSE CODE	Course type	COURSE	L	T	P	L+T+P	CREDIT
						(hrs)	
MBA 201	Core Course (CC)	MARKETING MANAGEMENT	3	1	0	3+1+0	4
MBA 202	Core Course (CC)	ORGANIZATIONAL BEHAVIOUR	3	1	0	3+1+0	4
MBA 203	Core Course (CC)	RESEARCH METHODOLOGY	3	0	2	3+0+2	4
MBA 204	Core Course (CC)	OPERATIONS RESEARCH	3	1	0	3+1+0	4
MBA 205	Core Course (CC)	FINANCIAL MANAGEMENT	3	1	0	3+1+0	4
MBA 206	Core Course (CC)	BUSINESS ENVIRONMENT	3	1	0	3+1+0	4
MBA 207	Core Course (CC)	HUMAN RESOURCE MANAGEMENT	3	1	0	3+1+0	4
MBA 208	Core Course (CC)	COMPREHENSIVE VIVA-VOCE	0	0	8	0+0+8	4
Non Credit	Non-CGPA Credit Courses (NCCC)	VALUE ADDED COURSES ELECTIVE* VAC	0	0	8	0+0+8	0
		(M01/F01/H01/IT01/E01					
		Total					32

SEMESTER – III							
COURSE CODE	Course type	COURSE	L	T	P	L+T+P	CREDIT
						(hrs)	
MBA 301	Core Course (CC)	TOTAL QUALITY MANAGEMENT	3	1	0	3+1+0	4
MBA 302	Generic Elective Course (GEC)	GENERIC ELECTIVES (ANY ONE OF THE OFFERED ELECTIVES - GE 01/GE 02/ GE 03/GE 04)	3	1	0	3+1+0	4
MBA 303	Core Course (CC)	BUSINESS LEGISLATIONS	3	1	0	3+1+0	4
MBA 304	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - I ELECTIVE*01 (MK01/FM01/HR01)	3	1	0	3+1+0	4
MBA 305	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - I ELECTIVE*02 (MK02/FM02/HR02)	3	1	0	3+1+0	4
MBA 306	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - II ELECTIVE*01 (MK01/FM01/HR01)	3	1	0	3+1+0	4
MBA 307	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - II ELECTIVE*02 (MK02/FM02/HR02)	3	1	0	3+1+0	4
MBA 308	Core Course (CC)	SUMMER TRAINING VIVA-VOCE	0	0	8	0+0+8	4
Non Credit	Non-CGPA Credit Courses (NCCC)	REASONING & APTITUDE					0
		Total					32

SEMESTER – IV							
COURSE CODE	Course type	COURSE	L	T	P	L+T+P	CREDIT
						(hrs)	
MBA 401	Core Course (CC)	STRATEGIC MANAGEMENT	3	1	0	3+1+0	4
MBA 402	Generic Elective Course (GEC)	GENERIC ELECTIVES (ANY ONE OF THE OFFERED ELECTIVES - GE 05/GE 06/ GE 07/GE 08)	3	1	0	3+1+0	4
MBA 403	Core Course (CC)	MANAGEMENT INFORMATION SYSTEM	3	1	0	3+1+0	4
MBA 404	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - I ELECTIVE*03 (MK03/FM03/HR03)	3	1	0	3+1+0	4
MBA 405	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - I ELECTIVE*03 (MK04/FM04/HR04)	3	1	0	3+1+0	4
MBA 406	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - II	3	1	0	3+1+0	4

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		ELECTIVE*03 (MK03/FM03/HR03)					
MBA 407	Discipline Specific Elective Course (DSEC)	SPECIALIZATION GROUP - II ELECTIVE*04 (MK04/FM04/HR04)	3	1	0	3+1+0	4
MBA 408	Core Course (CC)	RESEARCH PROJECT REPORT VIVA VOCE	0	0	8	0+0+8	4
Mandatory Non-CGPA elective		MOOC					
		Total					32
GRAND TOTAL OF ALL THE SEMESTERS							
Semesters	Semester I	Semester 2	Semester 3	Semester 4			
Credits	32	32	32	32			
Grand Total of Credits							128

Non-CGPA Credit Courses

Non-CGPA Credit Courses

- | | | |
|-------------|-----------------------------------|----|
| 1. MBA M01 | DIGITAL MARKETING COURSES | |
| II | | |
| 2. MBA F01 | NAL ACADEMY COURSES | |
| II | | |
| 3. MBA H01 | HUMAN RESOURCE MANAGEMENT COURSES | |
| II | | |
| 4. MBA IT01 | MS OFFICE / SAP COURSES | |
| II | | |
| 5. MBA E01 | EXPORT PROCEDURE & DOCUMENTATION | II |

*The Non-CGPA Credit Courses are available to MBA II Semester Students. Students have to select anyone Non-CGPA Credit Courses from the above list.

Non-CGPA Elective: Massive Open Online Courses (MOOC)

The students can opt up to 4 credits out of the recognized MOOC (Massive Open Online Courses) platforms. Each such Course must be of minimum 2 credits.

SPECIALIZATION GROUPS

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SPECIALIZATION GROUP	MARKETING MANAGEMENT (MK)	Semester
MBA MK 01	CONSUMER BEHAVIOUR	III
MBA MK 02	SALES AND DISTRIBUTION MANAGEMENT	III
MBA MK 03	BRANDING AND INTEGRATED COMMUNICATION	IV
MBA MK 04	SERVICE MARKETING AND RETAIL MANAGEMENT	IV

SPECIALIZATION GROUP	FINANCIAL MANAGEMENT (FM)	Semester
MBA FM 01	FINANCIAL MARKETS AND SERVICES	III
MBA FM 02	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	III
MBA FM 03	PROJECT APPRAISAL AND FINANCE	IV
MBA FM 04	FINANCIAL RISK MANAGEMENT	IV

SPECIALIZATION GROUP	HUMAN RESOURCE MANAGEMENT (HRM)	Semester
MBA HRM 01	HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL DEVELOPMENT	III
MBA HRM 02	LEGAL FRAMEWORK GOVERNING INDUSTRIAL RELATIONS	III
MBA HRM 03	COMPENSATION PLANNING	IV

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MBA HRM 04	TALENT MANAGEMENT	IV

GENERIC ELECTIVES III SEM

MBA GE 01	PRODUCTION AND OPERATIONS MANAGEMENT	III
MBA GE 02	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	III
MBA GE 03	SUPPLY CHAIN MANAGEMENT	III
MBA GE 04	FINANCIAL ECONOMETRICS	III

GENERIC ELECTIVES IV SEM

MBA GE 05	Marketing analytics	IV
MBA GE 06	HR analytics	IV
MBA GE 07	Financial analytics	IV
MBA GE 08	Business Analytics	IV

*The course is a dual specialization course. Students have to select two specialization streams for dual specialization and select two papers from each stream in Semester III and Semester IV in the given order.

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The Scheme of Assessment (including Marks of Sessionals, minimum Pass Marks, Division of Examination) & Scheme of Promotion to next Semester will be Governed by Ordinance 168 A of Jiwaji University Gwalior (Based on 14 A of Devi Ahilya Vishwavidyalaya; As Approved by the Coordination Committee in its meeting held on 25/10/2017 and Adopted by Devi Ahilya Vishwavidyalaya in its EC meeting held on 04/12/2017)


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101- PRINCIPLES AND PRATICES OF MANAGEMENT

Credit- 04

Course Objective

The paper will familiarize the student with basic management concepts, managerial thinking and behavioral processes in the organization. The student will have a basic overview of the origin of this field of study.

Course Outcomes: On completion of course, the students will be able to:

- CO1: Understand the concept of Management, its origin and managerial responsibilities.
- CO2: Comprehend the functions of management and tools & techniques used to perform the managerial roles.
- CO3: Understand the planning process, its types and various decision making models.
- CO4: Ascertain the nature and types of organization structure, and the staffing process along with directing components involved.
- CO5: Analyze the environment of the organization and apply the control methods.

UNIT I

Management: Concept, Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations School; Nature, Significance, Management vs. Administration, Management Skills, Levels of Management, Introduction to Functions of Management, Social Responsibility of Managers

UNIT II

Planning: Nature, Significance of Planning, Types of Planning, Process of Planning

Objective Setting: Concept, Types and Process of Setting Objectives, M.B.O., Concept, Process and Managerial Implications

Decision Making: Concept, Process, Types and Styles of Decision Making, Decision Making in Risk and Uncertainty

UNIT III

Organizing: Concept, Forms of Organizational Structure, Combining Jobs, Departmentation and Types, Span of Control, Authority & Responsibility, Delegation of Authority, Principles of Organizational Designing

UNIT IV

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Motivation: Concept, Maslow's Need Hierarchy Theory and X and Y theory,

Leadership: Concept, Types of Leaders, Difference between leaders and managers, Supervision

UNIT V

Controlling: Concept, Process of Controlling, Methods of controlling: Pre-control, Concurrent Control, Post-control, Tools for Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs

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Text Books

1. Robbins & Coulter (2006). *Management (9th ed.)*. Delhi: Prentice Hall of India
2. Stoner, Freeman & Gilbert Jr (2009). *Management (6th ed.)*. Delhi: Pearson Edu.
3. Agarwal, R. D. (1982). *Organization and Management*. New Delhi: Tata McGraw-Hill Edu.

Suggested Readings

1. Koontz Harold & Weihrich Heinz (2008). *Essentials of management (5th ed.)*. New Delhi: Tata McGraw Hill.
2. Robbins S.P. and Decenzo David A. (2009). *Fundamentals of Management Essential Concepts and Applications 6th ed.*. Delhi: Pearson Education
3. Weihrich Heinz and Koontz Harold (2008). *Management: A Global and Entrepreneurial Perspective (12th ed.)*. New Delhi: McGraw Hill

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MBA 102-MANAGERIAL ECONOMICS

Credit-04

Course Objective:

The course aims to explain the crucial concepts of Demand and Supply analysis, market analysis and national income

Course Outcomes:

After completion of this course the student will be:

CO1: understanding theories, concepts, processes and frameworks of demand and supply, market structures, production cost and marketing strategies, profit theories and demonstrate concept of national income; identify its components, demonstrate circular flow of income and illustrate inflation and its types

CO2: Analyzing real world business problems with reference to economic environment, conditions, and indicators and various income identities with government

CO3: Applying time series analysis and forecasting technique to encourage critical thinking, analytical skills which help in taking complex economic decision

CO4: Evaluating and measuring trend setting factors for projection of sales and demand curves; elasticity's of demand and supply and measuring control on inflation

UNIT I

Introduction to Economics: Nature and Scope of Managerial Economics; Significance in Decision- Making and Fundamental Concepts; Objectives of a firm; Utility; Law of diminishing marginal utility, Indifference curve. **Demand Analysis:** Law of Demand, Exception to the Law of Demand; Determinants of Demand; Market Demand versus Individual Demand; Shifts in the Demand Curve.

UNIT II

Supply: Meaning, Significance and Methods; Supply Analysis: Law of Supply; Market Supply versus Individual Supply; Shifts in the Supply Curve. **Elasticity of Demand and Supply:** Price; Income; Cross, Advertising Elasticity; Point Elasticity and Arc Elasticity. Use of Elasticity of Demand for Managerial Decision Making; The Price Elasticity of Supply and Its Determinants; Computing the Price Elasticity of Supply and its Uses for Managerial Decision-Making.

UNIT III

Production Concepts & Analysis: Production Function; Single Variable-Law of Variable Proportion; Two Variable- Law of Returns to Scale; Cobb-Douglas Production Function; Cost Concept and Analysis; Short-Run and Long-Run Cost Curves and their Managerial Use. **Market Structure:** Perfect Competition; Features; Determination of Price and Output under Perfect Competition. **Monopoly:** Features; Pricing and Output Determination under Monopoly. **Monopolistic:** Features; Price and Output Determination under Monopolistic Competition; Product Differentiation; Price Discrimination.

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UNIT IV

Oligopoly: Features; Quantity competition-A Dominant Firm; **Price Competition:** Price Rigidity and Kinked Demand. **Pricing Strategies:** Price Leadership. Price Determination; Full Cost Pricing; Product Line Pricing; Price Skimming; Penetration Pricing.

UNIT V

National Income: Concepts; Measuring the Value of Economic Activity through Gross Domestic Product, GDP Deflator, Real GDP vs. Nominal GDP, Other Measures of Income; **Inflation:** Types; Causes and Measurement; Business Cycle; Profit, Concept and Major Theories of Profits; Dynamic Surplus Theory; Risk & Uncertainty Bearing Theory and Innovation Theory.

Suggested Readings:

- Baye, R. M. & Béli, R. O. (2006). *Economics and Business Strategy*. New York: McGraw-Hill.
- Damodaran, S. (2010). *Managerial Economics*. India: Oxford University Press.
- Dwivedi, D. (1980). *Managerial Economics*. Vikas Publishing House.
- Mankiw, N. (2010). *Macroeconomics*. New York: Worth Publishers.
- Mankiw, N. G. (2009). *Principles of Microeconomics*. South-Western Cengage Learning.
- Salvatore, D. & Brooker, R. F. (1993). *Managerial Economics in Global Economy*. New York: McGraw-Hill.
- Samuelson, W. F., & Marks, S. G. (2012). *Managerial Economics*. John Wiley & Sons, Inc.
- Mithani, D. M. (2005). *Principles of Economics*: Himalaya Publishing House.

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MBA 103 - ACCOUNTING FOR MANAGERS

Credit- 04

Course Objective:

The objective of this course is to help students to understand the concepts and measurements that underlie financial statements, develop managerial skills needed to analyze financial statements effectively, and gain an understanding of the choices enterprises make in reporting the results of their business activities

Course outcomes:

On completion of this course student will be able to:

- CO1: Acquaint with the fundamentals principles of management accounting.
- CO2: Prepare, analyze and interpret financial statements.
- CO3: Analyse typical business transactions to determine their effects on the principal elements of financial statements
- CO4: Take decisions using management accounting tools.
- CO5: Understand the role of management accounts in planning, control and decision making in an organization.

UNIT I

Basics of Financial Accounting:

Meaning; Scope; Functions of Financial Accounting; Cost and Management Accounting; Difference between Book-Keeping and Accounting; Financial Accounting; Concepts and Conventions; Double Entry System; Preparation of Journal; Ledger and Trial Balance; Preparation of Final Accounts; Trading; Profit and Loss Account; Final Accounts with Adjustment.

UNIT II

Financial Statement Analysis and Ratio Analysis:

Meaning, significance and types of financial statement analysis; Comparing Financial Data across Companies; Statements in Comparative and Common-Size Form; Meaning of Ratio and Ratio Analysis; Classification of Ratios: Liquidity Ratio, Capital Structure Ratio, Turnover Ratio and Profitability Ratio.

UNIT III

Funds Flow Analysis

Funds from Operation; Sources and Uses of Funds; Preparation of Schedule of Changes in Working Capital and Funds Flow Statements; Its Uses and Limitations; Cash Flow Analysis; Cash from Operation; Preparation of Cash Flow Statement; Its Uses and Limitations; Distinction between Funds Flow and Cash Flow.

UNIT IV



Cost Accounting

Elements of Cost; Types of Costs; Preparation of Cost Sheet; Standard Costing; Variance Analysis; Material Variances; Labour Variances; Simple Problems Related to Material and Labour Variances Only; Marginal Costing; Marginal Cost and Marginal Costing; Importance; Break- Even Analysis; Cost Volume Profit Relationship; Application of Marginal Costing Techniques.

UNIT V

Planning and Flexible Budgets and Performance Analysis:

The Basic Framework of Budgeting; Meaning and Definition of Budget; Forecast and Budget; Objectives of Budgetary Control; Advantages and Disadvantages of Budgetary Control; Preparing the Sales Budget, Production Budget, Cash Budget, Purchase Budget, Fixed and Flexible Budget.

Suggested Readings:

- Garrison, R. H. (2017). *Managerial Accounting* (15th ed ed.). 15th ed. Boston: Irwin/McGraw-Hill.Griffin, Ricky.
- Gupta, A. (2004). *Financial Accounting for Management*. Delhi: Pearson. Kuppapally, J. J. (2010.). *Accounting for Managers*. PHI.
- R, N. (2011.). *Financial Accounting*. Delhi: PHI.
- Shah, P. (2007.). *Basic Accounting for Managers*. Delhi: Oxford.
- S.N. Maheshwari, (2018) Corporate Accounting 6th Edition Vikas Publication

References:

1. Drury, C. M. (2013). *Management and cost accounting*. Springer.
2. Drury, C. (2005). *Management accounting for business*. Cengage Learning EMEA.
3. Chapman, C. S. (Ed.). (2005). *Controlling Strategy: Management, Accounting, and Performance Measurement: Management, Accounting, and Performance Measurement*. OUP Oxford.
4. Kaplan, R. S., & Atkinson, A. A. (2015). *Advanced management accounting*. PHI Learning.
5. Langfield-Smith, K., Thorne, H., & Hilton, R. W. (2018). *Management accounting: Information for creating and managing value*. Sydney: McGraw-Hill Education.

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MBA 104 - STATISTICS FOR MANAGERIAL DECISION MAKING

Course Objectives:

The student learns both descriptive and inferential statistics to decision making.

Course Outcomes: Upon successful completion of this course students will be able to:

- CO1: Understand the key terminologies, concepts, tools and techniques of statistics for decision making.
- CO2: Analyze statistical data using measures of central tendency, dispersion, skewness and kurtosis.
- CO3: Apply probability rules and probability distributions to model different types of business situations.
- CO4: Use simple/multiple correlation and regression methods to analyze the underlying relationships between the variables.
- CO5: Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.
- CO6: Use a statistical package frequently used by practitioners to analyses the data.

UNIT I

Basic concept of Statistics: Application of Descriptive and Inferential Statistics in Managerial Decision Making; utility and limitation of Statistics.

Presentation of Data: Bar Diagrams; Histograms; Frequency Polygon; Frequency Distribution Curves.

Measures of Central Tendency: Mean; Median and Mode and their implications.

UNIT II

Measures of Dispersion: Range; Mean Deviation; Standard Deviation; Coefficient of Variation(C.V.); Skewness; Kurtosis.

UNIT III

Correlation: Meaning and types of Correlation, Karl Pearson and Spearman Rank Correlation.

Regression: Meaning, Regression Equations and their Application, Partial and Multiple Correlation and Regression.

UNIT IV

Probability: Concept of Probability and its Uses in Business Decision; Addition and Multiplication Theorems; Bayes Theorem and its applications.

Probability Theoretical Distribution: Concept and Application of Binomial; Poisson and Normal Distribution.

UNIT V

Estimation Theory and Hypothesis Testing: Sampling Theory; Formulation of Hypothesis; Application of Z test; t test; F test; Chi-Square test; Techniques of Association of Attributes.

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Note: All above course must also be taught using MS-Excel functions and graphical representations.

Suggested Readings:

- Herkenhoff, L., & Fogli, J. (2013). *Applied Statistics for Business and Management using Microsoft Excel*. New York, NY: Springer New York. <https://doi.org/10.1007/978-1-4-614-8423-3>
- Keller, G. (2015). *Statistics for Management and Economics, Abbreviated*. Cengage Learning.
 - Levine, D. M., Berenson, M. L., Stephan, D., & Lysell, D. (1999). *Statistics for managers using*
 - Microsoft Excel (Vol. 660). Prentice Hall Upper Saddle River, NJ.
 - Beri, G.C. (2009). *Business Statistics*. McGraw Hill Education.
 - Black, Ken. *Applied Business Statistics*. Wiley India.

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MBA 105 – BUSINESS ETHICS & CSR

Credit– 04

Course Objective:

To sensitize the students about the importance of business ethics and human values in life.

Course Outcomes:

After successful completion of this course students will be able to:

- CO1: Imbibe business ethics in their personal and professional life.
- CO2: Inculcate leadership traits and motivate them to learn techniques of enhancing and managing potential for creative construction.
- CO3: Understand and appreciate the core values arising out of different sources.
- CO4: Appreciate role of Indian culture ideas in developing effective management skills.
- CO5: Creatively explore stories for drawing managerial lessons.

UNIT I

Overview of Business Ethics:

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Causes of unethical behavior; Work ethics; Code of conduct; Ethical dilemma.

UNIT II

Ethical Role of the Managers:

Ethics in practice ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers. Profit maximization vs. social responsibility.

UNIT III

Human Values:

What are human values and its importance in areas of life like work and relationships.

- Formation of values: The dynamic life-long learning process.
- Understanding human values through Abraham Maslow's theory of motivation.

Unit IV

Value system in business enterprises:

- Value statement of a business enterprise and its significance; how it is formed and communicated.
- Profit and growth objective of a business enterprise v/s greed: A critical review of business enterprise values in light of its impact on employees, customers, society and nature.

Unit V

Indian Ethos and Management:

- Concept of Indian ethos & Bharatiyata
- Indianism as a Foundation of Indian Management
- India as a matrix Society
- TATA's value system
- Concept of Purusharth, Managerial Purusharth, Karma yog
- Basket of needs, Harm minimization & harmonization
- Indian models of holistic person and enlightened leadership - OSHA, Corporate Rishi, VEDA

Suggested Readings:

- Pareek Udai (2011). *Understanding Organizational Behaviour (3rd Edition)*. Oxford University Press.
- Maslow H. Abraham (1999). *Toward a Psychology of Being (3rd Edition)*. John Wiley & Sons.
- *Good News Bible (1992)*. American Bible Society.
- Hazleton Lesley (2013). *The First Muslim*. Atlantic Books.
- Wills Garry (2017). *What the Quran Meant*. Viking
- Weyder Robert Van De (2006). *366 Readings from Islam (2006)*. Jaico Publishing House.
- Miller Barbara Stoler (2004). *The Bhagavad-Gita: Krishna's Counsel in Time of War*. Batham Classic.
- *The Bhagavadgita (2015)*. Gita Press.
- Hanh Thich Nhat (1998). *The heart of the Buddha's Teaching*. Broadway Books.
- Collins C. James & Lazier C. William (1992). *Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company*. Prentice Hall.

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MBA 106 - BUSINESS COMMUNICATION

Credit- 04

Course Objective:

The course explains the various modes of communication and present the purpose and objectives of business communication.

Course Outcome:

On the completion of the course the student will be able to:

- CO 1: Understand the core concepts of communication and will be in a position to overcome various barriers present in the process of communication.
- CO2: Gain flare in written communication and analyze the inside out of presentations and interviews
- CO3: Demonstrate the skill of writing business reports and business letters
- CO4: Present the depth of oral communication skills and challenges and care in the body language.
- CO5: Examine the impact of group communication, and various professional etiquette related.
- CO6: Determine the importance of para languages in the current scenario.

UNIT I

Introduction to Business Communication: Meaning, Need, Purpose and Types of Communication; Process of Communication; Communication Structure in Organization; Barriers to Communication; 7 C's of Communication; Impact of Cross Cultural Communication;

UNIT II

Employment Communication: Resume Writing and Cover Page Draft, Group Discussions, Interview, Candidates' Preparation for Interview, Effective Listening Skills, Teleconferencing and Video Conferencing.
Presentation Skills: Essential Elements of an Effective Presentation, Designing a Presentation, , Types of Visual Aid, Appearance & Posture,

UNIT III

Written Communication: Purpose of Writing; Clarity in Writing; Principles of Effective Writing; Writing Techniques. Business Letters and Reports: Introduction to Business Letters, Types of Business Letter, Layout of Business Letter; Reports: Definition and Purpose, Types of Business Reports, Reports Writing. 20

UNIT IV

Oral Communication: What is oral communication, Principles of successful oral communication, Two sides of effective oral communication, Effective listening, Body Language and its elements, Para Language- Concept and types.

UNIT V

Group Communication: Meetings: Need, Importance and Planning of Meetings, Drafting of Notice, Agenda, Minutes of Meeting, Writing Memorandum, Press Release, Press Conference, Business Etiquettes - Netiquettes, Telephonic Etiquettes.

Suggested Readings:

- Lesikar, R.V. & Pettit, Jr. J.D. Basic Business communication: Theory & Application, (10th Edition.). Tata Mc Graw Hill.

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- Sehgal, M.K. & Khetrapal, V. (2006). Business Communication. Excel Books.
- Chaturvedi, P.D. (2006). Business Communication (3rd Edition.). Pearson Education.
- Sharma, R.C. & Krishna, M. (2002). Business: Correspondence and Report Writing (3rd Edition.). Tata McGraw Hill.
- Pal, R. (2012). Business Communication, Sultan Chand & Sons Publication.
- Bisen & Priya (2009). Business Communication, New Age International Publication.

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MBA 107 - COMPUTER APPLICATIONS

Credit- 04

Course Objective:

The course details the tools of information technology for effectively disseminating information in an appropriate manner.

Course Outcomes:

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

- CO1: Understand the working of computer along with the types of Hardware and Software
- CO2: Create Word Document, editing, formatting and inserting table, citations, references and table of contents
- CO3: Create PowerPoint presentations, working with master slide and animations
- CO4: Create a workbook, enter data in a worksheet, format a worksheet, format numbers in a worksheet, create an Excel table, filter data by using an AutoFilter, Sort data by using an AutoFilter
- CO5: Apply conditional formatting
- CO6: Print a worksheet, Using Print Preview & Other Utilities
- CO7: Use Formulas like VLookup, HLookup, Count, Sum, Subtotal,
- CO8: Creating Formulas for Financial Applications, Create Charts and Graphics
- CO9: Use Pivot Tables for Data Analysis

UNIT I

Introduction: Computer hardware and software, Framework of computer, input and output devices, computer memories, central processing unit, types of computer; types of software: system software and application software, some basic terms related to operating system.

UNIT II

MS Word: Some basic terms- toolbar, format bar and status bar, insert tables, charts, smart arts, adding graphics, pages options, insert citations, creating, editing and saving word document, use of auto text, spelling and grammar tool, creating a cover letter, mail merge.

MS Power-point: Preparation of power-point presentation, what to include and what not to include in slides, inserting new slide and deleting any slide, use of master slides, insertion of figure, graphics and charts in presentation.

UNIT -III

Introduction to MS Excel: Understanding Basic working with Excel, Quick review on MS Excel Options, ribbon, sheets, Saving Excel Files as PDF, CSV and older versions, Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Inserting Pictures and other objects in worksheets, Understanding Data Consolidation, Consolidating With Identical Layouts, Consolidating With Different Layouts

UNIT - IV

Working with formulas/functions:

Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX, ADDRESS, MATCH, OFFSET, TRANSPOSE, INDIRECT etc.

Logical Functions: IF/ELSE, AND, OR, NOT, TRUE, NESTED IF/ELSE etc.

Database functions: DGET, DMAX, DMIN, DPRODUCT, DSTDEV, DSTDEVP, DSUM, DVAR, DVARP etc.

Date and time functions: DATE, DATEVALUE, DAY, DAY360, SECOND, MINUTES, HOURS, NOW, TODAY, MONTH, YEAR, YEARFRAC, TIME, WEEKDAY, WORKDAY.

Information functions: CELL, ERROR.TYPE, INFO, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL, ISNA, ISNONTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc.

Math and trigonometry Functions: RAND, ROUND, CEILING, FLOOR, INT, LCM, MOD, EVEN, SUM, SUMIF, SUMIFS etc.

Statistical Functions: AVEDEV, AVERAGE, AVERAGEA, AVERAGEIF, COUNT, COUNTA, COUNTBLANK, COUNTIF, FORECAST, MAX, MAXA, MIN, MINA, STDEVA and Using Data analysis.

UNIT V

Conditional Formatting: Using Conditional formatting, Using Conditional formatting with multiple cell rules, Using Color Scales and Icon sets in conditional formatting, creating new rules and managing existing rules

Data Sorting and Filtering: Sorting data A-Z and Z-A, Using Filters to sort data, Advance filtering options Pivot tables, Creating Pivot tables and using pivot table options, Changing and updating data range, Formatting Pivot table and making Dynamic Pivot Tables

Pivot Charts: Changing and updating Data Range, Types of pivot charts and their usage, formatting pivot charts and making Dynamic Pivot Charts

Suggested Readings:

1. June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay.
2. Frandsen, T. L. (2010). Microsoft office excel. Retrieved from www.bookboon.com
3. Leon, M., & Leon, A. (2009). Introduction to Computers (1st ed.). Vikas Publishing.
4. Introduction to Information Technology, ITL education solutions, Pearson.
5. Understanding Computers: Today and Tomorrow by Morley and Parker, Cengage
6. MS-Office 2007, step by step, Pearson.

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MBA 201 - MARKETING MANAGEMENT

Credit- 04

Course Objective

The course highlights the core concepts, contexts, theories and practical implication of Marketing in real world. The students will also understand the broad spectrum of marketing decisions in companies and significance of Marketing as strategic and essential function in an organisation business strategy.

Course Outcomes

On completion of the course, the students will be able to:

- CO1: Demonstrate understanding of the marketing, its importance and marketing environment.
- CO2: Critically analyze the concepts of marketing mix, product mix, promotion mix and market segmentation.
- CO3: Analyze the concepts of pricing and aspects related to distribution.
- CO4: Evaluate the consumer buying motives and understand product life cycle.
- CO5: Assess the organization's strategic, operational and tactical marketing decisions as well as social and mobile marketing concept.

UNIT I

Introduction to Marketing

Definition, Nature, Elements and Scope of Marketing; Marketing concepts; Marketing philosophies. Customer value- customer Life Time value, Practical problems in measuring Customer Life Time value; Holistic Marketing, Concept of marketing orientation and consumer orientation; Concept of marketing environment- Micro and Macro.

UNIT II

Identifying and Selecting Markets

Market Segmentation- Purpose and Methods of Marketing Segmentation, Levels of segmentation, Patterns, Bases of Segmentation. Concept of Targeting: Selection of Target Markets, Strategies, Concept of positioning: Types, major errors, Product Differentiations: Variables in Differentiation.

UNIT III

Marketing Mix

Product Planning - Product Mix Decisions, Product Line, New Product Development, Product Life Cycle; Branding: Brands and Brand strategies; Pricing: Objectives, Methods, strategies, price sensitivity, adverse effect of price wars; Channel of Distribution(COD): Levels, role, factors affecting COD, COD Strategies. Role in Value Chain -Inbound and outbound logistics.

UNIT IV

Promotion Mix

Understanding the concept of Marketing Communication; Role of promotion in Marketing; Determining Promotional Mix: Sales Promotion, Advertisement, personal Selling and Sales Management, Public Relation, Publicity.

UNIT V

Social and Mobile Marketing

The 4 E frame work for Social Media, categories of Social Media, App pricing Models, three components of a Social Media Strategy, concept of Pay per click (PPC) Advertising, profitability

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Model for PPC Advertising; concept of Retailing and Omni channel Marketing- choosing Retailing Partners, Types of Retailers, Effective Omni channel Retailing.

Suggested Readings:

- Deshpandé, & Farley. (1993). Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis. *Journal of Marketing*, 57(1), 23-37.
- Grewal, & Levy. (2017). *Marketing* (5 ed.). McGraw Hill Education.
- Jaworski, & Kohli. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57(3), 53-70.
- Kotler, P., & Keller, K. L. (2012). *Marketing management* (14 ed.). Pearson.
- Prahalad, C. K. (2005). *The Fortune at the Bottom of the Pyramid*. Philadelphia: Wharton School Publishing.

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MBA 202 - ORGANIZATIONAL BEHAVIOUR

Credit- 04

Course Objective:

The course explains about workplace behavior and concepts of Individual and Interpersonal Behavior and how they intermesh with organizational productivity.

Course Outcomes: Upon completion of this course the student will:

- CO1: Become effective leaders by addressing the human side of enterprise.
- CO2: Understand individual behavior in organizations, including attitudes, job satisfaction, emotions, personality, values, perception, decision making, and motivational theories.
- CO3: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- CO4: Understand the organizational system, including organizational structures, culture, human resources, and change.

UNIT I

Concepts; Nature; Importance; Models of Organisational Behavior;

Perception and Attribution Theory: Concept; Nature; Process; Importance; Management and Behavioral Applications of Perception.

UNIT II

Attitude: Concept; Process; Importance; Techniques of Attitude Measurement;

Personality: Concept; Nature; Types and Theories of Personality; Shaping O.B;

Learning: Concept and Theories of Learning.

Motivation: Theories of Motivation; Motivating a Diverse Workforce.

UNIT III

Leadership: Style and Theories of Leadership- Trait; Behavioural and Situational Theories; Leadership Styles in Indian Organisations.

Analysis of Interpersonal Relationship; Group Dynamics: Definition; Stages of Group Development; Group Cohesiveness; Formal and Informal Groups; Groups Processes and

Decision Making: Dysfunctional Groups; Punctuated Equilibrium Model.

UNIT IV

Organisational Power and Politics: Concept; Sources of Power; Distinctive Between Power Authority and Influence; Political Implications of Power; Dysfunctional Uses of Power; Stress: Understanding and its Consequences; Causes of Stress; Managing Stress.

UNIT V

Knowledge Management and Emotional Intelligence in contemporary Business Organisation:

Organizational Change: Concept; Nature; Resistance to Change; Managing resistance to Change; Implementing Change; Kurt Lewin Theory of Change

Conflict: Concepts; Sources; Types; Functionality and Dysfuntionality Conflict; Classification of Conflict- Intra; Individual; Interpersonal; Intergroup and Organizational; Resolution of Conflict; Meaning and Types of Grievance Handling;

Suggested Readings:

- Fred; L. (2011). *Organizations Behaviour* (12th edition ed.). New York; Mc Graw Hill.
- K; A. (2016). *Organizational Behaviour* (12th edition ed.). New Delhi: Himalaya Publishing House. Kumar; P.; & Thakur; K. (2011). *Text book of Organization Behavior*. new delhi: Wisdom Publications.
- Stephen; P. (2013). *Organizational Behaviour* (!5th edition ed.). New Delhi: Pearson Education. Udai; P. (2016). *Understanding Organizational Behaviour* (4th edition ed.). New Delhi: Oxford Higher Education.

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MBA 203 - RESEARCH METHODOLOGY

Credit- 04

Course Objective

The course explains the application of research to various functions of management.

Course Outcomes

Upon completion of the course the students will be able to:

- CO1: Understand the concept, process, design, tools and techniques of RM.
- CO2: Apply tools, techniques/methods to assist various functions of management.
- CO3: Analyse the data collected.
- CO4: Evaluating the results, interpret and present findings.
- CO5: Prepare research report

UNIT I

Background:

1. Introduction to Research and The Research Process.
2. Types of Research.
3. Developing Research Questions
4. Contributions of Research to Theory and Practice.
5. Research Ethics and Integrity

UNIT II

Literature Review:

1. Identifying, Accessing and Managing Information and Scholarly Literature
2. Academic Writing and Referencing
3. Literature Review Development
4. Argumentation and Synthesis

Quantitative Methods - I:

1. Data and Variables.
2. The Nature of Quantitative Research.
3. Descriptive and Influential Statistics.
4. Sampling.
5. Designing and Coding Questionnaires.
6. Data Entry and Screening.
7. Hypothesis Testing

UNIT III

Quantitative Methods - II:

1. Association: Correlation Coefficients.
2. Bivariate Regression.
3. Association - Chi-square Tests.

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UNIT IV

Quantitative Methods - III:

4. Difference: t-tests.
5. Difference: ANOVA.
6. Reliability, Validity and Rigour.

UNIT V

Report Preparation

1. Reporting a Quantitative Study.
2. Types and Layout of Research Report.
3. Precautions in preparing the Research Report.
4. Bibliography and Annexure in the Report.

Note: The course has to be taught with the help of MS Excel and IBM SPSS wherever needed.

Suggested Readings:

- Chapman, C. (2015). *R for marketing research and analytics*. New York, NY: Springer Science Business Media, LLC.
- Cooper, R., & Schindler, P. S. (2014). *Business research methods* (Twelfth edition). New York, NY: McGraw-Hill/Irwin.
- Malhotra, N. K., & Birks, D. F. (2007). *Marketing Research: An Applied Approach* (3ed). Harlow: Financial Times Prentice Hall.
- Poynter, R. (2010). *The handbook of online and social media research: tools and techniques for market researchers*. New York: Wiley.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage Learning.

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MBA 204 - OPERATIONS RESEARCH

Credit- 04

Course Objective

The student learns the application of select tools of operations research and how it can be used for business decision making.

Course Outcomes: On the successful completion of this course students will be able to:

- CO1: Understand the basic concepts and key terminologies in operation research techniques.
- CO2: Apply decision criteria methods to the problems of various decision making situations.
- CO3: Analyze the linear Programming, assignment, transportation, game theory and sequencing problems to reduced time and cost and maximized profit and sales.
- CO4: Use statistical quality control methods to quantify and sketch variations in quality problems.
- CO5: Knowledge about network techniques to complete the project at minimum time.

UNIT I

Operations Research: Uses, Scope and Applications of operations research in managerial decision making.

Decision Making Environment: Decision making under certainty; Uncertainty and Risk situations; Decision tree approach and its applications.

UNIT II

Linear Programming: Mathematical formulations of LP models for Product-Mix problem; Graphical and Simplex methods of solving LP problem; Sensitivity analysis; Duality.

Transportation Problem: Various methods of finding initial basic feasible solution and optimal solution.

Assignment Model: Algorithm and its applications.

UNIT III

Game Theory: Concepts of game, Two- person Zero-sum game; Pure and Mixed strategy game; Saddle point; Odds methods and Graphical method for solving Mixed Strategy game.

Sequencing Problem: Johnsons algorithm for n jobs and two machines; n jobs and three machines; two jobs and m- machines Problems.

UNIT IV

Dynamic Programming: Capital budgeting problem; Shortest route problems.

Statistical quality control: Meaning; Benefits of SQC; Control chart for variable mean chart, R-chart; Control chart for attributes: c-chart, np-chart, p-chart.

UNIT V

Project Management: Rules for drawing the network diagram; Applications of CPM and PERT techniques in Project planning and control; Crashing of operations

Suggested Readings:

- Hillier, F. S., & Lieberman, G. J. (2017). *Introduction to Operation Research*. McGraw Hills.
- Kapoor, V. k. (2013). *Operations Research: Quantitative Techniques for Management*. Sultan Chand & Sons.
- Taha, H. A. (2017). *Operations Research: An Introduction*. Pearson education.
- Vohra, N.D. (2017). *Quantitative Techniques in Management*. McGraw Hills.
- Gupta, P.K. & Hira, D.S. (2012). *Introduction to Operations Research*. S. Chand & Co.

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MBA 205 - FINANCIAL MANAGEMENT

Credit- 04

Course Objective

The main objective of this course is to develop a foundation of financial management concepts and enable students to understand how corporations make important investment and financing decisions, and how they establish working capital policies.

Course Outcomes

Upon completion of this course, the students will be:

- CO1: Demonstrating an understanding of the overall role and importance of the finance function.
- CO2: Validating knowledge of a basic financial vocabulary
- CO3: Demonstrating basic finance management knowledge.
- CO4: Understanding of the goals of the finance manager
- CO5: Identifying the basic financial environment, institutions and services
- CO6: Performing analytical reviews of leverage structure and working capital management
- CO7: Exhibiting knowledge of the value of money over time and its uses
- CO8: Evaluating the capital budgeting decisions of organizations and calculating cost of capital of the firm.

UNIT I

The Role of Financial Management and Time Value of Money:

Concept of Finance, Scope and Objectives of Finance, Profit Maximization vs. Wealth Maximization, Functions of Finance Manager in Modern Age, Financial Management Process, Investment Decision; Financing Decision; Asset Management Decision; Value Creation; Managing and Acquiring Assets; Financing Assets; Future Value (Terminal Value); Present value; Discount rate (Capitalization Rate); Time value of money.

UNIT II

Capital Budgeting:

The Capital Budgeting Process; Capital Budgeting and Estimating Cash Flows; Capital Budgeting Techniques; Project Evaluation and Selection; Alternative Methods; Payback Period; Internal Rate of Return; Net Present Value; Profitability Index; Ranking of Projects.

UNIT III

Cost of Capital:

Overall Cost of Capital of the Firm; Cost of Debt; Cost of Preferred Stock; Cost of Equity Expected Return; Factors that can Affect Cost of Capital; Capital-Asset Pricing Model Approach; Cost of Equity; Before-Tax Cost of Debt Plus Risk Premium Approach; Weighted Average Cost; Economic Value Added(EVA).

UNIT IV

Leverage:

Operating Leverage; Degree of Operating Leverage (DOL) or Its Automotive Division; Financial

Leverage; Analysis Degree of Financial Leverage (DFL); Total Leverage Degree of Total Leverage (DTL); DTL and Total Firm Risk; Cash-Flow Ability to Service Debt Coverage Ratios or Probability of Cash Insolvency.

UNIT V

Dividend Decisions and Working Capital Management: Forms of Dividend, Concept of Retained Earnings and Plough Back of Profit, Dividend Theories and Dividend Policy: Walter' Model, Gordon's Model and Modigliani Miller Model; Factor Affecting Dividend Decision. Overview of Working Capital Decision: Concept, Components, Factor Affecting working Capital Requirement, working Capital Management: Management of Cash, Inventory and Receivables; Introduction to working Capital Financing.

Suggested Readings:

- Bandy, G. (2014). *Financial Management and Accounting in the Public Sector*. London, England: Routledge.
- Barr, M. J. (2018). *Budgets and Financial Management in Higher Education*. Hoboken: NJ: John Wiley & Sons.
- Brigham, E. F. (2016). *Financial Management: Theory & Practice*. Boston: MA: Cengage Learning.
- Matthew, B. T. (2017). *Financial Management in the Sport Industry*. London, England.: Routledge.
- Pandey, I. (2015). *Financial Management*, 11th Edition. New Delhi, India: Vikas Publishing House.
- Chandra, Prasanna (2004). *Fundamentals of Financial Management*. Tata McGraw Hill
- Rustagi, R.P. (2000). *Financial Management*. Galgotia, 2TM Revised Edition

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MBA 206 - BUSINESS ENVIRONMENT

Credit- 04

Course Objective

The course details about the environmental forces, both external and internal and their interaction and effect on business.

Course Outcomes: Upon the successful completion of this course, the student will be able to:

- CO1: Understand the concept, factors of the business environment and interaction between different environments.
- CO2: Evaluate the global environment, various laws impacting the business.
- CO3: Understand various government policies, institutions and its role in business.
- CO4: Understand the concept, role and process of EXIM policy, LPG, FDI, WTO, IMF, RBI, MSME, Global environment.
- CO5: Practical learning of SWOT, Stock Exchange and Analysis of companies.

UNIT I

Business Environment-meaning, importance; Environmental Scanning- Meaning, Scope and Process, Internal and External Environment; Interaction between Internal and External Environment; Basic Philosophies of Capitalism and Socialism with their variants; Concept of Mixed Economy.

UNIT II

Competition Act 2002 (with background of MRTP); FEMA Act 2000 (with background of FERA); Stock Exchange, SEBI Act 1992; Consumerism, Consumer Protection Act 1986 (Consumer Protection Bill 2019).

UNIT III

Industrial policy in India, Major Changes; Monetary Policies; International Monetary Fund; World Bank; Depository System in India; RBI- Roles, Functions; The Insolvency

UNIT IV

Introduction to MSME- Concept, Evolution, their role and significance in economic development, Policies for MSME, Challenges and Opportunities of MSMEs in the current scenario.

UNIT V

Preparation of Project report on MSME; GST – Concept and its Application in various field.

Suggested Readings:

- Cherunilam, F. (2010). *Business Environment*. Himalaya Publishing
- House. Paul, J. (2010). *Business environment*. Tata McGraw-Hill Education.
- Shaikh, S. (2010). *Business Environment* (2/E ed.). Pearson Education India.

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MBA 207 - HUMAN RESOURCE MANAGEMENT

Credit- 04

Course Objective

The course explains the concepts of human resource management including planning, development and retention.

Course Outcomes: On completion of the course, the students will be able to:

- CO1: Develop an understanding of the concepts of HRM and its importance in the organization.
- CO2: Inculcate the essential skill sets required to function as an HR manager.
- CO3: Integrate the knowledge of HR concepts to take the best managerial decisions.
- CO4: Contribute to the implementation and evaluation of plans related to employee recruitment, selection, retention, and appraisal processes in an organization.
- CO5: Evaluate and implement employee training and development programs.
- CO6: Design rationally the salary and compensation structure.
- CO7: Create payslip, offer letter, develop and use HR Metrics and write Job Advertisements.
- CO8: Handle employee issues and understand the new trends in HRM.

UNIT-I

The Dynamic Environment of HRM: Introduction, Functions, Scope and Significance of HRM; Human Capital in Organizations; Managing Human Resources in Organizations; HR Management Roles, Evolution of HRM, HR Management Competencies and Careers

UNIT-II

Manpower Acquisition: HR planning, Job Analysis- Nature, Methods and approaches, Job Description, Job Specification, Job Evaluation, Recruitment-Types and Sources, Selection – Process and Techniques, Role of Technology in recruitment & Selection

Internal Mobility and Separation of Employees Transfer, Promotion and Separation of employees
HR Metrics: Writing a Job Advertisement.

UNIT-III

Training and Appraisal

Training – Concept, training process, techniques

Establishing the Performance Management System: Introduction; Purpose; Appraisals Process, Appraisals Methods, Tools for measuring employee performance

HR Metrics: Self- Appraisal & Peer Appraisal

UNIT-IV

Managing employee relations- Labour relations, Dispute and their resolution, collective bargaining, Employee welfare: A brief introduction, Worker's participation in Management.

Retention of Human Resources: Myths about Retention, Why People Stay or Leave, Drivers of Retention

Employee Absenteeism: Types of Absenteeism, Controlling Absenteeism;

Employee Turnover: Concept and Types of Employee Turnover

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UNIT-V

Compensation Management - Components of Pay

Contemporary issues in HRM- HR Audit, HRIS, SHRM, IHRM - A Brief Introduction.

HR Metrics: Offer Letter & Pay Slips

Suggested Readings:

- Decenzo, D. A., & Robbins, S. P. (2010). Fundamentals of Human Resource Management. John Wiley & Sons, Inc.
- Mathis, R. L., & Jackson, J. H. (2008). Human Resource Management. Thomson South Western.
- Rao, P. (2014). Essentials of Human Resource Management and Industrial Relations. Himalaya Publishing House

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MBA 301 - TOTAL QUALITY MANAGEMENT

Credit- 04

Course Objectives

The main objective of the course is to explain the philosophy and significance of total quality management in the arena of business.

Course Outcomes: On completion of the course, the students will be able to:

CO1: learn general concept of quality, contribution of quality Gurus in the field of quality, dimensions of product and service quality and how to frame vision statement, mission statement and quality policy for the organization.

CO2: learn basic concept of total quality management, its evolution, importance of continuous improvement, strategies of continuous improvement, what are the 7 old and new management tools and how to apply them to solve the business problems, they also able to learn use of total productive maintenance.

CO3: learn the concept of quality circle and how to use this to improve the quality in the organization, and they also bale to learn concept of quality function deployment, failure mode and effect analysis and Taguchi techniques.

CO4: learn Leadership for quality management, TQM Road map and quality awards.

CO5: learn the concept of ISO, its different series of standard, its requirements, implementation, documentation, about EMS and its benefits, they also able to learn about Benchmarking, JIT, Six Sigma.

UNIT I

Principles of quality management, Purpose of TQM, Definitions of quality, Quality philosophies of Deming, Juran and Crosby, Concept of cost of quality, Dimensions of quality, Service vs. Product quality, Quality and business performance, Vision, Mission statements and quality policy.

UNIT II

Evolution of TQM, Employee Involvement, Continuous improvement strategies, Deming Wheel. Customer concept, customer focus, Customer satisfaction index, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Process Capability analysis, Reliability prediction analysis, Total productive maintenance.

UNIT III

Quality Circle, 5S principle, Top management's commitment and involvement. Principles and applications of quality function deployment, Failure mode and effect analysis, Taguchi Techniques.

UNIT IV

Leadership for quality management, Motivational aspects of TQM, TQM Road map, Training for TQM, Malcolm Baldrige National Quality Award, Deming Prize.

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UNIT V

Introduction—Benefits of ISO Registration—ISO 9000 Series of Standards—ISO 9001 Requirements—Implementation—Documentation—Environment Management System: Introduction—ISO 14000 Series Standards—Concepts of ISO 14001—Requirements of ISO 14001—Benefits of EMS. Contemporary issues in quality - Benchmarking, JIT, Six Sigma.

Suggested Readings:

- Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield Sacre, Total Quality Management, Pearson Education.
- Joseph M. Juran and A. Blanton Grodfrey, Juran's Quality Handbook, McGraw Hill.
- D.D. Sharma, Total Quality Management: Principles, Practice and Cases, Sultan Chand.
- Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, *The Six Sigma Way*, McGraw Hill

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MBA 302 (GE01/GE02/GE03/GE04)

– GENERIC ELECTIVES (Refer detailed syllabus of the Generic courses given)

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MBA 303 - BUSINESS LEGISLATIONS

Credit- 04

Course Objective

The course presents the basic framework of mercantile law in India.

Course Outcomes

Upon the completion of the course, students will be proficient in their ability to:

- CO1: Understand the legal environment and how it relates to business, focusing on the laws and legal system of India.
- CO2: Establish a sustainable working knowledge base of the core legal terms and concepts necessary for making informed business judgments throughout their subsequent career.
- CO3: Develop an appreciation of the wide range of legal constraints which affect decision making in business.

UNIT I

Indian Contract Act, 1872:

Objective and Application of the Act (Sec. 1); Types of Contract on the basis of Validity (Sec. 2); Formation and Performance (Sec. 3-30); Discharge of contract (Sec. 37, 62-64); Breach of Contract, Remedies for breach of contract (Sec. 73-74); Agency: Modes of Creating an agency, Rights and Duties of Agent, Termination of Agency (Sec. 182-201).

UNIT II

Sale of Goods Act, 1930:

Objective and Application of Act (Sec. 1); definitions (Sec. 2); essential elements of sales of goods act (Sec. 4); Condition and Warranties (Sec. 11-17); Nemo dat quod non habet (Sec. 27); Rights and duties of buyer (Sec. 45); Rights of an unpaid; Seller and Caveat Emptor (Sec. 47-54).

Partnership Act, 1932:

Objective and Application of Act (Sec. 1); Definition of Partnership and partner (Sec. 2); Types of Partnership (Sec. 5-8); Rights and duties of Partners (Sec. 9-13); Dissolution of firm (Sec. 39-44); Limited Liability Partnership Act, 2009.

UNIT III

Consumer Protection Act, 1986:

Objective and Application of Act (Sec. 1); Definitions (Sec. 2); Consumer Protection Councils: The Central Consumer Protection Council (Sec. 4); Objects of the Central

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Council (Promote and Protect rights of Consumers) (Sec. 6); The State Consumer Protection Council and District forum: Objects, Establishment of Consumer Disputes Redressal Agencies, Composition, Jurisdiction, Procedure on Receipt of Complaint, Finding and Appeals (Sec. 7-19); National Commission (Sec. 20-23); Provisions of Consumer Protection Bill, 2018.

Negotiable Instrument Act, 1881:

Short title and Extent (Sec. 1); Types and characteristics of Promissory Notes (Sec. 4); Bill of Exchange (Sec. 5); Cheque (Sec. 6 – 15); Parties to Notes, Bill and Cheque (Sec. 26 - 37); Dishonor and Discharge of Negotiable Instruments (Sec. 82-98).

UNIT IV

Indian Companies Act, 2013:

Short title and Extent (Sec. 1); Definition, Kinds of Company (Sec. 2); Formation of Company (Sec. 3); Memorandum of Association and Article of association (Sec. 4-6); Prospectus, Statement in lieu of Prospectus; Rights and duties of members of Company (Section. 2(34); Share Capital and Debenture (Sec. 43-48); Company Management, Appointment of Directors, Powers, Duties and liabilities of Director and Managing Director (Sec. 149-172).

UNIT V

Intellectual Property Rights Act:

Meaning of IPR (Sec. 2); The Patent Act, 1970: Introduction, History, Meaning and Kinds of Patents (Sec. 5); Procedure for grant of patent (Sec. 48); Right of Patentee, Infringement of Patent (Sec. 14); The Copyright Act, 1957: History, Meaning of Copyright, Registration of Copyright, Infringement of Copyright; The Copyright (Amendment) Act (1999, 2002, 2005); The patent (Amendment) Act, 1999; The Trademark Act, 1999.

Suggested Readings:

- Kapoor, N.D. (2006), *Merchantile Law*. New Delhi: Sultan Chand and Sons.
- Kuchhal, M. C., & Kuchhal, V. (2013), *Business Law*. New Delhi: Vikas Publishing House Ltd. Chawla, R.C. & Garg, R.C. (1976), *Commercial Law*. Kalyani Publisher.
<http://www.bareactsonline.com/>
- A.K. Mazumdar & G.K. Kapoor, *Corporate Law – Taxmann Publishers V.S. Dajey, corporate law – Taxmann*.

Naresh *Prof* *A* *Devi* *Sh*
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MBA 401 - STRATEGIC MANAGEMENT

Credit- 04

Course Objective

The main objective of the course is to build up an understanding of evolving theories and trends of domestic and global sustainable development and their relation with business management. The course intends to develop a familiarity with all the tools and techniques used for formulation, implementation and evaluation of the strategies.

Course Outcomes

Upon the completion of the course, the students will be able to:

- CO1: Identify the factors that impact strategic decision-making implementation and evaluation.
- CO2: Conduct an organizational resource-based situational analysis, including a comprehensive environmental scan.
- CO3: Design, deploy and evaluate business strategies.
- CO4: Evaluate corporate competitive positions and develop an understanding of the global marketplace and its impact on strategic analysis.
- CO5: Implement tools and techniques for strategic analysis and decision making.

UNIT I

Introduction

Strategic Management, Business Policy, Basic Concept of Strategic management, Vision, Mission, Objectives, Basic Model of Strategic Management, Strategic Decision Making: Mintzberg's Modes of Strategic Decision Making, Strategic Decision-Making Process, The Strategic Audit: Aid to Strategic Decision- Making and Global Competitiveness.

UNIT II

Environmental Scanning

Industry Analysis, Competitive Intelligence, A Resource-Based Approach to Organizational Analysis, Core and Distinctive Competencies, Using Resources to Gain Competitive Advantage, Determining the Sustainability of an Advantage, Business Models, Value-Chain Analysis, Scanning Functional Resources and Capabilities, Basic Organizational Structures.

UNIT III

Strategy Formulation: Situation Analysis and Business Strategy

Situation Analysis: SWOT Analysis; Generating a Strategic Factors Analysis Summary (SFAS) Matrix; Finding a Propitious Niche; Review of Mission and Objectives; Generating Alternative Strategies by Using a TOWS Matrix; Porter's Competitive Strategies; Nature

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of Competitive Advantages and Sustainability.

UNIT IV

Strategy Formulation: Corporate Strategy

Different Levels of Strategy. Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy, Low Cost, Differentiation and Focus Strategies; Functional Strategy; Portfolio Analysis; BCG Growth- Share Matrix; GE Matrix; Horizontal Strategy and Multipoint Competition, Strategic Choice.

UNIT V

Strategy Implementation

Who Implements Strategy? Structure Follows Strategy; Stages of Corporate Development; Organizational Life Cycle (Any One); Advanced Types of Organizational Structures; Reengineering and Strategy Implementation; McKinsey 7S Strategy; Six Sigma; Designing Jobs to Implement Strategy; Balance Scorecard and Strategy Map.

Suggested Readings:

- Grant, R. M., Grant, R. M., & Grant, R. M. (2005). *Cases to accompany Contemporary strategy analysis fifth edition*. Malden, MA: Blackwell Publishing.
- Hitt, M.A., Freeman, R.E., & Harrison, J.S. (Eds.). (2005). *The Blackwell Handbook of Strategic Management*. Oxford, UK: Blackwell Publishing Ltd.
<https://doi.org/10.1111/b.9780631248616.2006.x>
- Huff, A. S. (Ed.). (2009). *Strategic Management: Logic & Action*. Hoboken, NJ: John Wiley & Sons.
- Hussey, D. E. (1998). *Strategic Management: From Theory to Implementation* (4th ed). Oxford; Boston: Butterworth-Heinemann.
- Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: how to create uncontested market space and make the competition irrelevant*. Boston, Mass: Harvard Business School Press.
- Lynch, R. L. (2006). *Corporate strategy* (4th ed). Harlow, England; New York: FT/Prentice Hall.
- Wheelen, T.L., & Hunger, J.D. (2012). *Strategic management and business policy: Toward global sustainability* (13th ed). Upper Saddle River, N.J: Pearson Prentice Hall.

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MBA 403 - MANAGEMENT INFORMATION SYSTEM

Credit- 04

Course Objective

The course explains the concept and application of Systems in the perspective of business.

Course Outcomes

Upon the successful completion of the course, the students will be able to:

CO1: Understand the leadership role of Management Information systems in achieving business competitive advantage through informed decision making.

CO2: Analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives.

CO3: Effectively communicate strategic alternatives to facilitate decision making.

CO4: Establish and understanding of the various techniques for system analysis and design.

CO5: Develop an understanding of the principles and techniques used in the System Development Life Cycle.

UNIT I

An overview MIS: Definition, The Role of Information System in Business Today, Strategic Business Objectives of MIS, Relation of MIS with other Academic Disciplines; Components of Management Information system

Database Organization: Types of Database Structures: Hierarchical Database structure; Network database structure; Relational Database Structure. Concepts of Relational Database Management System: Entity, Attributes, Relationship types, Integrity Constraints (Primary Key, Foreign Key, Unique Key, Check & Not Null)

UNIT II

Management Information System Structure:

Based on Management Activity: Hierarchy of Management Activity; Information systems for Operation Control; Information system for management Control and Information systems for strategic Planning.

Based on Organizational Function: Sales and Marketing Subsystem; Production Subsystem; Logistics subsystems; personnel Subsystem; Financial and Accounting Subsystems; Information Processing sub system; Top Management Subsystems,

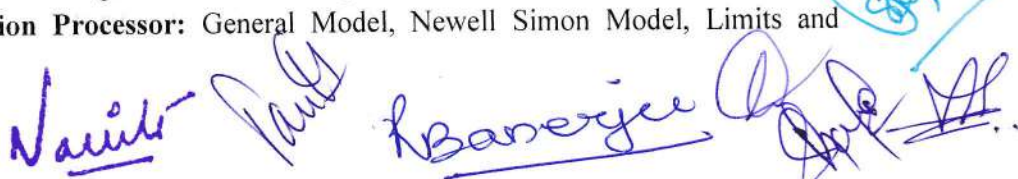
Based Information System Processing Functions: Process Transactions, Maintain Master Files, Produce Reports, Process Enquiries, Process Interactive Support Applications

UNIT III

MIS support for Decision making process: Phases of Decision Making Process: Intelligence, Design, and Choice. Information System Support in Each Phase of Decision Making Process

Concept of Information: Definition, Information presentation; Quality of Information; Value of Information in Decision Making and other value; Age of Information

Human as an Information Processor: General Model, Newell Simon Model, Limits and



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Characteristics of Human Information Processing, managers as information Processors.

UNIT IV

System Concept:

Definition, General model and Types of systems; Subsystems; System stress; System Change; Preventing System Entropy; System Concept and Organization; System Concept Applied to MIS; Computer aided software engineering (CASE tool).

UNIT V

Systems Analysis and Design: System Development Life Cycle Stages; Initiation Planning; System Analysis; Design, Coding and Testing, Implementation and Training;

System Development Models: Waterfall Model, Prototyping Model; Rapid application Development (RAD);

Contemporary/ Emerging Technologies:

Object Oriented Programming
Cloud and mobile computing
E-commerce, m-commerce
Internet of Things

Suggested Readings:

- Goyal, P. D., (2000), *Management Information System: Managerial Perspectives*, Macmillan India Limited, New Delhi.
- Davis, B., Gordon, (1984), *Management Information Systems: Conceptual Foundations structure and Development* (2nd ed.), McGraw Hill international Edition, New York.
- O'Brien, J. A., & Marakas, G. (2010). *Management information systems* (10th ed.). New Delhi: Tata McGraw Hill Higher Education.
- C. S. V. Murty: *Management Information System: Text, Cases and Applications*, Himalaya Publishing House, Mumbai, 2014.

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MBA HRM 01: HUMAN RESOURCE DEVELOPMENT & ORGANIZATIONAL DEVELOPMENT

Credit- 04

Course Objective

The course highlights the interventions of HRD & OD and its application.

Course Outcomes

After completion of course the students will be able to:

- CO1: Understand the concept of HRD, HRD Interventions, OD and OD interventions.
- CO2: Design training & development program.
- CO3: Develop career development plans and performance appraisal systems in the organization.
- CO4: Conduct HRD audit.
- CO5: Plan & implement HRD & organizational development interventions.

UNIT I

HRD:

Concept, Goals, Importance; History of HRD in India; HRD Interventions; Qualities of HRD Professionals; Present Status of HRD in India.

UNIT II

Training Human Resource: Nature of Training, Training Need Assessment, Training Design, Training Delivery, Training Evaluation.

Talent Management and Development: Careers and Career Planning, Specific Individual Career Issues, HR Development Approaches: The Integrative Framework, Human Capital Appraisal Approach, HRD Score Card Approach, PCMM Approach

UNIT III

Performance Management System:

Identifying and Measuring Employee Performance; Performance Appraisal; Tools for Measuring Performance Appraisal: MBO, Psychological Appraisal, Assessment Centre, 360-degree & 720-degree Feedback; Potential Appraisal; Competency Mapping and Competency Mapping Model

UNIT IV

Learning Organization and Disciplines

HRD Audit: Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Audit Failures.

UNIT V

Organization Development:

Concept and Definition, Objectives, Process of OD, Interventions of OD-Sensitivity Training, Survey Feedback, Process Consultation Team Building, Intergroup Development, Appreciative Inquiry.

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Suggested Readings:

- Rao, T., & Pareek, U. (2007). *Designing and Managing HR Systems*. New Delhi: Oxford and IBH Publishing Co. Pvt. Ltd.
- Jones, G. R. (2006). *Organizational Theory, Design, and Change*. Toronto: Pearson Prentice Hall.
- French, W., & Bel, C. H. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement*. Pearson.
- Mathis, R.L., & Jackson, J.H. (2008). *Human Resource Management*. Thomson South Western.
- McGuire, D. (2014). *Human Resource Development, Second Edition*. SAGE Publications Ltd.

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MBA HRM 02-LEGAL FRAMEWORK GOVERNING INDUSTRIAL RELATION

Credit- 04

Course Objective

The course explains labor laws regulating industries and industrial relations.

Course Outcomes

Upon completion of course, the students will be able to:

- CO1: Elaborate on the concepts of Industrial Relation.
- CO2: Illustrate the role and applicability of the various Acts.
- CO3: Outline the important causes and impact of industrial disputes.
- CO4: Summarize important provisions of various Acts.

UNIT I

Factories Act, 1948:

Objective and Application of The Act; Registration and License (Sec. 6); Health (Sec.11-20); Safety (Sec. 21-40); Welfare (Sec. 42-50); Working Hour of Adults (Sec. 53-64); Employment of Young Persons (Sec. 72-74); Annual Leave with Wages (Sec. 83); Hazardous Process (Sec. 87- 89); Penalties and Procedures (Sec.107).

Unit II

Industrial Dispute Act, 1947:

Objective and Application of the Act; Definition of Authorities under this Act; Settlement of Industrial Dispute; Procedure, Power, Duties and Authorities (Sec. 11-21); Provisions of Strikes and Lockout (Sec. 22-25); Retrenchment, and Layoff (Sec. 25a-25h); Unfair Labour Practices (Sec. 25t, 25u); Penalties (Sec. 26-31).

Unit III

Employees Provident Fund Act, 1952:

Objective and Application; Applicability and Non-Applicability of the Act; Contribution to the Provident Fund (Sec. 6); Employees' Pension Scheme (Sec. 6a); Employee Deposit Linked scheme (Sec.6c); Determination of Money due from Employers (Sec.7); Priority of Payment of Contributions over other Debts (Sec. 11); Calculation of Employee Provident Fund.

Payment of Gratuity Act, 1972:

Objective and Application of Payment of Gratuity Act 1972; Payment of Gratuity and Determination of Amount of Gratuity.

Unit IV

Minimum Wages Act, 1948:

Objective and Application of the Act; Fixing of Minimum Rates of Wages (Sec. 3); Minimum Rate of Wages (Sec.4); Procedure for Fixing and Revising Minimum Wages (Sec.5); Paym

ent of minimum rates of wages; Fixing hours of normal working day etc; Wage of Worker who Works for less than Normal Working Day; Maintenance of Registers and Records; Penalties for Certain Offences.

Employee State Insurance Act, 1948:

Objective and Application of the Act; Principle employer [Sec.2(17)]; Immediate Employer [Sec. 2(13)]; Liability of Employer [Sec.2(a),35(5),40,44]; Sickness Benefits (Sec. 46-54); Maternity Benefits [Sec.46(1)(b)]; Disablement Benefits [Sec.46(1)(c)-51]; Medical Benefits (Sec. 56-58); Discharge of Employment (Sec. 70); Other benefits.

Unit V

The Maternity Benefit Act, 1961:

Objective and Application of the Act, right to Payment of Maternity Benefit (Sec. 5); Notice of Claim for Maternity Benefit and Payment Thereof (Sec. 6); Payment of Medical Bonus (Sec.8); Leave for Miscarriage; Leave for Illness Arising out of Pregnancy; Delivery, Premature Birth of Child, or Miscarriage, Nursing Breaks (Sec. 9-11); Dismissal during Absence or Pregnancy, Penalty for Contravention of Act by Employers; Penalty for Obstructing Inspector; Cognizance of Offences.

Sexual Harassment Act, 2013:

Objective and Application of the Act; Constitution of Internal and Local Complain Committee; Duties of Employer; Duties and Powers of District Officer

Note: All above acts must be taught with latest amendments by the Govt.

Suggested Readings:

- Kapoor, N. D. (2011). *Handbook of Industrial Law*. Eastern Book Company. Malik, P. L. (2015). *Handbook of Industrial Law*. Eastern Book Company.
- Padhi, P. L. (2011). *Labour and Industrial Law*. Printice Hall of India Ltd.
- Sinha, Sinha & Shekhar, Industrial Relation, Trade Union and Labour Legislation, Pearson Education, Ltd.
- Ratna Sen, Industrial Relation in India, MacMillan India.
- V.G. Goshwami Labour and Industrial Law, Central Law Agency
- <https://www.esic.nic.in/esiac>
- <https://labour.gov.in>

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MBA HRM 03 - COMPENSATION PLANNING

Credit- 04

Course Objective

This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Course Outcomes: After the completion of the course, the students will be able to:

- CO1: Understand the different components of compensation.
- CO2: Comprehend and evaluate the role of pay commissions in compensation planning
- CO3: Evaluate and implement the knowledge to solve compensation-related problems in organizations.
- CO4: Rationally design the compensation structure for the organization.
- CO5: Comprehend the legal aspects associated with compensation.
- CO6: Illustrate different ways to strengthen the performance-linked pay.
- CO7: Recognize the important issues of compensating humans in an organization by creating Equitable Pay Systems.

UNIT-I

Introduction to Compensation Management:

Concept of Compensation, Factor affecting Employee Compensation, Dimensions; Concept of Reward, Financial and Non-Financial compensation system, Concept of Total Reward System; New Trend in compensation management, The 3-P compensation concept.

UNIT-II

Employee Behavior and Wages and Salary Administration:

Compensation strategy with HR strategy and business strategy, Wage Boards, Economic and Social objectives of wage policy, Concept of Wages and its types, Wage Differentials. Pay Commissions, Concept of Internal equity, External parity.

UNIT-III

Designing Compensation System:

Process of Wage Fixation- Job Analysis, Job Evaluation-Methods Job Pricing, Designing pay ranges and bands, Compensation Structure-Indian Practices, Methods of Payment, Salary Progression.

UNIT-IV

Employee Benefits:

Employee Benefits- Classification, Retirement Benefits, Incentives, Types of Incentives- Individual and Group, Fringe Benefits-Objectives, Types, Performance and Skill based Pay

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system, Voluntary Retirement scheme.

UNIT-V

Compensation Challenges:

International Compensation, Executive Compensation, Expatriate Pay, Elements of Expatriate Compensation, The Total Pay Model.

Suggested Readings:

- Bhatia, D. K. (2009). *Compensation Management*. India: Himalayas Publishing House.
- Henderson, R. (2007). *Compensation Management in a Knowledge Based world*. Pearson, 9th Edition.
- Newman, J. M., & Milkovich, G. T. (2016). *Compensation*. Mc Graw Hill Education.

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MBA-HRM 04 –Talent Management

Credit– 04

Course Objective

The course intends to develop understanding of basic elements, processes, approaches and strategies of managing talent in organizations.

Course Outcomes

Upon completion of course, students will be able to:

- CO1: Understand the concept of Talent management and its relevance in organizations.
- CO2: Develop the necessary skill set for the application of various Talent issues.
- CO3: Integrate the knowledge of concepts to take correct talent management and talent retention decisions
- CO4: Understand planning for acquiring and retention of talent management
- CO5: Understand proper strategies for talent engagement and retention

Unit 1

Introduction to Talent Management:

Introduction, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs. knowledge people, Source of Talent Management, Tools for Managing Talent; Building Blocks of Effective Talent Management System

Unit 2

Importance of Talent Management:

Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process

Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System.

Unit 3

Approaches to Talent Management:

Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management.

Talent Management and Organisational Environment: Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour

Unit 4

Talent Planning:

Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership

Talent Acquisition: Introduction, Talent Acquisition, Recruiting Process, Strategic

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Trends in Talent Acquisition, Talent acquisition management solutions

Unit 5

Talent Engagement and Retention:

Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention

Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management.

References

- Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
- Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
- Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.
- Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

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MBA MK 01 - CONSUMER BEHAVIOUR

Credit- 04

Course Objective

To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior

Course Outcomes

On the completion of the course, the student will be able to:

- CO1. Memorize the concepts of consumer Behaviour.
- CO2. Identify and Explain factors which influence consumer behaviour.
- CO3. Apply internal dynamics in consumer behavior such as personality, perception, learning motivation and attitude
- CO4. Examine appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
- CO5. Evaluate the various model of consumer behaviour

UNIT I

Introduction to Consumer Behavior: Nature and Importance of CB, Application of CB in Marketing Consumer Research Process: Various Methods and techniques of consumer' research, Consumer Research Process, New developments in the field of consumer research.

UNIT II

Individual Determinants of CB: -Motivation: needs/motives & goals, dynamic; Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery, Learning: principles, theories, Personality: Theories, Personality and understanding Consumer Diversity, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change

UNIT-III

Group Determinants of CB: -Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. Family: Functions of family, family decision making, family life cycle (FLC), Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process.

UNIT-IV

Communication and Persuasion: -Components of Communication, the Communication Process, Designing Persuasive Communication

Consumer Decision making Process: -Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment

UNIT- V

Models of CB: Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input Process Output Model

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Industrial Market & Consumer Behavior-Meaning, scope and characteristics of industrial buyer, Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process.

Text Books

1. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

Reference Books

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.
4. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas 2012.
8. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.

Suggested Readings:

- Ajzen, I. (2011). *Attitudes, personality and behavior* (2. ed., reprint). Maidenhead: Open Univ. Press.
- Hawkins, D. I., & Mothersbaugh, D. L. (2016). *Consumer behavior: building marketing strategy* (Thirteenth edition). New York, NY: McGraw-Hill Education.
- Schiffman, L. G., Kanuk, L. L., & Hansen, H. (2012). *Consumer behaviour: a European outlook* (2nd ed). Harlow, England; New York: Pearson Financial Times/Prentice Hall.
- Why We Buy - The Science of Shopping - Paco Underhill.pdf. (n.d.).

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MBA MK 02- SALES AND DISTRIBUTION MANAGEMENT

Credit- 04

Course Objective

The objective of the course is to provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution, the understanding of the practising manager's problems and dilemmas and to develop the skills critical for generating, evaluating and selecting sales and distribution strategies.

Course Outcomes: On completion of the course the student will be able to:

CO1: Apply various concepts and techniques required for decision making in sales and distribution.

CO2: Solve different problems faced by sales managers and their solutions.

CO3: Use critical skills for generating, evaluating and selecting sales and distribution strategies.

Unit 1

Sales Management and the business Enterprise, personal selling process, and salesmanship, setting personal selling objectives, determining sales-related marketing policies, formulating personal selling strategy, Techniques of sales forecasting.

Unit II

Organizing, Staffing and Training sales force; Sales organization structures, recruiting and selecting sales people, planning, executing and evaluating sales training programs.
Directing Sales Force Operations: motivating sales personnel, compensating sales people, sales meetings and contests, sales quotas and sales territories.

Unit III

Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance, Supervisory Styles.

Sales Promotion: Designing Sales Promotion Strategies, Consumer-Oriented Tools and Techniques of Sales Promotion, Trade Dealings and Retail Promotions.

Unit IV

Introduction and importance of Marketing Channels, Types of channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels.

Unit V

Channels for distribution of services: Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services. IT and Logistics & SCM, Performance Measures.

Text Books

- Anderson, J. C., Narus, J. A., & Narayandas, D. (2008). *Business Market Management*:

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Understanding, Creating, and Delivering Value. 3rd ed. Pearson Prentice Hall.

- Cavale, K. K. H. V. M. (2006). *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.,
- Cavale, K., Havaladar V M. (2006) *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.
- Hutt, M. D., & Speh, T. W. (2012). *Business marketing management: B2B*. Cengage Learning.
- Gupta, S. L. (2009). *Sales and distribution management*. Excel Books India.
- Venugopal, P. (2008). *Sales and distribution management: An Indian perspective*. SAGE Publications India.

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MBA MK 03 - BRANDING & INTEGRATED MARKETING COMMUNICATION

Credit- 04

Course Objectives

The aim of the paper is to acquaint the students with the concept of brand, its development and management. Also, the students will learn about the concepts of integrated marketing communication.

Course Outcomes: On completion of the course, the students will be able to:

- CO1: Understand the concepts of brand and branding.
- CO2: Understand how to manage the brand equity
- CO3: Learn the concepts of integrated marketing communication.
- CO4: Analyze the target audience and media along with measures of advertising.
- CO5: Understand the concept of communication via modern media.

UNIT I – Introduction

Brand - Concept and definition, Evolution of Brands, Role of Brands, Brand Management - Concept and definition, Product Vs Brand, Branding- Meaning and Purpose, Scope of Branding, Creation of Brands, Strategic Brand Management – Concept and Meaning, Branding Decisions-Branding Decisions, Packaging – Objectives and Importance; Labelling. Case Study of Strong Indian Brands.

UNIT II –Brand Equity

Brand Equity: Concept and Definition, Customer Based Brand Equity, Aaker's Brand Equity Model, Building Brand Equity, Measuring Brand Equity, Managing Brand Equity, Brand Loyalty, Brand Awareness, Perceived Quality, Brand Associations, Brand Extension, Brand Revitalization, Global Branding.

UNIT III – Integrated Marketing Communication

An Introduction, Need and Role of IMC within Marketing Process; IMC Challenges; IMC Components and Tools: Advertising, Sales Promotion; Direct Marketing, Public Relations and Publicity. Integration Tools, IMC Process.

UNIT IV - Understanding Advertising:

Concept; Communication Planning; Objectives; Functions and Significance; Classification of Advertising; Factors Determining the Advertising Opportunity of a Product/Service/Idea; Types of Appeals and Advertising Messages.

UNIT V – Communication via Modern Media:

Introduction; Online Advertising; Ways of E-advertising; Types of Digital Ads; On the Internet; On Mobile Devices; Pros and Cons of Mobile Marketing; Pricing of Digital Ads; E-direct Marketing; E-sales Promotion; E-Public Relations; Social Media: Significance of Social Media in Marketing Communication Strategies, Key Social Media Platforms, Opportunities and Threats of Social Media Application.



Suggested Readings:

- Aaker, D. A. (1991). *Managing Brand Equity*. Simon and Schuster.
- Aaker, D. A. (2012). *Building Strong Brands*. Simon and Schuster.
- Belch, G.E., Belch, M. A., & Purani K. (2010). *Advertising and Promotion: An integrated marketing communications perspective*, (7th edition.). New Delhi: Tata McGraw Hill Education Private Limited.
- Clow, K.E. & Baack, D. (2012). *Integrated Advertising, Promotion and Marketing Communications*, (4th edition.). New Delhi: Pearson.
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.

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MBA MK 04 - SERVICE MARKETING AND RETAIL MANAGEMENT

Credit- 04

Course Objective

The course aims to disseminate the insights of services marketing and retail management and the latest changes in services and retail formats.

Course Outcomes: On completion of the course students will be able to:

CO1: Understand basics of services attribute in Global, Marketing Environment & Growth of Sector and demonstrate all the determinants of service marketing mix practically

CO2: Evaluate the Service quality model and learn to increase service quality & Productivity

CO3: Analyze complete Customer orientation, Customer satisfaction, and service recovery in the service sector.

CO4: Understand the retailing environment, its concept, function, retailing strategies along with different outlets of retailing

CO5: Evaluate retail customers through mapping society along with retails situational analysis by ownership and other traditional forms.

CO6: Identify factors behind to choose store location, its layout and diagnosis different visual displays using in retail format.

CO7: Analyze promotional strategies used in retailing along with its integration with different dimension as HRM, Operation research, Finance and career opportunities in retailing.

CO8: Examine retail merchandise system, development and implementation of retail plan along with international retails scenario.

UNIT - I

Understanding Service Markets, Products and Customers: Introduction to Services, what are Services? Why Services Marketing? Service and Technology, Characteristics of Services and their Resulting Implications, Services Marketing Mix: Traditional Marketing Mix and Extended Mix for Services; The Gaps Model of Service Quality: The Customer Gap, The Providers Gap, The 3 stage model of service consumption.

UNIT- II

Building the Service Model; Customer Expectations of Service: Service Expectations, Zone of Tolerance, Factors that Influence Customer Expectations of Service, Customer Perceptions of Service: Customer Perceptions, Customer Satisfaction, Service Quality, SERVQUAL Model, E-Service Quality, Service Encounters.

UNIT- III

The World of Retailing: Concepts of Retail, Evolution of Retail Management, Retailing Principles, Retail Sales goals, the changing urban consumer, Retail Growth, Retail Sectors Retail in India; Retail Mix; Financial Planning in Retail: Issues in cash management, effective methods of cash management.

UNIT-IV

Organized retail in India, Sectors contributing to retail, Large Indian retailers; Unorganised Retail: Various Segments in the Indian Retail industry, Emerging Trends in retailing.

Retail Format: Store Based- Ownership Based Store Formats (Independent Retailers, chain

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stores, Franchises, Co-operative Stores), Merchandise Based Store Format (Convenience stores, supermarkets, Hypermarkets, Speciality stores, Departmental Stores, factory outlets, catalogue showrooms);

Non-Store Based Retail Format: Direct sales, Email Orders, Postal Orders, Telemarketing, Automated Vending, Kiosk; Service Based: Banks, Car Rental, Service Contracts. Traditional Retailing and Non-Store based Retailing; Other Emerging retail format; E-Retailing: Reasons for Popularity of internet Retailing, Online shopping frauds and precautions.

UNIT -V

Store Location: Trade Area Analysis- The Huff Gravity Model, Location criteria, types of location; Retail Marketing Segmentation, Strategic Planning in Retail, Financial Strategy, Merchandise Planning: Inventory Management, Category Management, Stock Keeping Units; Store Designing and operations: Layouts, Visual Merchandising, Atmospherics, Store operation and Loss prevention; Store Employees: recruiting and selecting store employees, training, evaluating employees, career opportunities in retail

Suggested Readings:

- Rampal, M.K., and Gupta, S.L. (2010). Service Marketing Concepts, Applications, and Cases.
- Chowdhary, N., & Choudhary, M. (2008). Marketing of Services. MacMillan Publishers India Limited.
- Lovelock, C., & Wirtz, J. (2016). Service Marketing (8 ed.). World Scientific.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implication for future research. Journal of Marketing, Vol. 49, No. 4 (Autumn, 1985), pp. 41-50 (10 pages).
- Berman, B., & Evans, J. R. (2018). Retail Management a strategic approach. Pearson.
- Singh, H. (2009). Retail management: A global perspective. S. Chand Publishing.
- Barry, B. (2003). Retail management: A strategic approach. Pearson Education, India.

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MBA-FM 01 – FINANCIAL MARKETS AND SERVICES

Credit– 04

Course Objectives

The student develops an insight into Financial Markets and learns concepts as well application of various aspects related to financial markets and the financial service providers.

Course Outcomes: Upon completion of this course, the students will be able to:

CO1: Defines the functions of financial markets and intermediary institutions.

CO2: Describe the general structure of various financial markets

CO3: Understand the role and function of the Debt Market and Commodity Market.

CO4: Demonstrate an awareness of the current structure and functioning of the financial services sector.

UNIT I

Introduction to the Framework of Financial Market

Financial Markets as a Part of Financial System - Significance, Components, Designs, Nature and Role, Financial System & Economic Development.

Financial Markets – Introduction, Structure and Regulations: Money and Capital Market, Primary & Secondary Markets; Recent Trends in Indian Money Market and Capital Market, Financial Markets and Regulations in India

UNIT II

Government Securities Market: Evolution, Role, Significance and Features; Primary and Secondary Market for government securities; Types of Government securities; Bond Investment strategies.

Debt Market: Debt Market: Introduction and meaning; Public debt versus government debt; Different types of debt instruments, types of risk in debt market; Role of debt markets in capital markets, Trading Strategies in Debt Markets, Wholesale debt market, secondary market for debt securities.

UNIT III

Commodity Market: Derivative market: Introduction to Commodity Market, Commodity market in India, Commodity Exchanges. Meaning, uses of derivative, Types of derivatives: Future, Forwards v/s Future; Options, Credit derivatives, types of credit derivatives, Interest rate derivatives in India.

Foreign Exchange market: Introduction, nature, organization and participants, Global foreign exchange market, Exchange rates: Determinants, types and exchange rate system.

UNIT IV

Financial Intermediaries

Insurance: Introduction, Significance, IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund, Pension Plans Today

Mutual Funds: Significance, Types & Organization, Association of Mutual Funds in India; Disinvestment of PSUs.

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Credit Rating: Need, Rating, Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, and Standard & Poor's Fifth Rating.

UNIT V

Factoring and Forfeiting - Distinctive Functions of Factors, Types, Difference between Factoring and Forfeiting, Legal Aspects, Advantages, Factoring vs. Bills Discounting, International Factoring.

Lease Financing and Hire Purchase - Meaning and Types.

Suggested Readings:

- E Gardon & K Natarajan: Financial Markets & Services, HPH, 7th Edition, Mumbai
- Vasant Desai: Financial Markets & Financial Services, Himalaya Publishing House, 1st Edition Mumbai
- Bharti, P. (2018). *Indian Financial System* (Fifth Edition). Pearson Education.
- Gurusamy, S. (2009). *Indian Financial System* (Second Edition). Tata McGraw

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MBA FM 02 - SECURITIES ANALYSIS AND INVESTMENT MANAGEMENT

Credit- 04

Course Objective

The course describes the application of utility analysis and develops an insight into behavior of stock market prices.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: understanding the measures of risk and return in financial assets, based on the characteristics of different financial assets and value assets such as stocks and bonds for investment, concept and theories of traditional and modern portfolio management

CO2: analyzing stock returns and risk as EIC framework and through technical analysis, indicators, and oscillators using various modes for the purpose of investment.

CO3: learning alpha, beta, correlation and anticipated returns in investing, predicting probabilities to analyze risk and return evaluation through hands on session on excel

CO4: evaluating investment advice from brokers to develop optimal portfolio and selecting best portfolio based on different evaluation models

CO5: measuring the risk and return of a portfolio position, diversify and manage investment portfolios in accordance with a person's risk preferences

UNIT I

Investment: Meaning, Investment vs. Speculation:

Characteristics of Investment; Investment Process; Securities Market; Issue of Securities; Initial Public Offer (IPO); Right Issue; Bonus Issue; Private Placement; Listing; Trading; Settlement

UNIT II

Valuation of Securities:

Basic Concepts: Return, Risk, Intrinsic Value; Problem of Return & Risk; Expected Return, Variance, Standard Deviation Valuation of Fixed Income Securities; Debentures and Bonds; Current Yield; Yield To Maturity (YTM); Yield to Call (YTC); Bond Duration Valuation of Equity; Constant Rupee Dividend Model; Constant Growth Model; Multiple Growth Model; Price Earnings (P/E) Approach; Components of Risk; Measurement of Risk; Variance, Standard Deviation, Security Beta; Calculating & Interpreting Beta.

UNIT III

Approaches to Security Analysis: Fundamental Analysis:

Economy, Industry and Company Analysis; **Technical Analysis:** Dow Theory; Elliot Wave; Moving Average, Exponential Average; Oscillators; Rate of Change (ROC); Relative Strength Index (RSI); Moving Average Convergence Divergence (MACD); Breadth of the Market;

UNIT IV

Portfolio Analysis and Selection:

Portfolio Return and Portfolio Risk; Modern Portfolio Theory; Markowitz Theory; William Sharpe's Single Index Model; Capital Asset Pricing Model (CAPM); Arbitrage Pricing Theory (APT); Efficient Market Hypothesis (EMH); Security Market Line (SML) & Capital Asset

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Pricing Model (CAPM); Estimate CAPM Beta; Using the CAPM to Calculate the Portfolio Return

UNIT V

Portfolio Evaluation & Revision:

Methods of Portfolio Evaluation: Sharpe's, Treynor's and Jensen's Measures of Portfolio Performance Evaluation; Fama's Decomposition of Portfolio Return;

Portfolio Revision: Need, Constraints, Revised Techniques, Value at Risk and Portfolio Optimization.

Suggested Readings:

1. Bodie, Z. K. (2005). *Investments (6th Edition ed.)*. New Delhi: Tata McGraw Hill Publishing Company Ltd
2. Chandra, I. A. (2012). *Investment Analysis and Portfolio Management (Fourth Edition)*. Published by Tata McGraw-Hill Education Pvt. Ltd
3. Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. (New Delhi, India.: Published by Prentice Hall
4. V.A., A. (1997). *Security Analysis and Portfolio Management*. New Delhi, India: Himalaya Publishing House
5. V.Gangadhar. (2006). *Security Analysis and Portfolio Management*. Anmol Publications Pvt. Ltd
6. *Security Analysis & Portfolio Management - Fisher and Jordan, 6/e Pearson, PHI.*

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MBA FM 03 – PROJECT APPRAISAL AND FINANCE

Credit– 04

Course Objective

The course explains the concepts of Project Management from planning to execution of projects, the feasibility analysis and network analysis tools for cost and time estimation, comprehending the fundamentals of Contract Administration, Costing and Budgeting, and enabling the students to analyze, apply and appreciate contemporary project management tools and methodologies.

Course Outcomes: After completion of successful course student will be:

- CO1: understanding the relevance of alternative project appraisal techniques, financial structuring and financing alternative identification of a project, feasibility analysis including market, technical and financial appraisal of a project and the elements of social cost benefit analysis.
- CO2: analyzing the learning and understand techniques for Project planning, scheduling and Execution Control
- CO3: applying technology tools for communication, collaboration, information management, and decision support and appraisal techniques for evaluating live projects
- CO4: interacting with team and stakeholders in a professional manner, respecting differences, to ensure a collaborative project environment
- CO5: evaluating and appreciating contemporary project management tools and methodologies in Indian context

UNIT 1 Appraisal

An introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, feasibility study, Project identification and formulation, Generation of Project ideas, Entrepreneurship – concept, Theory and perspective.

UNIT 2 Market Analysis

Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary/secondary data, Forecasting techniques; Technical appraisal of a project, Business and Technology Acquisition and management of technology.

UNIT 3 Investment appraisal

Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, components of financial analysis, financial needs of a Project, Investment criteria, and Project appraisal parameters of select Financial Institutions.

UNIT 4 Social cost benefit analysis

Value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.

UNIT 5 Project risk assessment

Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis.

Suggested Readings:

1. Chandra, P. (2017). Projects: Planning Analysis Selection Financing Implementation and Review, 8th Ed.
2. Desai, V. (2000). Project Management and Entrepreneurship. Himalaya Publishing House.
3. Passenheim, O. (2009). Project Management. Ventus Publishing APS.
4. Vasant Desai - Project Management - Himalaya Publishing House.
5. Chaudhary S.; Project Management, Tata Mc Graw Hill
6. Meredith Jack R., Mantel Samuel J.; Project Management, IV Edition, John Wiley & Sons
7. Gopalakrishnan P., Ramamoorthy V.E; Textbook of Project Management, MacMillan Publishers
8. Patel Bhavesh M.; Project Management- Strategic Financial Planning, Education & Control, Vikas Pub. House, 2014
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Note: Latest edition of text books may be used.

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MBA FM04 - FINANCIAL RISK MANAGEMENT

03Credits

Course Objective

The objective of this course is to enable student walk through the historical perspective, to the financial aspects of important life and general insurance products, and understand the role of Actuaries.

Course Outcomes: On completion of this course, student will able to:

- CO1. Describe the financial risk management process.
- CO2. Identify key factors that affect interest rates, exchange rates, and commodity prices
- CO3. Evaluate the various financial risks that affect most organizations.
- CO4. Describe how key market risks arise, such as interest rate risk, foreign exchange risk, and commodity price risk.
- CO5. Consider the impact of related risks such as credit risk, operational risk, and systemic risk
- CO6. Evaluate ways to manage interest rate risk with forward rate agreements, futures, and swaps.

UNIT I

Introduction to Financial Risk Management:

Introduction: Risk, Financial Risk, steps to Risk Identification, Top-Down and Building-Block Approaches to Risk Management, creating value with risk management.

Risk and the Management of the Firm: The Pervasiveness of Risk, importance of Management of Risk, Financial Risk and Financial Distress, The Costs of Risk Management.

UNIT II

Market Risk and Credit Risk:

Market Mechanisms and Efficiency: Introduction of Market Efficiency, Market Liquidity, the Role of Financial Intermediaries, Systematic Risk and Non-Systematic Risk, Managing Market Risks. Credit Risk and its Effects; **Credit risks Include**-Default Risk, Counterparty Pre-Settlement risk, Counterparty Settlement Risk, Legal Risk, Sovereign or Country Risk, Concentration Risk.

Interest Rate Risk: Introduction of Interest Rate Risk, The Term Structure of Interest Rates, Analyzing Yield Curve Behaviour, The Money Markets, Term Instruments; **Currency Risk:** Introduction of Foreign Exchange Rate Risk, Foreign Exchange Exposure.

UNIT III

Commodity Risk and Quantifying Financial Risks:

Equity and Commodity Price Risk; Equity Market Risks; Commodity Price Risk; Introduction of the Price-Generating Process for Financial Assets; Understanding Volatility; Describing the Price-Generating Process; Conditional and Unconditional Volatility; Weighted and Unweighted volatility, EWMA and GARCH (1,1) approaches to volatility, estimating covariance.

Quantifying Financial Risks:

Statistical Analysis of Financial Risk, The Significance of the Normal Distribution, Understanding the Risk Measures, Measuring the Relationship between Assets, Portfolio Expected Return and Risk, Practical Considerations in Measuring Risk, Estimating Portfolio Value at Risk.

UNIT IV**Financial Methods for Measuring Risk:**

Financial Methods for Measuring Risk: Using the Present-Value Approach to Determine Risk, Calculating Spot Discount Rates for Specific Maturities, The Term-Structure Approach to Risk Measurement. Qualitative Approaches to Risk Assessment: Qualitative Forecasting Methods, Qualitative Forecasts, Assessing Qualitative Accuracy.

UNIT V**Controlling Risk with Financial Engineering & Hedging:**

Policy and Hedging, Measuring Risk; Global Initiatives in Financial Risk Management; Basics of Derivatives; Forwards, Pricing of Forward Contracts under Assumptions of Dividends; Futures, Settlement Mechanism; Clearing House Concept; Hedging with Future and Forwards; Basics of Options using Black-Scholes Model; Reporting and Controlling Risk; A Note of Warning.

Suggested Readings:

- Horcher, K. A. (2005). *Essentials of financial risk management*. John Wiley & Sons, Inc. (Vol. 54).
- Hull, J. C. (2006). *Options, Futures, and Other Derivatives [OFOD]*. Prentice-Hall (sixth edition).
- Hull, J. C. (2007). *Risk Management and Financial Institutions (RMFI)*. Prentice-Hall.

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MBA GE 01-PRODUCTION AND OPERATIONS MANAGEMENT

Credit- 04

Course Objective

The course aims to develop an understanding of the production planning techniques, forecasting, facility design location and Inventory.

Course Outcomes: On completion of the course, the students will be able to:

- CO1: Learn the general concepts of operations, product design, plant location and Layout planning.
- CO2: Understand and analyze forecasting, work design and measurements.
- CO3: Demonstrate the concepts of Production planning, Capacity planning, Aggregate Planning and Master Scheduling.
- CO4: Understand and learn the concepts of Inventory and Just in Time.

UNIT I

Introduction

An overview, Definition of Production and operation management, Production Cycle, Process selection and design, waiting line analysis, Responsibilities of Operation Manager, Product Design, Plant Location, Layout Planning.

UNIT II

Forecasting, Work Design and Measurement

Forecasting as a planning tool, Forecasting types and methods (Qualitative and Quantitative), Measurement of Errors, Monitoring and Controlling, Productivity and Work Study, Methods Study, Work Measurement.

UNIT III

Capacity Planning

Production Planning techniques, Capacity management, Lean production, Line of balance, scheduling types and principles.

UNIT IV

Aggregate Planning and Master Scheduling

Introduction of Aggregate Planning, Techniques for Aggregate Planning, Aggregate Planning in Services, Disaggregating the aggregate plan, Master Scheduling, The Master Scheduling Process.

UNIT V

Inventory Management and JIT

Inventory Management- Objective, Nature and Importance of Inventories, Requirements for effective Inventories, Inventory Ordering Policies, Inventory control techniques- VED, EOQ, SED, FSN Analysis, Just in Time Production.

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Suggested Readings:

- Stevenson, W. J. (2018). *Operations Management*, 12th Ed. McGraw Hill Education.
- Krajewski, L. J., Ritzman, L. P., Malhotra, M. K. and Srivastava, S. K. (2011). *Operations Management: Processes and Supply Chains*, 9th Ed. Pearson.
- Chase, R. B., Jacobs, F. R., Aquilano, N. J. (2003). *Operations Management for Competitive Advantage*, 10th Ed. Tata McGraw Hill.
- Mahadevan, B. (2010). *Operations Management: Theory and Practice*, 2nd Ed. Pearson.
- Chary, S. N. (2009). *Production & Operations Management*, 4th Ed., Tata McGraw Hill.

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MBA GE 02 - ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Credit- 04

Course Objective

This course introduces the students to the basics of entrepreneurship and small business management and students gain an understanding of how to establish and manage a small business.

Course Outcomes: After the completion of the course, the students will be able to:

- CO1: Develop the skills and qualities required to be a successful entrepreneur
- CO2: Understand the function of an entrepreneur and the challenges faced by them.
- CO3: Learn how to start an enterprise and design business plans.
- CO4: Analyze and compare the different funding agencies available for funding new enterprises.
- CO5: Analyze and compare the different entrepreneurial agencies available for the growth of entrepreneurship in India

UNIT I

Evolution and Concept of Entrepreneurship, Concept of Entrepreneur, Corporate Entrepreneurship, Characteristics of Successful Entrepreneurs, Entrepreneurship, Innovation, Invention, Creativity, Business Idea & Opportunities Through Change in Entrepreneurship, Entrepreneurship as a Career, the Changing Role of the Entrepreneur

UNIT II

Theories of Entrepreneurship - Innovation Theory by Schumpeter, Theory of High Achievement by McClelland, X Efficiency Theory by Liebenstein, Influences On Entrepreneurship Development: Socio Cultural, Political, Economical, Personal, Entrepreneurial Success and Failure: Reasons and Remedies, Scope of Small Business activities in National Economy.

Women Entrepreneurs: Challenges to Women Entrepreneurs, Achievements of Women Entrepreneurs, Role Models of Women Entrepreneurs.

UNIT III

Creating Entrepreneurial Venture-the Business Plans an Entrepreneurial Organization, Project Management-Technical, Financial, Marketing Personnel and Management Feasibility Reports (DPRs), Financial Schemes Offered by Various Financial Institutions Like Commercial Banks, Offered by Various Financial Institutions Like -Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist, Subsidies, Grants etc- With Special Reference to 'Export Oriented Units'(EOUs).

UNIT IV

Entrepreneurship Training and Development Programme, EDP & its Phases, Start-up Process: Development of Support System, Need of License, Capital Issues and Legal

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Environment of Business; Entrepreneurial Planning and Monitoring.

UNIT V

Role of the following agencies in the entrepreneurship development

DIC- District Industrial Center, SISI – Small Industry Service Institute, EDII – Entrepreneurship Development Institute of India, NIESBUD – National Institute of Entrepreneurship and Small Business Development, NSTEDB – National Science & Technology Entrepreneurship Development Board, NSIC - National Small Industries Corporation

Suggested Readings:

- David, H. (2002). *Entrepreneurship: New venture Creation*. India: Prentice Hall.
- Desai, V. (2018). *Dynamics of Entrepreneurship Development* (6th edition ed.). Mumbai: Himalaya Publishing House.
- Dollinger, M. (2007). *Entrepreneurship: Strategies and Resources* (4th edition ed.). Marsh Public. Nagarajan, K. (2010). *Project Management* (6th edition ed.). New Age Internal Pvt. Ltd.
- Taneja, S., & Gupta, S. (2017). *Entrepreneurship Development New Venture Creation* (2nd edition ed.). Galgotia Publishing.

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Part 9

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MBA GE 03 - SUPPLY CHAIN MANAGEMENT

Credit- 04

Course Objective

The course helps to understand the importance of and major decisions of logistics management, inventory management and networking elements of supply chain management for gaining competitive advantage

Course Outcomes: On completion of the course students will able to:

- CO1: Memorize the concepts related to supply chain management.
- CO2: Explain the drivers/enablers of supply chain management performance.
- CO3: Illustrate the supplier sourcing strategy.
- CO4: Examine the impact of supply chain redesign strategy.
- CO5: Evaluate the supply chain distribution network.
- CO6: Synthesize the plan for supply chain restructuring.

UNIT 1

Introduction

Basic Concept, Objectives, Essential Features and Benefits of Supply Chain, Philosophy of Supply Chain Management, Evolution of SCM, Various Flows (Cash, Value and Information), Key Issues in SCM.

UNIT- II

Network Design and Logistics Management

The role of Network Design in the Supply Chain, Factors influencing Network Design Decisions, The Impact of Uncertainty on Network Design, Logistics as part of SCM, Logistics Costs, Different Models, Logistics Sub- System, Inbound and Outbound Logistics, Bullwhip Effect in Logistics, Distribution and Warehousing Management.

UNIT III

Managing Predictable Variability and Purchasing & Vendor Management

Responding to Predictable Variability in a Supply Chain, Managing Supply and Managing Demand, Centralized and Decentralized Purchasing, Functions of Purchase Department and Purchase Policies, Use of Mathematical Model for Vendor Rating / Evaluation, Single Vendor Concept, Management of Stores, Accounting for Materials.

UNIT IV

Inventory Management

Concept, Various Costs Associated with Inventory, Models of Inventory (Purchase model with instantaneous replenishment and without shortages, Manufacturing model without shortages, Purchase model with instantaneous replenishment and with shortages, Manufacturing model with shortages, Buffer Stock (Trade-off between Stock out and Working Capital Cost), Lead Time Reduction, Reorder Point/ Reorder Level Fixation, Exercises-Numerical Problem Solving, ABC, SDE, VED, FSN Analysis, Just in Time & Kanban System of Inventory Management.

UNIT V

Recent Issues in SCM

Role of Computer/ IT in Supply Chain Management, The Supply Chain IT Framework, Customer Relationship Management, Internal Supply Chain Management, Supplier Relationship Management, The Transaction Management Foundation, The Future of IT in the Supply Chain, Risk Management in IT, Supply Chain IT in Practice

Suggested Readings:

- Chopra, S., Meindl, P. (2007). *Supply Chain Management: Strategy, Planning & Operation*, 3rd Ed. PHI.
- Chopra, S., Meindl, P., Kalra, D.V. (2013). *Supply Chain Management: Strategy, Planning and Operation*, 5th Ed. Pearson.
- Reghuram G. (I.I.M.A.). *Logistics and Supply Chain Management*, 1st Edition
- Krishnan Dr. G. *Material Management*, 5th Edition, Pearson.
- Agarwal D.K. *A Text Book of Logistics and Supply Chain Management*, 1st Edition Macmillan
- Sahay B.S. *Supply Chain Management*, 1st Edition Macmillan

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MBA GE 04 - FINANCIAL ECONOMETRICS

Credit- 04

Course Objective

The course aims to provide students with the basic framework of Financial Econometrics.

Course Outcomes: In particular, it will benefit students in:

- CO1: Understanding types and forms of data and how to use them in econometric analysis.
- CO2: Identifying sources of financial data (Bloomberg, Capital IQ, Compustat, Yahoo Finance, etc.) to retrieve necessary data for econometric analysis.
- CO3: Demonstrating knowledge in econometric methods such as regression analysis and Forecasting Models.
- CO4: Helping students acquire skills in using computer Software (Eviews, excel) to perform econometric applications.
- CO5: Developing their ability to model the expected mean and volatility in financial data as a means to a more informed assessment of the risk and return associated with different investment strategies.

UNIT I

Introduction of Financial Econometrics

Meaning of Econometrics, Econometrics as a separate Discipline; Methodology of Econometrics, Types of Econometrics, specification of Mathematical Model, Estimation of Econometrical Model, Economic Data Types,

The Research Process: Writing a Research Proposal, A Process for writing a Research Report
Sources of Economic Data: Links to Economic Data on the Internet, Interpreting Economic Data, Obtaining the Data

UNIT 2

Time series Econometrics: Some basic concepts

Testing for Trends and Unit Roots: Stochastic Processes, Unit Root Stochastic Processes, Trend Stationary and Difference Stationary Stochastic Processes, Integrated Stochastic Processes, The Phenomenon of Spurious Regression, Test of Stationarity, The Unit Root Test (Dickey Fuller Test, Augmented Dickey Fuller test and Phillips-Perron Test)

UNIT 3

Single Equation Regression Models

The Nature of Regression Analysis

Historical Origin of The Term Regression, The Model Interpretation of Regression, Statistical Versus Deterministic Relationship, Regression versus Causation, Regression versus Correlation, Terminology And Notation, The Nature And Scope of Data For Economic Analysis.

Estimation of Regression Model (OLS)

The Method of Ordinary Least Squares, The Classical Linear Regression Model: The

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Assumption Underline, The Method of Least Squares, Standard Errors of Least Squares Estimates, The Coefficient of Determination r^2 : A Measure of Goodness of Fit

UNIT 4

Multiple Regression Analysis and validation of model assumptions

The Three- Variable Model: Notation and Assumptions, Interpretations of Multiple Regression Equation, The Meaning of Partial Regression Coefficients, OLS and ML Estimation of the Partial Regression Coefficients, The Multiple Coefficients of Determination R^2 and the Multiple Coefficients of Correlation R , R^2 and Adjusted R^2

Validation of Regression Model Assumptions Test

Multi-collinearity, Heteroscedasticity, Autocorrelation, Residual normality test

UNIT 5

Time Series Econometrics: Forecasting

Approaches to Economic Forecasting, AR, MA and ARIMA Modeling of Time Series Data, Forecasting.

Measuring Volatility in Financial Time Series: Introduction to ARCH Model: Properties and Weaknesses of ARCH Models; Introduction to GARCH Model- Extensions to the Basic GARCH Model.

Suggested Readings:

- Wooldridge, Jeffrey M.: *Introductory Econometrics*, South-Western College Publishing, 2000.
- Griffiths, William E., R. Carter Hill and George G. Judge: *Learning and Practicing Econometrics*, John Wiley & Sons, New York, 1993.
- Gujarati, Damodar N.: *Essentials of Econometrics*, 4th ed., McGraw-Hill, New York, 2004.
- Hill, Carter, William Griffiths, and George Judge: *Undergraduate Econometrics*, John Wiley & Sons, New York, 2001.
- Greene, William H.: *Econometric Analysis*, 4th ed., Prentice Hall, Englewood Cliffs, N. J., 2000.
- Patterson, Kerry: *An Introduction to Applied Econometrics: A Time Series Approach*, St. Martin's Press, New York, 2000.
- Campbell, J. L. (1997). *The Econometrics of Financial Markets*: Princeton University Press, Princeton, N.J.

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MBA GE 05- MARKETING ANALYTICS

Credit – 04

Course Objective

- The subject will enable student to evaluate performance of marketing initiatives in the long and what can be done for improvement.
- To enable student to compare marketing activities of competitors.

Course Outcomes: Upon completion of course, the student will be able to:

CO1: Utilize different tools and frameworks in an integrated manner to solve strategic marketing problems.

CO2: Determine the most effective target markets, and how to market to those markets efficiently.

CO3: Segment customers based on the differences in what they value, using different techniques, including state of the art latent class methods

CO4: Identify what customers' value in a product, and assess what they are willing to pay for it.

UNIT 1

Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization –Using Excel to Summarize Marketing Data, Slicing and Dicing Marketing Data with Pivot Tables

UNIT 2

Cluster Analysis Concept, Cluster Analysis Demonstration, Cluster Analysis Application Case, Positioning Maps Concepts and Demonstration, Positioning Maps Demonstration, Positioning Maps Applications Case, Customer life time analysis, Customer Value Analysis Pricing Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming.

UNIT 3

Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation, Choice Models and Logistic Regression Concept, Choice Models and Logistic Regression Demonstration, Choice Models and Logistic Regression Case.

UNIT 4

Managing competitors' reaction- Managing Sustainable Competitive Advantage, Managing Brand-Based Competitive Advantage, Managing Offering-Based Competitive Advantage, Conjoint Concept, Conjoint Demonstration, Conjoint Concept and Demonstration, Managing Relationship-Based Competitive Advantage, Linear Discriminant Analysis-One way and Two Way ANOVA

UNIT 5

Scope of Data Mining, Data Exploration and Reduction, Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Text Books

- James Evans, Business Analytics, 2e, Pearson, 2017.
- Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

Suggested Readings

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
- Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
- Winston, W. L. (2014). *Marketing analytics: Data-driven techniques with Microsoft Excel*. John Wiley & Sons.

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Course Objective

- Course will cover the application part of Human Resource Management explaining the quantitative and qualitative analysis to understand the workforce demographics and the art of workforce development.

Course Outcomes: Through this course student will:

- CO1: Gain an understanding of the different analytical approaches used by HR Professionals to solve real business problems
- CO2: Examine actual business cases and apply problem solving and critical thinking skills through group case studies
- CO3: Understand the application of quantitative and qualitative analysis to understand trends and indicators in human resource data.
- CO4: Understand the role of information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

Unit I

Introduction to HR Analytics

Evidence Based Approach, HR Analytics Continuum, HR Analytics Process: Designing a Project

Unit II

Descriptive Analytics

Analytical Foundations of HR Measurement, Bringing HR and Finance together, Types of HR Metrics, Developing Proprietary Metrics for your organization/Issues faced

Unit III

Predictive Analytics

Introduction to Predictive Analytics Tools, Choosing Predictive Analytic Models for Quantitative Data, working with Qualitative Data, Interpreting Predictive Analytic Results

Unit IV

Prescriptive Analytics

Responding to HR Challenges through Prescriptive Analytics, Prescriptive Analytics as a Process to Influence Stakeholders, Contextualized Prescriptions, Optimization through Prescriptive Analytics

Unit V

HR Analytics Vs Functions of HRM

HR Analytics and employee benefits, HR Analytics and talent management, HR Analytics and compensation, using analytics to lead HR, HR Analytics and talent acquisition

Suggested ReadingsBook

1. Investing in People: Financial Impact of Human Resource Initiatives (2nd Edition) Hardcover – December 18, 2010. by Wayne Caçcio (Author), John Boudreau (Author) ISBN-13: 978-0137070923 ISBN-10: 0137070926 Edition: 2nd
2. Fundamentals of Human Resource Management Noe, 5th ed.

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MBA GE-07- FINANCIAL ANALYTICS

Credit – 04

Course Objective:

- Course will cover some applied issues in Finance. The issues will be discussed in a way that will facilitate students to appreciate empirical issues and help identify research questions in the areas discussed.
- The topics discussed will also include survey of few empirical studies, evaluation of econometric techniques, and research applications in the Indian and international context.

Course Outcomes: After Completion of the course, student will be:

- CO1. Understanding the broader problems of finance by using analytical models.
- CO2. Possessing knowledge of Financial Market Structures, Asset pricing theories, pricing models, Volatility forecasting and International Finance
- CO3. Demonstrating critical thinking about the application of theory in financial decision making
- CO4. Conducting in depth research using different analytical tools for generating new knowledge for business decision making
- CO5. Preparing Analytical reports for business decision making

UNIT -I

Financial Market Microstructure Issues (of Bond & Stock Market), Liquidity in Short term and Long term market segments. Asset Pricing Theories & Applications I: Mean-Variant Portfolio Frontier, Separation Theorem, Asset Pricing Theories & Applications II

UNIT -II

Capital Assets Pricing Model, Arbitrage Pricing Theory, Conditional CAPM Term Structure Modeling and Yield Curve Building, Idiosyncratic factors affecting yield and prices in bond markets, YC and the Economy.

UNIT -III

Volatility Modeling and Forecasting, ARCH & GARCH Processes, Volatility Estimation in Recent Financial Market Turbulence. Risk Measurement in Financial Institutions, Measuring Market and Credit Risks, Credit Risk Analysis and Measuring Default Adjusted Bond Return.

UNIT -IV

Empirical issues in International Finance, International Arbitrage and Parity Conditions, Yen Carry Trade and Interest Rate Parity, International Investment Issues, International Capital Asset Pricing Model (I-CAPM Extension).

UNIT -V

Introduction to Financial Stochastic, Interest Rate Modeling, generating Interest Rate Processes, Vasicek and Cox-Ingersoll and Ross calibration.

Text Books

1. Frank, C. R., Jr.: Statistics and Econometrics, Holt, Rinehart and Winston, New York, 1971.
2. Goldberger, Arthur S.: Introductory Econometrics, Harvard University Press, 1998.
3. Gujarati, Damodar N.: Essentials of Econometrics, 2d ed., McGraw-Hill, New York, 1999.

4. Hill, Carter, William Griffiths, and George Judge: Undergraduate Econometrics, John Wiley & Sons, New York, 2001.

Suggested Readings

1. Hu, Teh-Wei: Econometrics: An Introductory Analysis, University Park Press, Baltimore, 1973.
2. Katz, David A.: Econometric Theory and Applications, Prentice Hall, Englewood Cliffs, N.J., 1982.
3. Klein, Lawrence R.: An Introduction to Econometrics, Prentice Hall, Englewood Cliffs, N.J., 1962.

Naime *Paul* *David* *John*
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MBA GE 08: BUSINESS ANALYTICS

Course Credit: 3

Course Objective

The course explains the role of Business Analyst and Data Science in business, the basic concept of data management and data mining techniques, the basic concept of machine learning, the application of business analysis and the concept of Data Science Project Life Cycle.

Course Outcomes: Upon the successful completion of this course, the student will be able to:

- CO1. Understand the basics of business analysis and Data Science.
- CO2. Understand data management and handling Data science project life cycle.
- CO3. Understand the data mining concept and its techniques.
- CO4. Understand and analyze machine learning concept.
- CO5. Understand the application of business analysis in different domain.

UNIT 1:

Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

UNIT 2:

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

UNIT 3:

Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

UNIT 4:

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

UNIT 5:

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Text Books:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

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Reference Book:

1. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
2. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

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