SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5109
TITLE OF THE COURSE : CREATIVITY & INNOVATION
L: T: P: C : 2: 0: 0: 0

Overview

The closer you get to the top of organisations, the starker the importance of creativity and innovation. Equally, spend any time with an entrepreneur and quickly they will promote the importance of creativity and innovation too. For this reason, if you are, or plan to be either an entrepreneur or manager, having a clear and articulate understanding for these concepts will give you tremendous advantage.

This course will do more than reinforce the vague notions of innovation and creativity as buzzwords but will instead give you a powerful toolkit for both understanding these terms and practically being able to more reliably harness them in organisations and personal projects.

We embody these concepts too, and the course itself is fun and memorable, utilizing arrange of guest speakers, modern materials and on campus exploration.

Course Objectives

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

1. Appreciate the imperative of innovation within society to dispel common misconceptions regarding innovation and creativity
2. Critically analyse theories of innovation and creativity
3. Use evidence to critically challenge innovation practices and communicate recommended behavioral changes
4. Identify possible changes in established environments and routines to challenge status quo
5. Inculcate Ethics in creativity and innovation

Course Outcomes

1. Understand the drivers of creativity and innovation for organizational success.
2. Apply creativity & innovation to business models in the digital landscape
3. Analyze the attributes of successful innovation strategies including an in-depth understanding of the dynamics of innovation
4. Evaluate new ideas, methods and ways of thinking to deliver creative and sustainable solutions
5. Facilitating ethics and morality as a part of creativity and innovation.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	The imperative of innovation, The significance of creativity and innovation as a determinant of organisational success. Recognition of innovation and creativity as deep habit as well as modern management imperative The purpose of the course and the usefulness for students	2
Unit II	Selected definitions of both innovation and creativity The role of creativity and innovation in both established business and entrepreneurial context Contrast to related terms in invention, commercialisation	2
Unit III	Innovation systems- collective habit and preference Jumping out of the system- breaking the rules of the game Trajectories of resistance and transformation Internal organisational resistance to change	2
Unit IV	Creativity as routine, Creativity and innovation as interaction and management; Design of organisations to foster innovation	2
Unit V	Ethics of creativity and innovation, Ambiguity of novelty Innovation and creativity as a force for good (grand challenges)	2

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed **					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	15	x	x				
4	Assignment 2	15	x	x	x	x		

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5110
TITLE OF THE COURSE : EXCEL AND POWERPOINT BASICS
L: T: P: C : 2: 0: 0: 0

Overview

Microsoft Excel and PowerPoint are the industry-standard spreadsheet and presentation applications. Introduction to both Microsoft Excel and PowerPoint teaches students the key techniques to familiarize and do regular work by helping them how to turn organized data into useful information and quickly make spreadsheets and presentations.

Course Objectives

1. Impart comprehensive knowledge of Microsoft excel and PowerPoint to students.
2. Enable students apply skills of data handling and modifications
3. Enable students to apply functions and formulas
4. Enable students to exhibit data visualization skills and model development skills
5. Enable students to exhibit better presentation skills

Course Outcomes

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

1. Understand and appreciate the capabilities of Microsoft excel and PowerPoint
2. Effectively use the features and functions available in Microsoft excel for data cleansing by the way of necessary modifications
3. Apply the available functions in Excel and create complex formulas to extract better inferences from data
4. Tell better stories from data with the help of data visualization features of Excel
5. Do effective presentations by leveraging the features of PowerPoint

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	Introduction to Microsoft Excel Getting started with worksheets	2
Unit II	Editing and Formatting worksheets, Data modifications	2
Unit III	Application of Formulas and Functions	2
Unit IV	Data Visualization in Microsoft Excel	2
Unit V	Creating a Basic Presentation, Formatting Text on Slides Working with Tables and Charts, Preparing to Deliver a Presentation	2

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed **					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	15	x	x				
4	Assignment 2	15	x	x	x	x		

SEMESTER/YEAR : II SEM/ I Year
COURSE CODE : 22MBA5209
TITLE OF THE COURSE : DESIGN THINKING
L: T: P: C : 2: 0: 0: 0

Overview

The word ―design‖ has traditionally been used to describe the visual aesthetics of objects such as consumer products, architecture, and fashion. Over time, the discipline of design expanded to include not only the shaping of things but also the ways that people interact with systems, services, and organizations. In 2008, Tim Brown, CEO of IDEO, a Silicon Valley design firm famous for designing the first computer mouse for Apple, wrote an article for the Harvard Business Review introducing into the lexicon a further expansion of the design discipline—what he called ―design thinking‖ [―reintroducing‖ since a book called Design Thinking, written by a Harvard urban planning professor, was published in 1987…there is rarely anything truly new under the sun!]. Design Thinking is a problem-solving methodology especially well-suited for investigating ill-defined problems. It uses methods derived from the discipline of design to match people's needs with what is feasible and what a viable organizational strategy can convert into customer/stakeholder value in a financially sustainable way.
It was initially proposed as a way for corporations to more quickly, creatively, and effectively develops new offerings but has since been further adapted to address issues in the public and social sectors as well.

Course Objectives

On successful completion of this course, students will be able to:
This course provides an introduction to design thinking for budding business titans, policy makers, social innovators and anyone else interested in learning more about an approach that can be applied to a variety of ―wicked‖ problems. After presenting the history and context of design thinking from a variety of perspectives, we'll take a ―deep dive‖ into the discipline using a very structured and rigorously tested step-by-step methodology used in graduate academic, start- up, and large organization settings.

Course Outcomes

1. Introduce students to a discipline—design thinking—that enhances innovation activities in terms of value creation, speed, and sustainability
2. Identify problems/issues/needs, develop sound hypotheses, collect and analyze appropriate data, and develop ways to collect meaningful feedback in a real-world environment
3. Train students to translate broadly defined opportunities into actionable innovation possibilities and recommendations for key stakeholders and their organizations
4. Understand the students to establish design criteria, concept development and The

Napkin Pitch
5. Infer the testing and Prototyping of the concepts

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	Why Design Thinking and The Design Process provides context and an introduction to key concepts, terminology, and structure for the course	2
Unit II	Scoping, The Design Brief and Visualization introduces ways to clarify the scope of a project and its intent, questions to explore, target stakeholders, and establishes the importance of pictures and storytelling in the overall process.	2
Unit III	Fundamentals of Ethnography and Identifying Insights reviews how to observe users in their –natural habitat‖ and efficiently extract useful patterns from collected data.	2
Unit IV	Establishing Design Criteria and Brainstorming shows how to develop a succinct expression of the ideal end state of a project, and deliberately generate many fresh alternatives to the status quo. Concept Development and The Napkin Pitch details how to choose the best ideas, assemble them into detailed solutions, and rationally evaluate them, as well introduce a simple, consistent format for summarizing and communicating new concepts.	2
Unit V	Assumptions testing and Prototyping introduces a tool for surfacing key assumptions underlying the attractiveness of a new concept and using data to assess the likelihood that they are true, as well as ways to create visual manifestations of concepts. Co-Creation, Learning Launches, and –So What?‖ highlights ways to engage stakeholders in the development of new concepts, conduct experiments in the world quickly and inexpensively, and lead innovation in organizations.	2

Course Assessment

#	**Description of Assessment Method**	**Weightage %**	**Learning Outcomes Assessed ****					**Submission day/week (assignments) or length (exam)**
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	15	**x**	**x**				
4	Assignment 2	15	**x**	**x**	**x**	**x**		

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA52010
TITLE OF THE COURSE : LEADERSHIP & BUSINESS ETHICS
L: T: P: C : 2: 0: 0: 0

Overview

The heart of this course is the repeated coaching and real-time feedback the students will receive on their leadership activities from their peers and the instructor. Encourages students to think about the nature of what they will study over the whole Program. It also encourages them to explore and develop personal skills central to leadership. By exploring self-awareness, and developing a personal leadership philosophy, students will be well placed to broaden their understanding of other individuals and social groups at work. Theoretically, the first three units focus on understanding seminal and contemporary leadership theories and principles, their impact on practice, and managing change. This course widens the discussion further by considering Ethical, Socially Responsible and Sustainable Leadership with an Indian Ethos. It gives not only understanding of main theoretical concepts, but also developing skills of identification and analysis of ethical dilemmas using case studies from Indian and USMNCs.

Course Objectives

1. Identify leadership philosophy, styles, and traits
2. Develop core leadership skills and behaviors
3. Define the characteristics of ethical leadership
4. To enhance awareness and increase understanding of the nature of business ethics, responsibility and sustainability in the Indian as well as the global business environment.
5. To illustrate how leadership wins the complicity of followers.

Course Outcomes

By the conclusion of this course, the student should be able to:

1. Examine the practice of leadership in today‘s context (in business, in society, and in a technology-driven, globally distributed, diverse workforce.
2. To understand ethics, values, business responsibility and sustainability from an Indian western perspective.
3. To understand ethical violations and consequence of their influence on business practice, economy and society in general.
4. Evaluate the problems in governance and its effect in leadership
5. Assess how the leader is responsible for ethical behaviour and if not followed what would be the consequences

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Leadership Communication for Maximum Impact**: Storytelling: Storytelling is an essential part of leadership. Effective leaders communicate to inspire talent to excel; to partner with investors and communities; to engage with customers and clients and to grow their impact in the world as part of a global community. Cultivating an authentic, trustworthy and compelling narrative is vital to a leader's success. This unit helps leaders find their own story through personal branding; develop storytelling success with all constituencies; initiate an effective voice for crisis; interact well through social and third-party media; and communicate a vision for innovation	2
Unit II	**Leadership Through Social Influence:** This unit will provide learners with a systematic general framework for analysing persuasive influence situations. Learners will be able to identify different challenges faced by persuaders and to fashion appropriate strategies for addressing those challenges. The broad goal is to provide learners with not only an extensive persuasion tool kit, but also with an understanding of how different tools are useful in different situations. Specifically, the unit will address four broad topics: strategies for influencing people's personal attitudes; strategies for affecting social factors influencing behavior; strategies for affecting people's perceived ability to undertake the desired behavior; and strategies for inducing people to act on their existing intentions.	2
Unit III	**Experiential Understanding: Leadership in Crisis:** Ernest Shackleton and the Epic Voyage of the Endurance: Nancy F. Koehn, Erica Helms, Phillip Mead: HBS Provides an opportunity to examine leadership and entrepreneurship in the context of Ernest Shackle ton's 1914 Antarctic expedition, a compelling story of crisis, survival, and triumph. Summarizes Shackle ton's career as an officer in the British Merchant Marine, his work on several prominent Antarctic missions, and the competitive nature of polar exploration in the late 19th and early 20th centuries. Also examines Shackle ton's planning and advance management of what he hoped would be the first-ever trek across the Antarctic continent. Details the events of this epic voyage aboard the Endurance. Readers have the opportunity to examine how, after the vessel became trapped in ice and the crew abandoned ship, the commander shifted his objectives and responsibilities from completing an historic march to ensuring the survival of all 28 expedition members. Considers Shackle ton's efforts to maintain his team's morale, loyalty, and commitment in	2

	the face of extraordinary mental and physical trials during almost two years in the Antarctic.	
Unit IV	**Leadership Development at Goldman Sachs**: Boris Groysberg, Scott A. Snook, David Lane: Harvard Business School: In November 1999, 11 of Goldman Sachs' finest gathered to put the final touches on a revolutionary leadership development plan. Following Goldman's explosive growth during the 1990s and its eventual IPO in 1999, a diverse group of leaders from across the firm were selected to "assess the future training and development needs of Goldman Sachs, with a particular focus on the need for a more systematic and effective approach to developing managing directors." After six months of brainstorming, holding discussions with Goldman Sachs colleagues, interviewing experts, and benchmarking best practices, it was finally time to present their findings to the management committee. The briefing contained an integrated leader development plan with concrete recommendations on how to resolve several critical design issues, including: location, faculty, content, format, method, target audience, governance, and sponsorship. No one sitting on the management committee had relied on a formal leadership program to reach the top. How sceptical might they be? How do you convince hard-nosed bankers to leave their desks and invest precious time focusing on what many perceived as "soft" issues? **The Fall of Enron**: Paul M. Healy, Krishna G. Palepu: Harvard Business School The case traces the rise of Enron, covering the company's business innovations, personnel management, and risk management processes. It then examines the company's dramatic fall including the extension of its trading model into questionable new businesses, the financial reporting problems, and governance breakdowns inside and outside the firm. The case offers students an opportunity to explore why Enron failed and to understand the systemic problems in governance that affected its board of directors, the audit committee, the external auditors, and financial analysts.	2
Unit V	**Evil: Radovan Karadzic--Understanding This Type of Bad Leadership**: Harvard Business Press Chapters: Barbara Kellerman When leaders commit atrocities and still stay in power for years on end, their followers are anesthetized, inflamed, or terrorized - or they are in some way rewarded. A very powerful example is that of Radovan Karadzic, the leader responsible for ethnic cleansing in Bosnia. While he made the orders, many were only too eager to fall into line. Through his story, this chapter illustrates how this type of leadership wins the complicity of followers.	2

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed **					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	15	**x**	**x**				
4	Assignment 2	15	**x**	**x**	**x**	**x**		

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBA6302
TITLE OF THE COURSE : CORPORATE GOVERNANCE AND ENTERPRISE RISK MANAGEMENT
L: T: P: C : 2: 0: 0: 0

Overview

The course is designed to increase the depth of students understanding of corporate governance issues and challenges in global economy. The various theory and committee reports like Cadbury committee, Birla committee, Narayana Murthy committee, CII recommendations will be analyzed in detail to learn the evolution of corporate governance standards. This course will enable to understand the Board of Directors major responsibility and accountability to maintain transparent corporate governance as well as to do justice to stakeholders and stakeholders. Students will learn the relationships between managers, employees, and the owners of a firm as well as the system of laws, regulations, and market forces that ensure a fair and transparent organization.
Enterprise Risk management|(ERM) prepares students on better risk-reward decisions by providing a complete, robust, and integrated picture of both upside and downside volatility across an entire enterprise. The course focuses on all aspects of ERM, including frameworks, risk governance, risk identification, risk quantification, risk-reward decision-making and risk messaging

Course Objectives

1. To provide a platform where students will learn how to make holistic, strategic, and operational decisions focused on effective corporate governance, which balances profits with societal needs and the environment.
2. To sensitize students with complex global problems and business cases that enables them to examine and define the values related to corporate ethics, corporate governance and social responsibility.
3. To develop a common understanding of risk across multiple functions and business units so we can manage risk cost-effectively on an enterprise-wide basis.
4. To achieve a better understanding of risk for competitive advantage.
5. To build safeguards against these risks using frameworks.

Course Outcomes

1. Understand the sound principles of governance, direction and guidelines of managing of corporate sectors
2. Role, Responsibility and accountability of Directors in assuring effective governance
3. Implement the appropriate mechanism and practices for effective governance

4. Realize the significance of stake holders rights and responsibilities, audit committee, its composition and responsibilities
5. Understand a common understanding of risk across multiple functions and business units so we can manage risk cost-effectively on an enterprise-wide basis.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	Definition, Importance and significance of Corporate Governance; Theories, Framework and Models of Corporate Governance; Various committee Reports on corporate governance ;Ethics and corporate governance	2
Unit II	Corporate Governance guidelines and practices NGRBC; National Guidelines on Responsible Business conduct; Nine guidelines on ensuring effective governance standards; Best Practices and Scandals: Best Practices: Case Study: Infosys Technologies; Scandal: Case Study: Sathyam Computers	2
Unit III	Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated Approach to Risk Management.	2
Unit IV	How to recognize both internal and external exposures; understand important concepts such as risk mapping and risk identification.	2
Unit V	Framework for risk management and control. Risk frameworks under regulatory environments. Align risk opportunities with their organization's business model; and stay in line with Sarbanes-Oxley compliance.	2

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed **					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	15	x	x				
4	Assignment 2	15	x	x	x	x		

Text Books

1. Fundamentals of Enterprise Risk Management: How Top Companies Assess Risk, Manage Exposure, and Seize Opportunity by John Hampton

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5101
TITLE OF THE COURSE : ACCOUNTING FOR MANAGERS
L: T: P: C : 3: 0: 2: 4

Overview

The course aims at introducing basic concepts of accounting and problem solving. The course deals with introductory topics such as journal, ledger, profit and loss account, balance sheet, and cash flow statements. Application of basic concepts in management situations is done with the help of topics like operating costing, decision making, and budgeting and variance analysis.

Course Objectives

1. Comprehend the concepts, principles and processes in the field of accounting
2. Discuss the case situations in management accounting
3. Explain the ways to create an impact in the business organization with proper management and control techniques
4. Develop decision facilitating and decision enhancing roles for managerial roles
5. Evaluate alternative solutions to business problems and arrive at right decisions

Course Outcomes

The course should help future Finance Managers by developing competencies to:

1. Explain the fundamentals of financial accounting, the principles and concepts underlying them
2. Analyse and explain the functioning of business through financial accounting
3. Appreciate decision facilitating roles of accounting information
4. Understand contemporary developments in the area of accounting
5. Apply the fundamentals and arrive at alternative solutions for a given financial problem

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to Accounting** Introduction, meaning & scope of financial accounting, meaning and nature of business transactions, introduction to basic elements of financial accounting, accounting concepts, principles, conventions and assumptions, disclosure, generally accepted accounting principles Accounting mechanics: accounting process: principles of double entry, accounting equation, accounting process--journal entries, ledger accounts, trial balance, systems of accounting and its effect on financial statements, depreciation - estimating the useful life, determination of cost, methods for calculating depreciation (SLM & WDV), inventory – valuation of inventory, different conventions on inventory valuation. Introduction to Accounting Software like TALLY, Quick Books, etc. The basic features on data entry and report generation including account masters , cost centres, etc.	8
Unit II	**Preparation of Financial Statements** Preparation of financial statements: balance sheet, profit and loss account(with numerical), schedule III of the Companies Act (theory) , cash flow statements: understanding cash flow statements(with numerical) Case study of a listed company to understand corporate financial statements - including notes to accounts, off balance sheet items, auditors‘ & directors‘ report, etc	8
Unit III	**Corporate Reporting, Corporate Governance and related subjects.** Reporting on internal controls, internal financial controls, related party transactions and similar corporate governance based reports. Sarbans Oxely Act (USA) and Indian interpretation and implementation on internal controls.	8
Unit IV	**Introduction to Cost and Management Accounting** Meaning, scope, objectives, importance, difference between cost and financial accounting, basic concepts of cost, costing & cost accounting classification of cost, elements of cost, cost centre, cost units & cost object, cost reduction and saving, introduction to prime cost & overheads: Material cost: purchasing, receiving, storage, issues, inventory valuation & inventory control Labor Cost: Basic Concepts & labor turnover, latest trends Overheads: Meaning and treatment of overheads, Identification of overhead with cost centre, Allocation, apportionment and absorption of overheads.	8

Unit V	**Reconciliation and Integration** Reconciliation and integration between financial and cost accounts. Financial Statement Analysis (1) Ratio Analysis, (2) Trend Analysis, (3) Comparative balance sheet and profit & loss account, (4) Common size financial statement, etc. Recent developments in the area of accounting like Comprehensive Income, Fair Market Value, etc. (General mention) Reconciliation and Integration between financial and cost accounts.	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length(exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, Vikas Publishing House
2. Colin Drury, Cost & Management Accounting, Cengage Learning

Reference books

1 Narayanaswamy R., Financial Accounting – A Managerial Perspective, PHI Learning

2 Charles T. Horngren Cost Accounting- A Managerial Emphasis, Pearson

3 Bhattacharya, A.B. Financial Accounting for Business Managers. New Delhi: Prentice Hall of India

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5102
TITLE OF THE COURSE : MARKETING MANAGEMENT
L: T: P: C : 2: 0: 2: 3

Overview

This course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities. Marketing is the art and science of creating customer value and market place exchanges that benefit the organization and its stakeholders.

Marketing management is the core of an operating business. Every organization, be it national or international, requires a marketing team that could popularize the brand through activities, including promotions, advertisements, sales, media and entertainment. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing Management course comprises study relating to market research and analysis, product designs, pricing, promotion, selling and distribution and other similar marketing concepts. Scope for marketing management is an ever-expanding global phenomenon given that marketing itself is a vast field. After the completion of this course, students can be placed as management trainees or executives or managers in reputed companies across industries, including FMCG, retail, tourism, banking, hospitality, media, advertising and market research.

Course Objectives

1. To evaluate market opportunities from various stakeholders perspective
2. To develop effective customer oriented strategies to achieve organizational objectives.
3. To design customer relationship management implementation strategy towards maximizing customer satisfaction.
4. To examine Marketing Mix and market communication strategies.
5. To understand and implement various strategic planning models in Marketing.

Course Outcomes

1. Analyse various market opportunities
2. Develop marketing strategies (Segmentation, targeting, and positioning) to achieve the company's objectives.
3. Implement customer relationship management strategy to gain customer satisfaction.
4. Strategize on appropriate market mix and communication channels.
5. Develop abilities to understand and appreciate Strategic Marketing and Planning concepts

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to Marketing** Marketing – Marketing Management - Core Concepts – Marketing of Products and Services – Philosophies of Marketing Management – The Marketing Environment, Group Marketing	4
Unit II	**Consumer Behaviour and Marketing research** Market Segmentation Levels – Importance – Procedures – Bases for Segmentation – Targeting Strategies – Positioning: Differentiation Strategies – Positioning Strategies – Individual Buyer Behaviour: Model – Buying Decision Process – Buying Roles – Buying Influences –Marketing Research - Methods to understand customers and identify problems, Types of research, designing research methodology. Field Study (Group Wise): Market Research – Consumers and Products	7
Unit III	**Customer Relationship Management** Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing	6
Unit IV	**Marketing Mix** Product Classification – Product Levels – Product Hierarchy – New Product Development : Process Adoption Process – Product Life Cycle – Branding, Brand Name and identity – Brand Strategies, Marketing Communication, Process – Integrated Marketing Communications – Advertising – Developing effective advertising programs – Forms of Advertising – Appeals – Sales Promotion, Digital and Mobile marketing. Pricing methods – Initiating Price Changes – Responding to Price Changes, Sales process, Sales force organization and management. Marketing Channels, Channel Functions – Channel Levels – Channel Design Decisions – Channel Management Case study on Marketing Mix strategy Group wise article (Literature review)	6

Unit V	**Strategic Marketing and Planning** Fundamentals of strategic marketing, understanding marketing as a strategy. Marketing organization, Consultative marketing and Strategic implications of marketing decisions. Competitive marketing strategies. Strategic Market Analysis ,Strategic GAP Analysis, Porter Five Forces Framework, PLEESTIC Environmental Analysis, SWOT, GE 9 Cell Model, BCG Matrix, and Ansoff's Matrix.etc . Marketing Analytics, Implications of social media marketing	7

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Philip Kotler, Kevin Lane Kellar, Abraham Koshy and MithileswarJha, Marketing Management – A South Asian Perspective, Pearson.
2. Dawn Iacobucci, Marketing Management,Cengage

Reference books

1. Zikmund D Amico, Marketing, Thomson South Western.
2. V S Ramaswamy and S Namakumari, Marketing Management Planning Implementation and Control – The Indian context, Macmillan India.
3. O'Guinn, Allen and Semenik, Advertising and Brand Promotion, Thomson South Western.
4. Philip Kotler: Marketing Management, Prentice Hall of India Ltd, New Delhi.
5. Marchand& B: Vardharajan: An introduction to Marketing, Vikas Publishing House, New Delhi.
6. Maurice & Modell & Larry Rosenberg: Marketing: Prentice Hall of India Ltd. New Delhi.
7. Mohammad Amanatullah: Principles of Modern Marketing, Kalyani Publications New Delhi.
8. Dr. C. N. Sontakki: Marketing Management, Kalyani Publications, New Delhi.

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5103
TITLE OF THE COURSE : HUMAN RESOURCE MANAGEMENT
L: T: P: C : 2: 0: 2: 3

Overview

Human Resource Management (HRM) is an important core course offered along with the course on Organizational Behaviour to have a strong foundation in HRM function. The content includes the dimension and scope of HRM, evolution of HRM and HRD, contemporary HRM functions, roles of HRM in general. The students will learn the aspects of human resources planning, Job design and Job analysis, recruitment & selection, T&D, talent management, performance management, compensation and Industrial relations. This course will enable both HR Specialist and other functional executives to learn, appreciate and absorb the framework of HR function along with best practices for implementation in industries.

Course Objectives

1. To disseminate the evolution and conceptual framework of HRM
2. To highlight the different roles of HRM, Transactional and Transformational HRM
3. To illuminate the process and practices of core HR functions including Recruitment selection, T&D, PMS, Compensation etc.
4. To sensitize the factors relating to Industrial peace and harmony and applicable Labour laws and codes
5. To elucidate the global best HR practices for implementation.

Course Outcomes

1. Illustrate the gamut of human resources functional knowledge and appreciate the role of HR in industries in general.
2. Analyse the Job Analysis, Recruitment and selection process in a professional manner with a conceptual model with illustrations
3. Assess Training and Development needs and methods based on global practices
4. Identify the framework and practices of Performance and compensation management system along with the proven best practices
5. Elaborate the knowledge and philosophy of maintaining Industrial peace and harmony by understanding new labour codes and the learning from case studies

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**HRM- Introduction, Definition, Importance , Nature and Scope of HRM**; Evolution of HRM, Difference between Transactional, Transformational and strategic HRM; Roles of HRM, Organization of HRM, line and staff responsibility role and competencies of HR professionals; HR function as a Strategic partner; factors influencing HRM, Opportunities and Challenges in Human Resource Management. Intrinsic and extrinsic motivation and Engagement of Employees to retain the talent in the VUCA world	6
Unit II	**Recruitment and Selection**: HR planning, Job Analysis, Job description, Job Enlargement, Rotation; preparation of KRA and KPI documents for various functional positions; traditional and digital and social media methods of recruitment and selection; competency based recruitment; Psychometric and other test (aptitude, achievement, situational, aspirational, cultural fit test); Talent management; Recruitment process; recruitment sources, recruitment tools & practices, recruitment process, cost benefit analysis of recruitment sources. Interview Techniques and methods for different positions; Talent acquisition, development and retention; On board and induction of employees; usage of software in selection & talent management; promoting ethical behavior, Individual moral values and performance; Leading without Leadership Positions	7
Unit III	**Training and Development**: scope and differentiation of education ,Training and development; Training needs assessment methods and procedure; selection of usage of effective training methods in conducting T&D; on-the job and off-the-job training, Different kinds of training, Continuous Learning process; Kirkpatrick model of evaluating effectiveness of training function; Talent development and retention	7
Unit IV	**Performance Management & Compensation**: performance appraisal, planning and management; KRA/KPI mutual finalization based on MBO; PMS process, self-appraisal, Appraiser, Reviewer, quantification and handling feedback; different methods of appraisal including 360 degree and online assessment. compensation planning, Cost to the company ,fixed and variable pay, productivity incentive based compensation; Rewarding innovation, teamwork and collaboration; PMS for start-up ventures	6

Unit V	**Industrial Peace and Harmony**: Transparent and proactive IR policies and practices, Grievance Handling, Workers participation in management, charge sheet and enquiry procedure; compliance for peace, Brief of core 20 Labor laws; New Labor law codes and implication on both employees and employer; workplace harassment, POSH Act, Industrial safety and role of safety officer; Global comparable Industrial Laws	4

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. DeNisi/Griffin/Sarkar; HR South Asian Perspective; Cengage publishers (9788131524466)
2. Bohlander; Principles of Human Resources Management; Cengage Publishers (9788131532492)

Reference books

1. Diane, Arthur, Recruiting, interviewing , selection & orienting new employees (4th ed.).
2. Fisher, Schoenfiled. Shaw. (2008). Human resource management. Biztantra print.
3. Snell, Bohlander. (2009). Human resource management. Cenage Learning print.
4. Robert, Half. (2007). Finding, hiring and keeping the best employees. Wiley
5. Harper, Sally. (1997). Personnel management handbook. Gower publication.
6. Walker, James. W. (2007). Human resource planning. Tata Mcgraw hill.
7. Cherrington, David. J. The management of human resources (4th ed.).
8. Timple, Dale. The art & science of business management; Managing people, Vol.5.

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5104
TITLE OF THE COURSE : ORGANISATIONAL BEHAVIOUR
L: T: P: C : 2: 0: 2: 3

Overview

Organizations face increasing environmental uncertainty with shortening product and technology life cycles and increasing competition. Managers need to develop an understanding of their organization‘s industry structure, external environment as well as its internal strengths and weaknesses. This course is designed to provide students with a foundational understanding of the history and development of Organizational Behaviour (OB) theories and concepts. The body of knowledge focuses on how the attributes and behaviours of individuals and groups influence the culture, design, ethics, learning and structure of an organization. The applied focus of the course is to facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power and politics within a team environment.

Course Objectives

1. To enable the students to comprehend the contemporary organizational behaviour theories
2. To help them understand individual determinants of behaviour like attitudes and personality.
3. To familiarize the students with organizational culture and help them to manage change
4. To enable a deep understanding of leadership and its theories
5. To analyse group and team behaviour and use this to build effective teams

Course Outcomes

1. Analyse and apply behavioural theories for managing employee‘s behaviour
2. Examine what motivates employees and adopt appropriate motivation strategies
3. Identify, describe, analyse and communicate leadership styles and efficacy
4. Initiate, manage and implement changes in organization as well as structural changes.
5. Specify what conflict is and devise a strategy to manage it effectively

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to OB** Meaning and Importance of Organizational Behaviour (OB), Contributing Disciplines, Challenges and Opportunities for OB, Personality Theories, Determinants and Attributes, Values and Attitudes, Components and Functions of Attitudes. Locus of Control	3
Unit II	**Motivation, Leadership & Perception** Motivation, Basic Concepts, Motivation Theories, Problems in Motivation. Leadership, Characteristics of a leader, Theories – Managerial grid, Perception. Psychological, Contract and Commitment, leading virtual teams, managing a hybrid workplace	5
Unit III	**Teams and teamwork**: Definition of teams, Tuckman's stages of team development, Belbin's team roles, four traditional types of teams – functional, cross functional, self-managed and virtual teams. New types of teams – flexible teams, dispersed teams, collaborative teams, collaborative team.	8
Unit IV	**Organizational Culture & Group Behaviour** Organizational Culture, Elements of Organizational Culture, Organizational Culture and Performance, Changing and Strengthening Culture, Organizational Socialization, Group Dynamics, Types of Groups, Group Norms and Cohesiveness, Group Roles, Employer Motivation. Conflict Process, Sources of Conflict, Structural Approach to Conflict Management, Resolving Conflict through Negotiation, Crisis management, leadership during crisis, Organization structure , organization structures of IT companies, Gig economy companies, Organization structures of Apple vs. Oracle, how competition drives culture e.g. Enron & Satyam	8
Unit V	**Organizational Change Management** Organizational change – Forces for change, Resistance to change, overcoming resistance to change, Change Agents, Organizational Development, and Organizational Development intervention. Organization Structure	6

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Organization Behaviour by Stephan Robbins, Timothy Judge & Niharika Vohra 18 E by Pearson Education ISBN No 978-9353067038
2. Organizational Behaviour: Managing People and Organizations, by Ricky W. Griffin, Jean M. Phillips, & Stanley M. Gully 13E by Cengage ISBN: 9781337680691

Reference books

1. Organization Behaviour by Fred Luthans 12 E by McGraw Hill
2. Extreme Ownership – How US Seals Lead and Win by St. Martin‘s Press
3. On becoming a leader – Warren Bennis
4. Team Of Teams – Stanley Mcchrystal

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5105
TITLE OF THE COURSE : INFORMATION SYSTEMS
L: T: P: C : 2: 0: 2: 3

Overview

Since information technology tools and solutions are essential requirement to run modern enterprises, it is imperative for every manager/entrepreneur to be aware of the landscape of information technology and solutions and their role in businesses. This course intends to equip managers with an understanding of information technology systems to make informed decisions on matters related to this area. This course provides an overview of information technology systems from the supply demand side - the key elements like software development, tools, different ingredients of IT systems, functional information system, how to develop information system.

Course Objectives

1. To understand the activities of IS
2. To explain the different e-Business systems and also decision support systems
3. To explain various ERP‘s and their selection criteria
4. To describe how database management software helps business professionals and supports the operations and management of a business
5. To explain software development life cycle and agile development methodologies

Course Outcomes

1. Choose an appropriate Information System at the basic level
2. Classify important functional business systems and also guidelines for designing management support systems
3. Analyze various ERP Systems and advances in the ERP systems
4. Illustrate on database management systems in the organization and E- commerce concepts
5. Evaluate the different software development methodologies

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction** Components of Information System – Resources – Activities – Types of Information System: Operations Support Systems – Management Support Systems – Strategic Information System and Other Classifications – Strategic Uses of Information Technology, Computing Platform, Operating System, Functions of Operating Systems	6
Unit II	**E-Business Systems** Functional Business Systems: Marketing – Manufacturing – Human Resource – Accounting – Financial Management Systems, Decision Support Systems Executive Information Systems – Knowledge Management Systems, Artificial Intelligence, Guidelines for designing a Management Support System	6
Unit III	**Enterprise Business System** Evolution, Commercial and open ERP, Modules, Selection of ERP vendors, implementation, costs involved, Process Modelling, Business Process Reengineering (BPR), Supply Chain Management, Customer Relationship Management	6
Unit IV	**Database Management System and Ecommerce** Database Management System- Technical foundation of database management, Database Structures, Database development, Data resource management, types of databases, Database Management approach. Ecommerce- Concepts – Scope- Framework – Business Models – Payment – Security –Cyber Law, IT Act	6
Unit V	**Developing Business/IT Solutions and Emerging Trends** Systems Development Life Cycle, Prototyping, System Analysis, Systems Design, Implementation, Agile Development Methodologies, Software testing, Protecting Information Resources, Introduction and applications of Cloud Computing.	6

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Management Information System- Hossein Bidgoli and Nilanjan Chattopadhyay- CENGAGE Learning
2. Management Information Systems- James O' Brien, George M Marakas and Ramesh Behl

Reference books

1. MIS: Managing Information Systems in Business, Government and Society by Rahul De – Wiley Publications
2. Management Information System – Managing the digital firm by Kenneth C Laudon and Jane P. Laudon – Pearson
3. Using MIS by David M Kroenke by Pearson

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5106
TITLE OF THE COURSE : STATISTICS FOR MANAGERS
L: T: P: C : 2: 0: 0: 2

Overview

This course provides students with basic statistical concepts and analytical tools, and the opportunity to apply them to analyse real-world business and economic data. Main topics include descriptive statistics, probability & probability distributions, sampling distributions and methods, confidence interval estimation, hypothesis testing, estimation theory and basics of exponential polynomial differentiations and integrations. Students will learn how to perform basic analysis with statistical software along with theory sessions.

Course Objectives

1. To enable the students to have a deeper insight understanding the data and its properties with the help of statistical methods.
2. To enable students to understand the concepts of probability and applications of probability in real world situations
3. To enable students, apply the concepts of correlation and regression for forecasting and predictions.
4. To enable students to understand the importance of hypothesis testing in relation to decision making over limited data.
5. To enable the students to develop the scientific perspective of hypothesis validation based on the proper application of various hypothesis testing methods.

Course Outcomes

1. Understand the descriptive measures of Statistics and their significance in drawing inferences from the data.
2. Apply basic probability rules and techniques for enabling better decision making.
3. Examine the regression analysis to do better predictions over available data.
4. Appraise the importance of samples and sampling distributions and their applications in decision making processes.
5. Evaluate and validate real life hypothesis with the application of right hypothesis testing techniques

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction and Descriptive Statistics** Key Statistical Concepts; Use of Statistics, Types of Data; Graphical Representation, Measures of Central Tendency, Measures of Variability, Measures of Shape.	4
Unit II	**Probability:** Assigning Probability to Events; Joint, Marginal and Conditional Probability; Probability Rules and Trees; Bayes‘s Law. **Probability Distributions** Discrete and Continuous Random Variables; Bivariate Distributions – Binomial Distribution, Poisson Distribution; Continuous Probability Distributions; Probability Density Functions; Normal Distribution; Exponential Distribution.	4
Unit III	**Correlation and Regression Analysis** Correlation Analysis Significance; Correlation and Causation; Types of Correlation; Methods of Correlation Analysis. Simple Linear Regression; Regression Model; Estimating Coefficients; Error Variable: Required Conditions; Assessing the Model; Using the Regression Equation; Regression Diagnostics—I, Multiple Regression Model; Estimating the Coefficients and Assessing the Model; Multiple Regression Diagnostics.	4
Unit IV	**Sampling Distributions, Estimation Theory and Concept of Hypothesis Testing** Introduction to Sampling Distribution; Central Limit Theorem, Sampling Distributions of – Mean, Proportions and Difference between Two Means, Point Estimation, and Interval Estimation. Introduction and Procedure to Hypothesis Testing; One-tail and Two-tail Tests; Type-I and Type-II Errors; Significance Level and p-Value.	4
Unit V	**Hypothesis Testing** Hypothesis tests for Means (t-Test, Z-Test and ANOVA), Proportions (t-Test, Z-Test and Chi-Square Test) and Variances (F-Test).	4

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed **					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	x	x				
4	Assignment 2	10	x	x	x	x		
5	Mid Semester Exam	20	x	x	x			
6	CBT	10	x	x	x			
7	Semester End Examination	40	x	x	x	x	x	

Recommended Resources

Textbook

1. Statistics for Management and Economics, Gerald Keller, Cengage Learning, 2014.

Reference books

1. Business Statistics, Sharma J K, Pearson Education, New Delhi, First Impression, 2006
2. Statistics for Business and Economics, Chandan J S, Vikas Publishing House Pvt Ltd, 1st Edition, 1998
3. Statistics for Managers Using Microsoft Excel, Levine, Stephan, Krehbiel and Berenson, 5th Edition, Prentice Hall, 2009

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5107
TITLE OF THE COURSE : BUSINESS ECONOMICS AND POLICY
L: T: P: C : 2: 0: 2: 3

Overview

Economics is the foundation of business and public policy. This course gives an overview of theories and concepts in microeconomics such as scarcity, demand and supply, elasticity, market structures and pricing. The subject equips the students with the art of decision making based on economic principles. Macroeconomics focuses on how the external factors affect a firm‘s operations and the need for managers to understand the dynamics of the ever changing economic environment.

Course Objectives

1. To give an insight into basic economic concepts and principles, demand and supply analysis
2. To provide students with a basic understanding of Microeconomic concepts and various Market structures.
3. To provide students with a basic understanding of the Macro Economic concepts.
4. To provide an insight into the historical development of Indian Policy
5. To provide an insight into the kind of markets and devise suitable strategies thereon

Course Outcomes

1. Analyze the economic environment and apply the economical concepts in day to day running of business.
2. Apply the economic knowledge gained for developing business strategies.
3. Understand and apply microeconomic and macroeconomic concepts and principles
4. Explain the Indian Economy and Economic Policy
5. Devise suitable strategies based on different types of markets

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to Markets** Introduction to economics—economic systems, principles, economic efficiency, opportunity cost and profit maximization, Law of demand, determinants, exceptions, movements along the demand curve, shift in demand curve, law of supply, determinants, movements and shift in supply curve. Market equilibrium, elasticity of demand and supply, practical implications, demand forecasting	5
Unit II	**Market Structures and Decision Making** Market types—perfect competition, monopoly, monopolistic, oligopoly—features and price determination, non-price competition,price discrimination	5
Unit III	**Economic Well-being & Policy** Measurement of National Income, GNP, GDP, Gross Value Added, per-capita income, alternate approaches to measurement of well- being, human development index, economic policies for productivityand inclusive growth. Public policy: market failure, and the role of government; markets with symmetric information; externalities and public goods.	7
Unit IV	**Macroeconomics** Measurement of inflation & unemployment rate, prices and wages, business cycle and macroeconomic stabilization policies, monetaryand fiscal policies, budget deficit and surplus; FDI and FII.	7
Unit V	**Indian Economy** Development strategy in historical perspective – ascendancy and decline of socialism; reforms and their impact on growth, poverty,inequality, health and education; track I and track II reforms for inclusive growth.	6

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Principles of Economics by N. Gregory Mankiw

Reference books

1. Geetika, Piyali Ghosh and Purba Roy Choudhary –Managerial Economics‖, New Delhi, Tata McGraw-Hill.
2. Samuelson and Nordhaus, –Economics‖, New Delhi, Tata McGraw-Hill.
3. U.N.Dwivedi, –MacroEconomicsTheoryandPolicy‖, NewDelhi, TataMcGrawHill.
4. Richard G Lipsey and K.Alex Chrystal, —Economics‖, New Delhi, Oxford.
5. Feldman, Mark L / Spratt, Michael Frederick., Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change. 1st edition, New York: Harper Business

SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 22MBA5108
TITLE OF THE COURSE : BUSINESS COMMUNICATION- I
L: T: P: C : 2: 0: 0: 2

Overview

In Business Communication I a student will learn the process of communication and what the role of feedback, noise and filters is. After revisiting what has been forgotten during growing up, the students will hone written, visual, and non-verbal skills by way of practice public talk, GD and narrative writing. Students will learn to draft well-organized, clear business documents; appreciate the value of ethical communication and protocols in the flow of organizational communications. The students will be appraised about and made to understand the essentials of listening, reading and writing from the target‘s point of view and the common barriers which come in the way of effective communications.

Course Objectives

1. To familiarize students with the process of communication, principles & techniques of Business Communication.
2. To enable students to comprehend the different dimensions of Business Communication.
3. To enlighten about the communications strategy for managers.
4. To understand the Importance of effective communication in the growth of organizations.
5. To enable the ability to appreciate the limitations in design of organizational communication.

Course Outcomes

1. Communicate effectively in professional circles effectively and in a coherent manner.
2. Demonstrate a positive change in the oral and written communication skills.
3. Create business documents, do effective presentations, write formally, and speak confidently.
4. Apply Values and ethics in the use of new age communication tools
5. Develop Presentation Skills for effective meeting management

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Nature & Scope** History & Evolution Definition & Process architecture Nature & Classification Models of Communication process	4
Unit II	**Business English & Linguistic appropriateness** Revisiting school grammar Subject- Verb-Object agreement Punctuation, Sentence , ParagraphHedging and ambiguity Brevity v/s length	4
Unit III	**Principles of effective communication** Business Communication Communication Flow Communication Channels Networks 7 Cs, 4Ss of Communication	4
Unit IV	**Commonly used Business documents, their features & Drafting Norms** Letters Agenda Minutes Memos Proposal & RFP	4
Unit V	**Effectiveness evaluation** Organizational Communication Listening, Reading, Writing Protocol in writing / messaging Receiver's / target's perspective Common Barriers in communication	4

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1 (A&B average of two units)	10	X	X				Within seven days of issue
4	Assignment 2 (A&B average of two units)	10			X	X		Within seven days of issue
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Situational Assignment			X	X	**X**		To augment class participation in case of shy, reserved and under-bearing students.
8	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook / Reference books

1. Business Communication: 2nd edition, Excel Books: MK Sehgal, Vandana Khetarpal
2. Business Communication: 2nd edition, OUP: Meenakshi Raman

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA5201
TITLE OF THE COURSE : FINANCIAL MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

The course helps students learn the basic concepts of finance such as time value of money, cost of capital, risk and return, sources of finance, capital budgeting, capital structure, working capital management and dividend policy. Financial management is an important tool for decision making. Only when the firm takes profitable financial decisions, can the firm continue to grow and sustain itself in the long run.

Course Objectives

1. Understand the basics of financial management and financial environment in business
2. Develop the analytical approach to corporate financial decision making
3. Identify the sources of finance and calculate the cost of capital
4. Calculate common investment criteria and project cash flows to evaluate corporate projects
5. Comprehend the dividend policy decisions and working capital decisions

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Apply the important elements of finance concepts for running a business
2. Analyse the apply the concept of time value of money in business decision making
3. Apply measures of cost of capital and financial leverage to form long-term financial decisions
4. Evaluate the investment decisions of corporate projects
5. Explain the theories of dividend policies and management of working capital in a business

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Financial Environment of Business** Indian Financial System; Finance, Functions; Financial Management: Functions, Objectives of FM, Nature and scope of FM, Interface of finance functions with other department functions. Organisation of finance functions, Changing role of Financial Managers, Strategy and Finance Functions	8
Unit II	**Time Value of Money** Present value and future value of single cash flow and annuity, - Simple Interest and Compound interest, Multi period compounding - Annual percentage rates and effective interest rates – Capital Recovery & Loan Amortization, Sinking fund, application of TV of money	8
Unit III	**Cost of Capital** Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Cost of specific capital: Cost of debenture: Pre- tax and post- tax; Cost of preference share: cost of Equity shares: Cost of retained earnings: WACC, WMCC	8
Unit IV	**Capital Budgeting and Capital Structure decisions** **Capital Budgeting :**Capital budgeting process, Investment evaluation techniques – [Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem). Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). **Capital Structure Decision**: Capital structure decisions – Overview of financing choices –The financing process; internal and external financing - Operational and financial leverage - Business risk and its effect on the use of financial leverage - Determination of the optimal capital structure, Factors affecting Capital Structure: EBIT-EPS Approach; NI and NOI Approach	8
Unit V	**Dividend Policy and Working Capital Decisions** **Dividend policy** – factors affecting the dividend policy - dividend policies- stable dividend, stable payout. Theories of dividend policy: relevance and irrelevance dividend decision. Walter‘s and Gordon‘s model, Modigliani and Miller approach. (Theory only) **Working capital Management**: factors affecting Working capital requirements; types of Working capital; operating cycle and cash cycle: estimation of working capital.	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Financial Management by Khan and Jain, Mc Graw Hill
2. Financial Management- Theory and Practice, 15e, by Eugene F. Brigham, Michael C. Ehrhardt, Cengage

Reference books

1. Financial Management by IM Pandey, Vikas
2. Financial Management by Prasanna Chandra, Mc Graw Hill
3. Fundamentals of Financial Management by Van Horne and Wachowicz, Prentice Hall

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA5202
TITLE OF THE COURSE : OPERATIONS MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

While customers are the reason for the existence of business, Operations management is the heart of business irrespective of size, scale and nature. How effectively and efficiently organizations deploy their resources (Man, Machine, Methods, Measures, etc.) to meet customer expectations every day and every instance determines the success of the business. How effectively the resources are deployed is the essential ingredient of OM. While tools and techniques are critical elements for OM, so are concepts and principles. This course equips managers and entrepreneurs with the emerging tools and techniques of operations management such as JIT, Lean etc. along with a foundational knowledge of concepts and principles of operations management cutting across different businesses such as manufacturing and services.

Course Objectives

1. To familiarize the concepts of Operations Management and appreciate the criticality of operations management in organisations
2. To enable students with the understanding of the importance of facility locations and layouts in overall effectiveness of operations
3. To understand different techniques of operations like scheduling, inventory management, waiting line management and projects management
4. To understand the concept of quality and apply different quality control tools and techniques
5. To enable students, understand and apply Project Management, scheduling and waiting line management tools in operations management roles

Course Outcomes

By the end of this course, students would have

1. Understand the historical evolution of operations management and implications of OM on organizational competitiveness
2. Apply evaluation methods for selecting best locations and layout designs
3. Evaluate the concepts of inventory management, JIT, Lean and supply chain management
4. Appraise the contributions of Quality Gurus to quality, understand the quality certifications and apply quality control tools
5. Estimate the project management techniques, scheduling techniques and waiting line techniques on real world scenarios

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction** Introduction to Operations Management; Goods Vs Services; Process Management; Scope of OM; OM and Decision Making; Historical Evolution of OM; Competitiveness; Operations Strategy; Forecasting; Elements of a good Forecast; Approaches and Techniques for Forecasting; Forecasting Accuracy; Strategic Capacity Planning for Products and Services.	8
Unit II	**Location Planning, Process Selection and Layout Planning** Location Decisions - Need, Nature and Procedure; Types of Locations; Service and Retail Locations; Evaluation Location Alternatives; Process Selection; Process Strategy; Strategic Resource Organization: Facilities Layout; Designing Product Layouts; Designing Process Layouts.	8
Unit III	**Inventory Management, JIT, Lean Operations and Supply Chain Management** Introduction to Inventory Management; Nature and Importance of Inventories; Requirements of Effective Inventory Management; Inventory Ordering Policies - EOQ Model, FOI Model and SP Model; Introduction to JIT and Lean Operations; Lean Building Blocks; Lean Tools; Transition to Lean Systems; Lean Services; Introduction to Supply Chain Management; Trends in Supply Chain Management; Global Supply Chains; ERP and Supply Chain Management; Procurement; Supplier management; Logistics.	8
Unit IV	**Quality Management and Quality Control** Quality Management – Introduction, Evolution, and Insights; The Quality Gurus; Quality and Performance Excellence Awards; Quality Certifications; Total Quality Management; Problem Solving and Process Improvement; Quality Tools; Introduction to Quality Control; Quality Inspection; Statistical Process Control; Process Capability.	8
Unit V	**Project Management, Scheduling and Waiting Lines Management** Introduction to Project Management; Project Life Cycle; Work Breakdown Structure; Gantt Charts; CPM and PERT Techniques for Project Management; Time-Cost Trade-offs; Scheduling Operations; Scheduling in Low-Volume Systems; Scheduling Services; Introduction to Waiting Lines; Managerial Implications of Waiting Lines; Goal of Waiting-Line Management; Characteristics of Waiting Lines; Measures of Waiting-Line Performance; Queuing Models – Infinite Source and Finite Source.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed **					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Stevenson W. J, Operations management. (14th ed.), McGraw-Hill Publications (2021)

Reference books

1. Heizer, Jay_Render, Barry_Munson, Chuck, Operations management -Sustainability and Supply Chain Management, Pearson Publications (2020)
2. David Alan Collier, James R. Evans - Operations and Supply Chain Management, Cengage Publications (2020)

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA5203
TITLE OF THE COURSE: INTERNATIONAL BUSINESS
L: T: P: C : 2: 0: 2: 3

Overview

This course will be instrumental to develop both the core business management knowledge and a more specialist, specific understanding of international markets. It will provide a comprehensive business management knowledge, which helps building a fundamental skills base and an understanding of how businesses operate. As well as professional management practice – from understanding the environment with geopolitics and international relations class, from accounting and trade finance to global marketing, from supply chain management to international business ethics . This course presents basic issues such as theories of international business, exchange rates, managing diversity and the impact of social values and cultural differences, economic variables in international decision-making, corporate-government relations, asset management, marketing and production in the international company are introduced.

Course Objectives

1. To provide the students an opportunity to learn and understand how business is conducted in the international arena and gain managerial skills to meet the challenges they will face in the global workplace.
2. To provide insights that will prepare students to lead people and organizations located around the globe, with a focus on building sustainable and socially responsible organizations.
3. To provide an insight into the global trading ecosystem and various theories of International trade.
4. To illustrate the global institutions and their role in global trade and also to understand Global & Regional Integration
5. To provide insight on Entrepreneurship and entrepreneurial firms and how they enter foreign markets

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to

1. Illustrate how to implement business strategies from international business firms‘ perspective
2. Analyze the formal procedures and processes involved in international business
3. Assess why nations trade and various theories of International trade
4. Identify the case for global economic integration along with the evolution of the GATT and the WTO, including current challenges. Identify the case for regional

economic integration.
5. Elaborate on entrepreneurship, entrepreneurs, and entrepreneurial firms. Describe the institutions and resources that affect entrepreneurship.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**An overview of International Business** Introduction, Definition of International Business, Changing Environment of International Business, Elements of International Business, Globalization of Markets, Trends in Globalization, Foreign Direct Investments, Effects and Benefits of Globalization.	5
Unit II	**International Trade and Investment Theories** Why do nations trade? Theories of International trade-mercantilism, Mercantilism – Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, and International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Anti-dumping Policy.	7
Unit III	**International Trade Process and Global Sourcing** Understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes– Floating Rate Regimes, Managed Fixed Rate Regime and Purchasing Power Parity. Global sourcing, Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses.	6
Unit IV	**Global Trade Institutions and Trade Agreements** WTO, Role and Advantages of WTO. Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Forums, ASEAN, SAARC, Strategic orientations – Ethnocentric, Polycentric and Geocentric Approach, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements	6
Unit V	**Global strategies for a business firm** Entrepreneurship and entrepreneurial firms, internationalizing the entrepreneurial firm, entering foreign markets, modes of entry, overcoming the liability of foreignness, managing global competitive dynamics, alliances & acquisitions, defining alliances and acquisitions, formation of alliances, evolution & performance of alliances, motives and performance of acquisitions, multinational structure and strategies.	6

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						Action based component
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X	X		
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Global business by Mike Peng & Deepak Srivastava – Cengage India – ISBN No - 978-9353500399
2. Global business by Mike Peng – Cengage India - ISBN No : 978-1337406826

Reference books

1. Jaiswal, International Business, Himalaya Publication.
2. Agarwal Raj, International Trade, Excel Books.
3. Albaum Duerr, International Marketing and Export management, Pearson.
4. Cherunilam F, International Trade and Export Management, Himalaya Publishing.
5. Kumar R and Goel, International Business, UDH Publications.

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA5204
TITLE OF THE COURSE : CORPORATE GOVERNANCE AND BUSINESS LAWS
L: T: P: C : 2: 0: 2: 3

Overview

This course enables students to learn, understand and absorb the context, importance and significance of Corporate Governance form all the stakeholder perspective with an objective to achieve economic, environmental and societal goals in a sustainable manner inclusively and holistically .The corporate governance model of all developed and developing countries will be dealt in detail to highlight the status of corporate governance globally and to appreciate the similarities and dissimilarities of Indian corporate governance with global corporate standard.

This course draws the principles from the sources and evolution of corporate Governance based on CII, Birla committee, Narayana Murthy committee on SEBI initiative and to the governance standard stipulated in the company law 2013. This course aims to develop a good understanding of what constitutes good or bad governance from the case learning of companies like Satyam, Environ, Infosys and Tata. Understanding that the CSR is closely aligned with corporate governance, the course also covers the recent NGRBC (National guidelines on Responsible Business conduct with SDG (Sustainable Development Goals) for overall learning of CSR with governance. The legal aspects of business are covered with the Business laws applicable for effective operation. It is necessary to have a sound business law knowledge to comply and to achieve overall governance .The thrust is given to impart core Laws like Contract Act, Labor Laws, Company law 2013, Sale of goods Act, Intellectual property Act etc.

Course Objectives

1. To impart corporate governance with a conceptual framework of economic, environmental and societal goals achievement
2. To educate the necessity and approach to understand corporate governance from not only from shareholder point of view but also from stakeholder perspective
3. To facilitate and enable to learn from the corporate global models and the evolution of corporate governance in India for effective governance
4. To highlight the role of legal and mandatory bodies like SEBI, company Law, Ministry of corporate affairs in regulating ,directing and monitoring corporate governance
5. To impart the core business laws applicability in governance and effective due compliance for smooth operation of business

Course Outcomes

1. Critically analyse and evaluate the corporate governance status of given organization by applying framework and statutory provisions and to provide action plan to achieve governance excellence
2. Demonstrate an understanding the role of ED,NED (Executive and Non-Executive Director), guidelines of regulatory bodies like SEBI in ensuring good governance from stakeholder perspective
3. Assess and align the CSR issues to be considered in synchronization with Corporate governance
4. Practice the compliance of business. Laws and legal aspects in operating the business and assuring statutory governance.
5. Communicate effectively with stakeholders in appraising and implementing corporate governance standards

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Corporate Governance - Overview** What is Corporate Governance, Definitions and Importance of Corporate Governance, Models of global corporate Governance, CII recommendations, Birla committee, Mr. Narayana Murthy committee recommendations based on SEBI, Corporate Ethics, and Corporate social Responsibility, NGRBC and SDG	5
Unit	**Corporate Governance – Framework** Shareholder Rights, Responsibilities of Shareholders, Structure and Independence of the Board, Responsibilities and Duties of the Board, Executive and Non-Executive Director, Independent Director ; Audit Committee, Responsibilities of the Audit Committee; **Corporate Governance - Best Practices and Scandals:** Best Practices: Case Study: Infosys Technologies; Scandal: Case Study: Sathyam Computers	6

Unit	**Overview of Important Business Laws** **Indian Contract Act 1872:** Agreements, kinds of Agreements, Contract- kinds of contracts: Valid, Void, Voidable, Contingent and Quasi Contract and e-Contract; **The Sale of Goods Act 1930:** Formalities of the Contract of Sale, ‗Sale and Hire- Purchase Agreement‘, **Competition Act, 2002:** Competition Act, 2002 Objectives of the Act, Salient features, and Competition Commission of India. **Indian Companies Act, 2013:** Company and its formation, Definition and Nature of Company, Lifting of Corporate Veil with cases **Insolvency and Bankruptcy Code:** Key features of the Insolvency and Bankruptcy Code, Insolvency regulator(NCLT), Insolvency professionals	7
Unit	**Overview of Important Business related Laws** **Negotiable instruments Act 1881:** Meaning, Characteristics and Classification of Negotiable Instrument, Promissory Notes and Bills of Exchange, Types of Cheques and Penalties in case of dishonor of cheques, **Intellectual Property Rights**: Patents: Meaning and Types of Patents, Salient features of Patent, Procedure for Obtaining a Patent, Infringement of Patent Rights and remedies; Copyrights: Meaning, Copy right Board and registration of Copy right, Infringement of Copy rights and remedies; Trademarks: Meaning Concept, functions of Trade mark, Types of Trade Marks, Procedure for Registration of Trademarks, Infringement and remedies	6
Unit	**Consumer Protection Act, 1986** Definitions: Consumer, Defect, Deficiency and Unfair trade practices: Consumer Councils. Consumer Protection Redressal Agencies, Consumer Protection Act	6

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			

7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Corporate social Responsibility; Prabhakaran Paleri, CL India 2020,Cengage
2. Mercantile Law - N.D. Kapur, Sultan Chand.

Reference books

1. Business Law - P.R. Chandha, Golgotia
2. Corporate Governance, Taxmann, Indian Institute of Corporate Affairs
3. Business Lawas, Sujit Kumar Das, Pankaj Kumar Roy, Oxford Press
4. The Essential Book of Corporate Governance - G. N. Bajpai, SAGE Publications
5. The Essential Book of Corporate Governance - G. N. Bajpai, SAGE Publications
6. Relevant websites, journals, newspapers articles.

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA5205
TITLE OF THE COURSE : ESSENTIALS OF ENTREPRENEURSHIP
L: T: P: C : 2: 0: 2: 3

Overview

This course is designed to enable the students to analyze the business environment to recognize the business opportunity and generation of business ideas and also to imbibe the concept and spirit of entrepreneurship. At the end of this course the students will be able to seek the business opportunities around them, do the self-analysis, apply the elements of entrepreneurship in their real life and develop a feasible business plan and develop knowledge to start the venture and also come out with an entrepreneurial mind-set to meet the real environmental challenges.

Course Objectives

1. To understand the opportunities for entrepreneurs
2. To learn problem-solving and decision-making skills
3. To understand the importance of an entrepreneurial mindset
4. To choose entrepreneurship as the career choice
5. Practically apply and understand entrepreneurial mindset and concepts

Course Outcomes

On completion of this course, students will be able to

1. Discuss what is meant by entrepreneurship and understand the various types of entrepreneurs
2. Evaluate ideas and identify business opportunities through creativity
3. Develop a business plan to create ventures that would exploit the opportunities
4. Plan, apply and manage projects
5. Understand and remember the various business models and their feasibility from the business canvas perspective

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction** Introduction – Concept of Entrepreneur, Entrepreneurship and Enterprise, Entrepreneur, Women Entrepreneur Attributes and Characteristics of a Successful Entrepreneur, Role of entrepreneur in Indian Economy and Developing economies, Entrepreneurial Culture. Government support to entrepreneurs	5
Unit II	**Transforming Ideas to Opportunities** Digital Business opportunity, Risk and challenges. Social Enterprise and Social Entrepreneurship, Social Entrepreneurs. Creativity and business idea – Identifying and analysing domestic and international opportunities-Protecting the idea and other legal issues	6
Unit III	**Business Plan** Developing a Business Plan – the Importance of Business Planning, Components of Business Plan. Business Planning Process, Environmental Analysis	7
Unit IV	**Technology and Business** How AI is influencing business and new technologies are affecting industries like insurance and healthcare.	6
Unit V	**Business Model** Business models and Strategies –Selection of Appropriate Business model – Business Model Canvas	6

Course Assessment

#	**Description of Assessment Method**	**Weightage %**	**Learning Outcomes Assessed**					**Submission day/week (assignments) or length (exam)**
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Entrepreneurship: Theory, Process, Practice by by Donald Kuratko Cengage India.ISBN No 978-0357033890

Reference books

1. Hirsch, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2017). *Entrepreneurship*, 9/e; New Delhi: McGraw Hill Education ISBN Number: 13-978-93-392-0538-6.
2. The Psychology of Selling by Brian Tracy
3. Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life by Spencer Johnson

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA5206
TITLE OF THE COURSE : BUSINESS COMMUNICATION- II
L: T: P: C : 2: 0: 0: 2

Overview

In Business Communication II a student will learn and excel in Writing, Presentation Design & Delivery, will hone written, visual, and non-verbal business presentation skills. Students will learn to write well-organized, clear business documents; to design convincing presentations including slides, reports, and posters; to present and speak with confidence and power. In a final short Project, they will develop a portfolio of work—including a memo, a slide deck, and a presentation—to showcase their communication skills.

Course Objectives

1. To understand the different facets of Business Communication
2. To examine the importance of an effective communication system
3. To design and craft effective communication systems in the organisation they serve
4. To be able to contribute & help organisations define and achieve goals through com best practices
5. To be able to stand in front of a professional audience and deliver content with confidence

Course Outcomes

1. By successfully undertaking the effort, learners will accomplish five main goals-
2. Cause a transformative effect in the work sphere w. r. t. organizational communication needs
3. Improve writing, design, & speaking skills and use them to develop a unique brand identity
4. Develop confidence to articulate their point of view in a sound and coherent manner
5. Present information in an organized and engaging way
6. Share data in charts and graphs; Use persuasive language in a presentation

Syllabus

Units	Syllabus Details	Teaching Hours

Unit I	**Advanced Business Writing**
	● A,B,C & Considerations for:
	    ○ Audience, Message, Word Choice
	    ○ Developing & Preparing documents
	● Finalizing Formal / Informal Document
	● Report Writing
	● Communication using Electronic and Social Media
	● How to review a book (and assignment)
		5

Unit II	● **Effective Presentation Design**
	● Managing Stage fright
	● Nuance of Structuring the talk / Presentation
	● Storytelling
	● Getting into someone's head
	    ○ Pechakucha
	    ○ Avoiding the three traps
	    ○ Communication styles
	    ○ Use of uncertainty to create interest
	o Belly Button
	o Area 47
	o Goal opportunity setting
	o Picture Superiority effect
	Assignment on AV presentation (as final project)
		5

Unit III	**Argument**
	● Defining an argument
	● Composition of argument
	● Spotting/understanding an argument
	● Markers
	● Argumentative moves
	    ○ Assuring
	    ○ Guarding
	    ○ Discounting
	    ○ Evaluation
		3

Unit IV	**Negotiation & Persuation** Negotiation & Its nature Situations requiring Negotiations Factors affecting negotiations The four Ps & Negotiation process Phases of negotiation Assignment on bargaining strategies (as group assignment)	4
Unit V	Project AV presentation (as referred in unit II) & Viva	3

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	5	X	X				
4	Assignment 2	5			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Solo AV recorded presentation project	10	X	X	X	**X**	**X**	
8	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Business Communication: 2nd edition, Excel Books: MK Sehgal, Vandana Khetarpal
2. Business Communication: 2nd edition, OUP: Meenakshi Raman, Prakash Singh

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 22MBA5207
TITLE OF THE COURSE : BUSINESS RESEARCH METHODS
L: T: P: C : 2: 0: 2: 3

Overview

Research helps in establishing facts, analyzing information, and reaching new conclusions. The three key activities that a researcher involves are searching for, reviewing, and evaluating information. The course business research methods offer students the opportunity to learn the various aspects of the research process, framing useful research questions, research design, data collection, analysis, interpretation and report writing. A student develops research orientation thereby making managerial decision making a scientific process.

Course Objectives

1. Ability to understand framing of research problems and objectives
2. Develop ability to plan and prioritize data collection strategy
3. To familiarize students about univariate, bivariate and multivariate statistical tools that is available for use in Business Research
4. To enable the students to perform data analysis and gain meaning insight from the same
5. To enable the students to prepare Business Reports and present them to top management for decision making

Course Outcomes

The course should help future managers by developing competencies to:

1. Demonstrate the understanding of business research to aid business decision making,
2. Develop research problems and objectives for conducting research and research design
3. Identify data requirements and collection methods that can be utilized for analysis and interpretation of data for fulfilling research objectives.
4. Design data analysis and interpretations for writing research outcomes.
5. Compose professional research reports for enhancing the quality of business research report presentations.

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Business Research- Introduction & Process** Meaning, Need, Objective and Types of Research - Stages of Research Process, Importance of Business research in business decision making. Research & publication ethics.	3
Unit II	**Identifying Research Problem** & **Research Design** Identifying research problems and Formulating research objectives-criteria for choosing research problems and framing research objectives. Review sample research articles from multidisciplinary sources-use of e-resources. Nature of and Classification of research design – Steps in research design – Types of Research Design-Exploratory, Descriptive and Causal Research Design. Sampling Techniques, Statistical Terms in sampling, Probabilistic and non-Probabilistic Sampling, Sampling Process, Sampling Size Determination, Sampling & Non-Sampling Errors.	7
Unit III	**Collection, Measurement & Scaling Methods** Data Collection methods-Advantages and Disadvantages. Data Editing, Coding, Classification & Tabulating for analysis- Descriptive and Inferential analysis. Measurement & Scaling techniques-Scales of measurement-Types of Scales, and General Issues in Scaling, Validity and Reliability; Designing Interview schedules/Questionnaires/Survey instruments-Designing different types of questions for constructs, contents, response formats, Pre-testing-designing for Telephone Interviews, Personal Interviews, Mail Surveys, e-mail Surveys etc -use of e-resources to develop questionnaire, collect responses for analysis.	8
Unit IV	**Data Analysis & Interpretation** Descriptive and Inferential Statistics-Univariate, Bivariate and multivariate data analysis methods, Hypothesis testing. Applications of Correlation & regression, ANOVA, Chi-square, Factor Analysis, Cluster Analysis and Conjoint Analysis, Discriminant Analysis – use of Statistical Software for interpreting results.	7

Unit V	**Research Report Writing, Presentation & Plagiarism Checking** Guidelines & Components for writing research reports/Synopsis/Executive Summary/Abstract etc, formatting and referencing styles. Use of plagiarism checking tools and interpreting results. Guidelines for Preparing a Good Research report - Preparations for Oral Presentation use of Visual Aids and Handling Questions.	5

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. H. K. Dangi and Shruti Dewen, Business Research Methods, Cengage Learning.
2. William G. Zikmund, Thomson SW, Business Research Methods, 7th Edition, 2003. Cengage Learning.

Reference books

1. Rajendra Nargundkar, Marketing Research, Texts & Cases, Tata McGraw Hill Publishing Co. Ltd.
2. Naresh K Malhotra, Marketing Research: An Applied Orientation, 5th Edition, Pearson Education, 2007.
3. Kothari C. R. and Gaurav Garg (2019), Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi.
4. Uma Sekaran, Research Methods for Business, Wiley India.
5. Prahlad Mishra, Business Research Methods, Oxford University Press, 1st Edition, 2015.
6. Donald R Cooper and Pamela S Schindler, Business Research Methods, McGraw-Hill, Publishing Company Limited.

SEMESTER/YEAR : II SEM/ I YEAR
COURSE CODE : 22MBA5208
TITLE OF THE COURSE : INTRODUCTION TO BUSINESS ANALYTICS
L: T: P: C : 3: 0: 2: 4

Overview

This course builds a solid foundation in analytics by covering industry standard tools and techniques through a practical industry oriented curriculum. By the end of this program the candidates have a deep understanding of statistical techniques critical to data analysis and they can apply the models using real time data to drive business impact.

Course Objectives

1. To enable students with the understanding of different types of measures used for descriptive analytics.
2. To enable students with the conceptual and application knowledge of predictive analytics models like Simple regression, multiple regression, and Logistics regressions.
3. To enable students with the understanding of time series data and its components and forecasting models.
4. To enable students, apply forecasting techniques on Time Series Data.
5. To enable students with the conceptual and application knowledge of prescriptive analytics.

Course Outcomes

1. Understand and perform descriptive analytics with the help of various statistical measures.
2. Apply simple and multiple regression models for predictive analytics.
3. Assess and apply Logistic regression model for predictive analytics.
4. Examine the time series data and various forms of forecasting models.
5. Assess and perform prescriptive analytics with Linear programming model

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to Business Analytics** Introduction to Business Analytics; Descriptive Analytics; Analytics Capability; Introduction to Descriptive Analytics; Data Types and Scales; Descriptive Measures - Central tendencies, Variation, Shape.	8

Unit II	**Predictive Analytics - Simple Regression, Multiple Regression** Introduction to Simple Regression; Simple Regression Model Building; Estimation of parameters; Interpretation of Simple Regression Coefficients; Validation of Simple Linear Regression Model; Outlier Analysis; Introduction to Multiple Regression; Multiple Regression model Building; Interpretation of MLR Coefficients; Validation of MLR model; Coefficient of Multiple Determination (R-Square) and Adjusted R-Square; Residual Analysis.	8
Unit III	**Predictive Analytics - Logistic Regression** Introduction to Classification Problems; Introduction to Logistic Regression; Estimation of Parameters; Model Diagnostics; Classification Table, Sensitivity and Specificity; Optimal Cut-Off Probability; Variable Selection; Application of Logistic Regression; Gain Chart and Lift Chart.	8
Unit IV	**Forecasting Techniques** Introduction to Forecasting; Time Series Data and Its Components; Forecasting Techniques and Forecasting Accuracy; Moving Average, Smoothing, Regression, AR, ARMA and ARIMA Models for Forecasting.	8
Unit V	**Prescriptive Analytics** Introduction to Prescriptive Analytics; Linear Programming; Sensitivity Analysis in LPP; Optimality Range; Dual Linear Programming.	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. U. Dinesh Kumar, Business Analytics – The Science of Data-Driven Decision Making, Wiley.
2. S. Christian Albright | Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning.

Reference books

1. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams - Business Analytics-CENGAGE (2019)
2. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson - Essentials of Business Analytics-Cengage Learning (2014)
3. Wayne Winston, Microsoft Excel Data Analysis and Business Modeling, 5th Edition, Microsoft Press.

SEMESTER/YEAR : III SEM/ II YEAR
COURSE CODE : 22MBA6301
TITLE OF THE COURSE : STRATEGIC MANAGEMENT
L: T: P: C : 2:0:2:3

Overview

Organizations face increasing environmental uncertainty. This has led to shortening of product and technology life cycles and increased competition. Managers need to develop an understanding of their organization‘s industry structure, external environment as well as its internal strengths and weaknesses. It is also important that managers are able to think creatively in formulating and implementing their strategies to ensure their organization‘s success in its industry.

This course, therefore, focuses on providing future managers with relevant strategic management concepts to advance their skills and abilities so that they can contribute towards an organization‘s competitive advantage, its sustainability and in contributing to society.

The COVID-19 pandemic is a case in point where organizations need to strategize in a world that is witnessing sharp changes in the environment causing disruption in many areas which include, supply chains, work force and marketing plans.

Course Objectives

1. To understand strategic thinking and to use it in all areas of management.
2. Plan strategically by scanning the environment and using the right models
3. Use modern strategic management models to devise an effective corporate strategy
4. Analyze the various alternatives a company using analytical tools to develop and choose the best alternatives
5. Integrate technology and develop strategy to ensure digital transformation of an organisation

Course Outcomes

1. Analyze and evaluate a business/industry using appropriate analytical processes, models and techniques to identify, recommend solutions to business problems.
2. Identify, describe, analyze and communicate key business strategic management techniques, concepts and theories and use them to solve business problems
3. Formulate a strategic plan that operationalizes the goals and objectives of the firm
4. Devise a technology strategy and use digital tools to ensure competitive advantage
5. Explain the current and desired strategic positioning in order to respond to market demands

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to Strategic Management** • The concepts of strategy • The strategic management processes • Identification of an industry‘s opportunities and threats • Porter‘s Five Forces Model of competitiveness, • Competitive advantage, value chain and value creation • Growth - Share Matrix - BCG • PESTLE model and SWOT	5
Unit II	**Functional level Strategy** • Competitive positioning • Strategic groups and business-level strategy • Blue Ocean Strategy • Strategies for fragmented, embryonic, mature, decline and high tech industries • Corporate strategy • Horizontal and vertical integration & diversification • Overview of strategy in global environment	8
Unit III	**Technology Strategy** • Introduction to tech strategy and its importance • Creating ,capturing and delivering value using technology • Digital business models • Tech based business transformation • Disruptive Innovation Model - Christensen, Raynor & McDonald	6
Unit IV	**Strategy Implementation** • Organizational structure and design • Strategic control systems, culture and rewards systems • Alignment of strategy and structure, • Strategic leadership. • Stakeholders, corporate governance and business ethics • Strategic for entrepreneurship • Strategic Audit and Value Chain Analysis	5
Unit V	**Strategic Tools** • McKinsey 7S Framework • Balanced Scorecard • Competitive Profile Matrix (CPM) • SPACE Matrix • Experience Curve - BCG • Market Pyramid: C.K. Prahalad and Kenneth Lieberthal	6

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X	X	
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Strategic Management: Competitiveness and Globalization: Concepts and Cases, 12E by Michael A. Hitt , R. Duane Ireland , Robert E. Hoskisson by Cengage India. ISBN No.- 978-9391566258

Reference books

1. Strategic Management: An Integrated Approach 9th Edition by Charles.W.L.Hill & Gareth.R.Jones published by Cengage India. ISBN No: 978-8131518373
2. HBR's 10 Must Reads on Technology and Strategy Collection published by Harvard Business review press. ASIN : B08KTNJ5FW
3. Competitive strategy – Michael Porter published by Simon & Schuster ISBN No - 9780743260886
4. Competitive Advantage – Michael Porter published by Free press ISBN No - 0684841460

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAF001
TITLE OF THE COURSE : FINANCIAL MARKETS AND SERVICES
L: T: P: C : 3: 0: 2: 4

Overview

This course helps the students to establish their career in the financial services industry. The students will understand the basics of the financial services area that includes the banking and the financial services sector. The course will provide an understanding of conceptual, strategic and operational issues in the financial services. The course also introduces the students to the recent changes that are occurring in the financial services areas.

Course Objectives

1. Understand the role and functions of financial system in India
2. Identify the various services offered and risks faced by the commercial banks
3. Explain the functions of SEBI and identify the role of merchant banks in pre and post issue management
4. Categorize the fund and fee based services offered by financial institutions
5. Apply subject knowledge to develop the understanding of the recent trends in the financial system

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Recognize the need and importance of robust financial system in the country
2. Comprehend the broad functioning of a bank both at the macro and at micro levels
3. Examine the issues involved in providing merchant banking and financial services.
4. Analyse and describe the characteristics of different financial services
5. Discuss the recent trends and developments in financial markets

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction** Financial System in India, Financial markets: Primary & Secondary Market; Capital Market and Money Market; Debt and Equity Market; Financial Instruments. Indian Banking System: Evolution of Banking System; Nationalization of Banks; Need, Objectives; Classification of financial institutions: Classification of Banks: Differences, Features; Functions performed by Banks; banks and non-banks (NBFCs), Role of RBI as regulator, Functions of RBI,	8

Unit II	**Introduction to Commercial Banking** Commercial Banking: Banking Products: Consumer Loan, Agricultural Loan, Industrial Loan, Project Financing, MSME & Priority Sector Financing; Loan Appraisal. BASEL Norms; Asset Liability Management, CAR (Tier 1 and Tier 2 Capital). NPA Management; Reasons for NPA, SARFESI Act. Recent banking failures, Reasons for banking failures	8
Unit III	**Financial Services** Merchant Banking: Meaning, Functions, Need IPO and Merchant Bankers: Pre and Post Issue Management Different roles performed by Merchant Banker and Functions; Role of Registrars –Bankers to the Issue, Underwriters, and Brokers, Treasurer, Lead Manager Offer for sale – Book- Building – Green Shoe Option –E –IPO Private Placement- Bought out Deals Placement with FIs, MFs, FIIs, etc. off- Shore Issues. SEBI as a regulator: Functions, Roles and Responsibilities of SEBI	8
Unit IV	**Fund and Fee Based Financial Services** Fund Based Services: Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing (Theory Only), Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfaiting, types, Differences: differences between bills discounting and factoring; Venture Capital Fee Based Financial Services: Mergers and Acquisitions: Recent mergers and acquisition in banking sector – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds	8
Unit V	**Recent Trends** **Recent changes in Banking system:** Digital Banking, Neo banking, Banking Innovations, Case Studies on Major banking failures and their impact on Banking System. **Recent trends in Financial Services**: Fintech: Introduction**;** The evolution and impact to the Financial Services industry: A basic overview of the key technologies that are driving the changes-Digitization of banking, payments; Cloud computing and big data analytics; Automation, AI/ML	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Financial Institutions and Markets, Jeff Madura, 10th Edition, Cengage
2. M.Y.Khan, Financial Services, McGraw-Hill, 10th Edition, 2019

Reference books

1. Fundamentals of Modern Banking, N C Majumdar, NCBA, Kolkata
2. Commercial Banking Operations, IIBF, Mc Milan Publications, NewDelhi
3. Banking Products and Services, IIBF, Mc Milan India Ltd
4. Legal and Regulatory Aspects of Banking, IIBF, Mc Milan India Ltd
5. https://www.infosys.com/about/knowledge-institute/documents/banking-industry-2020.pdf

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAF002
TITLE OF THE COURSE : MERGERS, ACQUISITIONS & RESTRUCTURING
L: T: P: C : 3: 0: 2: 4

Overview

An understanding of mergers and acquisitions as a discipline is increasingly important in modern business. In this course, a student gets an overview of the major aspects of the mergers and acquisitions (M&A) industry. He will learn the concepts, theories and the fundamentals of M&A transactions and strategies.

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Course Objectives

1. Develop an understanding of corporate mergers and acquisitions activity and restructurings
2. Describe the process of mergers and regulatory framework related to mergers and acquisitions
3. Analyse the alternate valuation frameworks like free cash flow to firm, adjusted present value, and relative valuation
4. Evaluate the M&A issues, deal structures and the need for a value proposition
5. Identify and explain the critical success factors and challenges in post- merger integration

Course Outcomes

Upon successful completion of this course, the student will have the ability to:

1. Compare the various forms of corporate restructuring
2. Comprehend the regulatory framework for mergers and acquisition in India
3. Apply and interpret the various valuation methods of mergers and acquisitions in a deal
4. Determine the value acquisition targets and evaluate the long-term potential of a partnership
5. Conclude the complexities of the merger process and provide the solution to manage it

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to Corporate Restructuring, Mergers and Acquisitions** Meaning, objectives, motives, types and forms of corporate restructuring, types and distinction between mergers and acquisitions, theories of merger, difference between demerger and reverse merger, takeover tactics and takeover defenses, cross border mergers and acquisitions	8

Unit II	**Legal Aspects of Mergers and Acquisitions** Merger and acquisition process, success and failure of merger & acquisition, regulatory framework for mergers and acquisitions—compliance with Indian Companies Act, Competition Act 2002, Income Tax Act, Securities and Exchange Board of India-substantial acquisition of shares and takeovers regulations, 2011, Due diligence – types, screening due diligence, challenges and checklist	8
Unit III	**Valuation and Accounting** Concepts of value, methods of enterprise and equity valuation, Goodwill valuation, merger and acquisition cash flow valuation basics, relative valuation, business valuation approaches-asset based, market based and income based approaches-exchange ratio (Swap Ratio). (Theory and Problems). Accounting for mergers and acquisitions- amalgamation in the nature of merger and amalgamation in the nature of purchase-pooling of interest method, purchase method	8
Unit I	**Deal Structuring and Financing Strategies** Creating value with mergers and acquisitions—synergy-valuation methods**,** Negotiation, deal structuring and methods of payments in mergers and acquisitions	8
Unit V	**Post- Merger Integration** Post-merger integration—critical success factors for post-merger integration, ingredients of integration, approaches to integration, challenges in integration, cultural integration Recent Cases on Mergers and Acquisitions: Indian and International context	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	**X**	X	X			
7	Semester End Examination	40	**X**	**X**	**X**	X	X	

Recommended Resources

Textbook

1. I Prasad and G. Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing House
2. Chandrashekar Krishnamurti and Vishwanath S.R., Mergers, Acquisitions and Corporate Restructuring, SAGE Publications
3. M Y Khan and P K Jain, Financial Management, McGraw Hill
4. I.M. Pandey, Financial Management. Vikas Publishing House Pvt Limited

Reference books

1. Robert F. Bruner, Applied Mergers and Acquisitions, Wiley Finance
2. Donald M. DePamphilis , Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, Academic Press Advanced Finance Series
3. Weston., Fred, Mergers & Acquisitions. McGraw Hill.

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAF003
TITLE OF THE COURSE : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

The course provides the conceptual foundation for investment analysis in securities. A student will develop competency in fundamental analysis and valuation. It focuses on concepts and techniques that underlie the construction and management of modern investment portfolios, emphasizing objectives, strategies and risk-return trade-offs that are appropriate for different types of investors. The course helps a student develop an investment attitude and prepares him for careers in the areas of finance and investment.

Course Objectives

1. Understand the concepts of basics of investment and the stock markets
2. Create and evaluate a portfolio in terms of risk and return
3. Explain the significance of fundamental and technical analysis
4. Appraise various theories of portfolio management
5. Apply decision making skills in analyzing markets for effective portfolio management

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Identify the framework of securities market and its functioning
2. Develop a conceptual and analytical understanding of the framework of evaluating a bond and equity
3. Apply the concepts of fundamental analysis in investment decision making
4. Comprehend portfolio construction theories, its management techniques and strategies
5. Construct and evaluate the performance of investment portfolio

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction** Characteristics of Investments, need for investment, Attributes of Investments; Features of Investments; Stock market: BSE, NSE; Major Stock Markets of the world; Participants in Stock Market; investment, gambling & speculation, the investment process, various investment avenues, objectives and constraints, Financial markets: primary & secondary, money & capital; equity & debt, commodities, derivatives	8
Unit II	**Risk and Return** Security returns, types of risk, risk in contemporary mode, using beta to estimate return, calculating expected return and risk—of individual securities; Calculation of portfolio risk and return	8
Unit III	**Fundamental & Technical Analysis** Fundamental Analysis and Valuation of Stocks a. Economic analysis– economic forecasting and stock investment decisions – forecasting techniques. b. Industry analysis--industry classification, industry life cycle c. Company analysis--quantitative and qualitative analysis— **Valuation**: Bond Returns: Yield to call, Yield to maturity, Bond Price Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).Fundamental Analysis of three companies as a case analysis Technical Analysis: The Dow Theory, Eliot Wave Theory, Charts: Types; Mathematical Indicators: Moving Averages, RSI. Support and Resistance	8
Unit IV	**Modern Portfolio Theory** Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).	8
Unit V	**Portfolio Analysis** Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems). Behavioural Finance: Introduction, Prospect Theory, Investor Sentiments; Investor Biases	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Investment Analysis and Portfolio Management by Prasanna Chandra, Mc Graw Hill
2. Analysis of Investments and Management of Portfolios, Frank Reilly | Keith Brown, 11th Edition, Cengage

Reference books

1. Investment science- David G. Luenberger
2. Modern Investment Theory- Robert A Haugen
3. A random Walk Down the Wall street- Burton G M

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAF004
TITLE OF THE COURSE : FINANCIAL DERIVATIVES
L: T: P: C : 3: 0: 2: 4

Overview

The course aims at exposing the students to and making them conversant with the financial intricacies that the complex world of DERIVATIVES holds out for them. Students would then dare to deploy these tools as a part of their learning in the corporate world Management strategies, being fully aware while doing so, of the pros they carry with them and the cons that could befall an _ill-advised end user‘.

Course Objectives

1. Understand the basics of derivatives and identify how derivative instruments can be used to hedge the risk
2. Explain the Forward market and Forward rate agreements
3. Comprehend the Futures and Swaps and their uses in risk management
4. Identify the basic risk management and trading strategies using Futures and Options
5. Analyse various pricing models of stock prices, trading, hedging of options

Course Outcomes

1. Outline various types of derivatives including options, futures, and swaps
2. Discuss the fundamentals of forward and futures contracts
3. Demonstrate the use of swaps in risk management
4. Analyse the option trading strategies to hedge the risk
5. Critically evaluate the techniques used to value options and the factors that determine valuation

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to Derivatives and its types** Overview of OTC and Exchange trade markets Overview of Derivative contracts (Forwards, futures, options and swaps) Time value of money-Problems on Time value	8
Unit II	**Derivative's - Forward markets and contracts** Introduction, Delivery and settlement of a forward contract, Default risk and forward contracts, FRA-Forward Rate Agreement (Arbitrager and Hedgers)-Problems on FRA contracts	8
Unit III	**Futures & Swaps** Overview of Futures & swaps market: trading and Margin calculation-Problems on margins accounts, Types of margins, Swap markets and contracts: Interest rate swaps- Problems on IRS, Currency swaps	8
Unit IV	**Options Markets and Contracts** Introduction: basic definitions and illustrations of options contracts, Basic characteristics of options, Some examples of options, The concept of moneyless of an option, Types of options, Financial options, Greeks of options Option price sensitivities Discrete-time option pricing: the binomial model, Risk Neutral Probability approach, Risk free portfolio approach, Replicating portfolio approach, The one-period binomial model, The two-period binomial model, Binomial put option pricing, American options, European options –Problems on Binomial model	8
Unit V	**Continuous-time Option Pricing** The black-Scholes-Merton model, Assumptions of the model, Normal distribution calculations, The black-Scholes- formula, The effect of cash flows on the underlying, The critical role of volatility- Problems on Black-scholes model	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Financial Derivates by S.S.S Kumar (PHI Publications)
2. An Introduction to Derivatives and Risk Management – Chance, 9th Edition – Cengage Learning

Reference books

1. Options, Futures & Other Derivatives; John C. Hull; Pearson Education
2. Financial Derivatives-Text and Cases; Prakash Yaragol; Vikas Publishing House Pvt. Ltd; 1/e, 2019
3. Options & Futures; Vohra & Bagri; TMH; 2/e

SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 22MBAF005
TITLE OF THE COURSE : INTERNATIONAL FINANCIAL MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

International financial management discusses subjects related to monetary interactions of two or more countries. Topics such as exchange rates of currencies, monetary systems and foreign exchange risk are deliberated upon. This course provides the conceptual framework of how financial decisions are taken in an MNC.

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Course Objectives

1. Understand the functioning of international markets and Balance of Payments
2. Analyse the nature and structure of FOREX markets and Convert currencies using spot, future and cross rates and identify arbitrage opportunities.
3. Explain different exposures to exchange rate changes and apply knowledge of derivatives to international risk management
4. Identify the instruments used in the financing of international trade.
5. Describe and forecast exchange rates based on the parity conditions

Course Outcomes

Upon successful completion of this course, the student will have the ability to

1. Summarize the international finance and its implication on international business.
2. Describe the background and corporate use of different international financial markets.
3. Comprehend the derivative instruments and strategies used by multinational corporations to hedge financial risks.
4. Categorize the long term and short term sources of finance in international markets.
5. Apply critical thinking skills in identifying and evaluating international financial issues and information.

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Overview of Financial Management in International Context** Introduction: multinational enterprise and multinational financial management, International Monetary System, Exposure to international risk- Country & political risk, exchange rate risk, interest rate risk, inflation rate risk, Multilateral Financial institutions, factors affecting international trade and capital flow, Balance of Payments, BOP Equilibrium & Disequilibrium, Trade deficits, Capital account convertibility (problems on BOP).	8

Unit II	**Foreign Exchange Market** Foreign exchange markets—functions and structure of Forex market, participants, types of transactions, exchange rate quotations, determination of exchange rate in spot market and forward market, , Exchange rate behavior -Cross Rates- -Arbitrage profit in foreign exchange markets, swift mechanism, triangular and locational arbitrage, Forecasting exchange rates determination	8
Unit III	**Foreign Exchange Risk Management** **Exposure management-** economic, transaction and translation, hedging & speculation, managing exposure to exchange rate fluctuation, management of interest rate exposure FRA, interest rate caps and floors **Financial swaps and currency derivatives**—currency forwards, options, futures, swaps—interest rate risk management	8
Unit IV	**International Capital Market** International capital and money markets, bond market, equity market, international sources of finance—bond financing--fixed and floating rate notes, loan financing, syndicated loans, securitized financing, Euro note, equity financing-GDR and ADR, loan agreements international capital budgeting, cost of capital of a foreign investment, international financing decision- issues in overseas funding choices, economic circumstances and overall funding choices, funding and risk management aspects, international working capital & short term financial management	8
Unit V	**International Parity Relationship and Global Asset Management** Arbitrage parity conditions in international finance-purchasing power parity, covered interest parity, real interest parity, parity conditions and managerial implications Current asset management, international portfolio investment, foreign direct investment strategy, multinational capital expenditure analysis, Emerging trends in International Finance	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	**X**	X	X			
7	Semester End Examination	40	**X**	**X**	**X**	X	X	

Recommended Resources

Textbook

1. International Financial Management: Madura Jeff, Cengage Learning.
2. International Financial Management. Vij Madhu. New Delhi: Excel Books.

Reference books

1. Multinational Financial Management. Allen Shapiro, Wiley India Pvt Ltd
2. Options, Futures and other Derivatives. John C Hull, Prentice-Hall of India, New Delhi
3. International Financial Management. Apte P G, New Delhi: Tata McGraw Hills Publications.

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAH001
TITLE OF THE COURSE : EMPLOYEE RELATIONS AND LABOUR LAWS
L: T: P: C : 3: 0: 2: 4

Overview

The employment relationship is the legal link between employers and employees. It exists when an employee renders service under certain conditions in return for remuneration and compensation including social security and welfare benefits.

It is through the employment relationship that reciprocal rights, duties and obligations are created between the employee and the employer. It has been, and continues to be, the main vehicle through which workers gain access to the rights and benefits associated with employment in the areas of labor law and social security. The existence of an employment relationship is the condition that determines the application of the labor and social security law provisions addressed to employees. It is the key point of reference for day of Laws, Rules and amended gazette notification that regulates the employment relationship, addresses and restores the legal rights of workmen and employers.

Course Objectives

1. To sensitize the need to have Industrial peace and harmony for productivity.
2. To highlight the importance of employment relationships with reciprocal rights, duties and obligations.
3. To disseminate the knowledge of labor laws and the new labor codes and the system of compliance.
4. To explain the grievance procedures and legal appeal system to resolve the Industrial disputes by both employee and employer in various courts.
5. To elucidate the concept of workers participation, suggestion scheme and other best practices towards.

Course Outcomes

1. Appraise the employment relationship and the possible employee and employer related issues ,confrontation and disputes that are bound to arise during the employment period
2. Analyze in a critical manner the concepts, process and framework to handle industrial dispute and promote Industrial peace in a development manner
3. Explain the knowledge of major labour laws & Labour codes and comply to avoid non-compliance related penalties
4. Determine and execute an action programme to implement workers participation in management, suggestion scheme and grievance handling process.
5. Propose and execute disciplinary action, charge sheet & enquiry procedure as per the requirement of natural justice in a transparent and legal manner.

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	Employment Relationship during Employment period; Disputes arising on employment terms between employees, employer, union; Learning from the industrial disputes in India including the Maruti Manesar Plant. Conceptual framework to understand, approach and handle industrial dispute and to maintain Industrial peace.	8
Unit II	Labor Laws on employees‘ rights, Social Security and Wages Overarching Labor Law framework followed by brief discussion of different laws and their latest amendments. Regulation and compliance acts including Factory Act, ID Act, Contract labor Act, Wages Act Trade Unions Act, Shops and Establishments Act, Industrial Employment (Standing Orders) Act.,	8
Unit III	Social security and benefits Acts like PF, Bonus, Gratuity, ESI, Workmen compensation, Maternity benefit Act and Sexual harassment at workplace. Compliances: Returns and Forms for all labour Legislations.	8
Unit IV	Workers‘ Participation in Management, Suggestion schemes. Transparent Grievance handling procedure, works committees formation; Best Practices to create and maintain industrial peace and harmony.	8
Unit V	Management of Conflicts related to IR and different methods of resolving Conflicts. Union recognition, Conditions for effective Collective Bargaining and process of CB, Adjudicating & Proceedings under ID Act and the role of Government. Structure of Labor Courts and appropriate authorities, Case Law. Collective Bargaining and management of Trade Unions, Productivity linked union agreements .Charge sheet and enquiry conduction procedure to comply with natural justice.	8

Course Assessment

#	**Description of Assessment Method**	**Weightage %**	**Learning Outcomes Assessed**					**Submission day/week (assignments) or length (exam)**
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Legal aspects of business; Ravindra kumar, CL India. 2020 Cengage
2. Industrial Relations: C.S. Venkata Ratnam: Oxford University Press: ISBN-10: 0199456550

Reference books

1. Industrial Relations and Labour Laws: Piyali Ghosh & Shefali Nandan: McGraw Hill Education: ISBN-10: 9339203046
2. Bare Acts of the relevant Legislations

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAH002
TITLE OF THE COURSE : PERFORMANCE & COMPENSATION MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

This course entails a study of the concepts, processes and interventions associated with the management of performance in the organization which is an important part of Human Resource Management. Performance Management (PM) is one of the key processes that, when effectively carried out, helps employees know that their contributions are recognized and acknowledged. Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. This course will consist of the key concepts, principles, processes and practices associated with Performance Management which will help management take suitable decisions. Additionally, the course develops in students an understanding of performance, the constituents and dynamics, organisational relevance and implications, benefits to the organisation, teams and the individual; and builds a competence in handling a wide range of performance management issues.

Course Objectives

1. To understand the concept of organizational performance and how it is related to business strategy and people performance.
2. To learn the concept of performance management as a process, performance planning, performance appraisal and performance monitoring.
3. To understand how a good performance management system in an organization can contribute towards good organizational performance.
4. To examine the importance of an effective performance management system in helping organisations define and achieve long term and short- term goals vital to its overall success.
5. To learn concept of compensation management and related concepts such as pay models, pay structures and pay ranges and how they are applied to real life scenarios.

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Understand the concept of organizational performance and link it to performance of human resource
2. Design, Develop and implement a performance management system
3. Select appropriate performance appraisal methods and tools to link individual goals and performance to company's strategy

4. Apply contemporary performance management frameworks for the effective roll out of performance management practices.
5. Create effective pay plans and link performance with merit increases and incentive awards

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Concept Of Performance Management And Reward Systems** Organizational Strategy and Organizational Performance Management. Why is Performance Management an HR discipline? Performance management process, Benefits of PMS seeing it from the perspective of the organisation, line managers and employees. Performance Planning, defining performance, Performance Definitions approaches. Critical Success Factors, KRA, KPA and KPIs. Leading & Lagging Indicators. Approaches to identify the KRA, KPA and KPIs. Measuring results and behaviour, Gathering Performance Information, Implementing a PMS, Performance management and employee development. **Performance Management Frameworks** What are Performance Management Frameworks and their needs, Hierarchical and Process driven frameworks, Balance Scorecard, DuPont Framework, Porter's Value Chain Framework of Performance Management. Performance Management & Organizational Development. Organizational Development through Performance Management in Existing Domains, Organizational Development and Performance Management in New Markets and Domains, Ansoff‵s Framework, Benchmarking process.	8
Unit II	**Performance Appraisal Feedback, Assessment And Review, Monitoring** Design of Performance Appraisal and various approaches, 360-degree appraisal & feedback, and other latest feedback strategies, Performance assessment, Performance Review and Feedback - Employee Response Mechanisms to feedback- Issues of Accuracy and Bias in Performance Management. Performance Monitoring and related Frameworks, Mentoring and Protégé Development, Internal and External Mentorship Programs, DSMC/ ATI Performance Improvement Model	8
Unit III	**Performance Based Pay or Pay for Performance** Basis for Pay for Performance, Business Strategy and Reward Strategy, Individual, Group and Organizational Plans of Performance Based Pay, Scanlon Plan. Case Studies and Articles	8

Unit IV	**Compensation Management** The Basics: Job Based Structures and Job Evaluation Introducing pay models: Define compensation as forms of financial gain and tangible services and benefits that employees receive as part of their employment. The model consists of three components: policy, techniques, and objectives. Pay Structures: The pay structure or salary structure defines the compensation given to the employees. It shows the breakup of the salary into various components. Pay structures define employee compensation for different jobs or groups of jobs. They involve setting salary ranges and pay grades based on market data and job roles. Internal & external equity of compensation packages	8
Unit V	**Pay And Benefits** ● Determining individual pay ● Employee benefits Understanding the concepts of pay for performance, performance appraisals, understanding wage components, examples of good incentive plans, analyzing if employees perform better with incentive pays and discussions.	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Compensation, 10th Edition, by Milkovich, Newman and Gerhart
2. Performance Management, Soumendranath Bagchi, Cengage Publishers, Latest Edition

Reference books

1. T.V. Rao: _Performance Management Skills Workbook
2. T.V Rao Learning Systems; Latest Edition.
3. Peter F. Drucker: _People and Performance‘; Elsevier; Latest Edition.
4. Robert Cardy, Performance Management, Prentice Hall India, New Delhi, 2004

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAH003
TITLE OF THE COURSE : HIRING & PSYCHOMETRIC ASSESSMENT
L: T: P: C : 3: 0: 2: 4

Overview

The most important job of a manager is to hire great people—yet, one-third of all outside hires do not meet expectations. A company's success rate in hiring new employees can increase significantly by following best practices crafted by experts. This course takes proven ideas and packages them into a hiring program that can be implemented. Staffing has turned strategic over the last few years as organizations battle immense odds to gain competitive advantage. In a global world with Multi-National Corporations proliferating and reaching out geographically the war for talent has turned further critical.

Organizations have realized that one of the most important activities undertaken by a manager – line or staff, is recruitment and selection. The cost of erroneous staffing can be huge both in terms of lawsuits arising from negligent hiring to loss in productivity. Ignorant of their staffing needs, most companies treat hiring top-level executives as an emergency. That leaves them little choice. One study found that nearly a quarter of the time, the executive selected was the only candidate considered. Far too few companies conduct reference checks; far too many rely on gut reactions when judging qualifications and cultural fit. Hardly anyone considers whether candidates will be good team players.

The course takes the student through a journey of staffing methodology that reflects the science behind the process of selection the most competent available resources at optimal costs. New age methodologies of staffing through social media are dealt with to give the student a bird‘s eye view of current best practices in staffing which also includes the creation and use of a Staffing Scorecard, a customized HR Information System and Competency based staffing.

Course Objectives

1. To learn the theory and practice of Manpower Staffing.
2. To learn various types of Sourcing, Recruitment and Selection process and familiarize oneself with the concepts of Staffing.
3. To understand the role of outsourced staffing and the role of the Staffing consultant and learn to engage with industry professionals in this field.
4. To understand how psychometric assessment works in organizations.
5. To learn the science of staffing.

Course Outcomes

On completion of this course the student should be able to

1. Explain the importance for organizations to staff successfully
2. Understand the legal and ethical aspects of staffing
3. Evaluate Staff strategically with a view on competitive advantage
4. Successfully deploy psychometric tests in organizations
5. Relate the skills and knowledge needed to conduct full and fair recruitment and selection

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	Staffing Strategies', Business Implications on Staffing Strategies', Job Analysis & Competency Modelling, Forecasting & Planning, Sourcing – different types ,sourcing process, Social media hiring, Recruiting ,Hiring	8
Unit II	Hiring & Technology – HRIS & Scorecards, including the Balanced Scorecard and dashboards.	8
Unit III	Internal & External Candidates: Hiring Process, Induction & Placement: The process and outcomes	8
Unit IV	Managing Workflow. The process, key components, workflow management, best practices.	8
Unit V	Historical Antecedents of Psychometric Assessment: What is a psychological test; Historical Antecedents of psychological Testing; Testing potential vs. Skill; Psychological testing in Hiring Psychological Tests: Types of Psychological Tests; Projective Tests vs. Pen Paper Tests, Self-Report Inventories etc.; Current Advances in Testing. The constructs of a test. Psychometric Assessment and the Modern-Day Workplace: Modern Day Applications of Psychological Testing – Industry Specific Tests / methods of hiring; Familiarization with common tests in industry like Eysenck, 16 PF, FIRO B etc.	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Phillips, J.M. and Gully, S.M. (2009) Strategic Staffing: Pearson Prentice Hall; 013357176
2. Introduction to Psychology: Atkinson & Hilgard: Cengage Learning; 16 edition (12 November 2015): ISBN-10: 8131528995

Reference books

1. The Definitive Guide to Recruiting in Good Times and Bad: Claudio FernÃ¡ndez-ArÃ¡oz, Boris Groysberg, Nitin Nohria: HBS
2. Globalization, Robots, and the Future of Work: Jeffrey A. Joerres, Amy Bernstein: HBS
3. A Note on a Standardized Approach to Hiring Decisions: David Dodson: HBS

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAH004
TITLE OF THE COURSE : STRATEGIC HUMAN RESOURCE & CHANGE MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

The need to align HR with the business has become more urgent than ever with the shocks that the ongoing pandemic has left us with. Financial markets exert relentless pressure for growth, especially in emerging markets. Customers demand more and better service at lower cost. And cost-efficiency, resource conservation and regulatory compliance have become issues for almost every organization. Turnover among top talent is expected to increase in 2022; globalization is requiring stronger regional HR capabilities; and demographic shifts across the world are dramatically affecting availability of qualified people.
At the onset of the Covid-19 crisis, talent literally left the building, and we‘re now beginning to realize that in many places, it is unlikely to come back. Technology is moving humanity away from the office and back into homes across our nation every day. We are building culture outside of buildings, with work that supports life on a more even playing field, with talent that can come from anywhere. As we look to the future, it‘s time to unleash these new ways of working for the long-term, with a focus on well-being, equality, and productivity that can work for both employers and employees long after this crisis ends. It‘s time to embrace the truly global talent pool that is available to drive growth, regardless of where people call home.

Course Objectives

1. To identify and evaluate the alignment of human resource management with business strategy and the role of the HR professional in this process.
2. To integrate the various functional areas of human resource management with business strategy considering both the theoretical and practical application of issues associated with HR practices.
3. To understand the evolution of HRM with technology and develop appropriate coaching strategies for change management
4. To move away from simply managing talent, providing talent *solutions* that reduce friction and enhance the flow of the business
5. To understand the challenges posed by the pandemic

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Understand how the Strategic HRM Framework and perspectives of Human resource Development
2. Evaluate the major factors influencing the development of SHRM as a field of study and practice and describe the key concepts relating to formulation and implementation of business strategies
3. Analyse the contributions of HRM to strategy and to illustrate the ways in which key human resource functions may be performed with a strategic orientation, possible constraints as well as prospects
4. Appraise technology and coaching/ counselling skills to align HR Strategy with Business Strategy
5. Apply Organizational Development and Change strategies in an organisation

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Strategic Human Resource Development: An Investment Perspective of Human Resource Management** Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Bench Marking and HRD Audit.	8
Unit II	**Work Systems: The New Paradigm** Discussion on changed paradigms caused due to COVID 19 – Leveraging technology to deepen human connections - Building a positive and caring organizational culture – attracting and managing global talent -Managing a hybrid team – Managing challenges like WFM	8
Unit III	**HR Strategy and Employee Coaching & Counselling** Need for Coaching – Role of HR in coaching – Coaching and Performance –Skills for Effective Coaching – Coaching Effectiveness – Need for Counselling – Role of HR in Counselling –Components of Counselling Programs – Counselling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources – Consequences – Stress Management Techniques – Eastern and Western Practices.	8

Unit IV	**Organizational Change** Concept and Significance; An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD. Future of OD: Organizational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, combining traditional –hard‖ business competencies and OD, creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation Organizational Development: OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional. Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure.	8
Unit V	**Diagnosing Organizations' & Designing Interventions** OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions. Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions. Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Jeffrey A Mello, Strategic Human Resource Management, 4 e Cengage
2. Organization Development and Change by T. G. Cummings and C. G. Worley. South Western College Publishing

Readings

1. How to Manage a Hybrid Team: Rebecca Knight: HBR: 2020
2. The Post-Pandemic Rules of Talent Management: B.Frankiewicz & T.Chamorro-Premuzic: HBR:2020
3. Coca-Cola: Preparing for the Next 100 Years: Cynthia Montgomery & James Weber: HBS: 2021
4. Digital Transformation at L&T (B): Ramnarayan & Sunita Mehta: ISB: 2021

SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 22MBAH005
TITLE OF THE COURSE : INTERNATIONAL HUMAN RESOURCE MANAGEMENT & CROSS CULTURAL MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Course Overview

This course is to provide an overview of international human resource management as distinct from HRM in the context of multicultural organizational perspective .The students are equipped to understand the cross cultural management, the bundle of HR processes and practices undertaken by many multinational and global organizations. The structure of organisations evolve to multinational operations and the shift of HR planning ,processes and practices need to be aligned and synchronized effectively .This aspect is covered for holistic learning . The course will essentially take the student through a comprehensive learning from the perspective of a Multinational Corporation and address major HR issues like staffing, compensation and performance management in an International context. The expatriate plays an important role in the functioning of an MNC and the course deals with aspects like training the expatriate and locating as well as repatriating an expatriate after completion of a foreign assignment. The specific Industrial relations issues and challenges including terrorism from multinational perspective has been covered in detail

Course Objectives

1. To disseminate the theory and practice of International Human Resource Management.
2. To highlight various types of Sourcing, Recruitment and Selection process and familiarize oneself with the concepts of Staffing with regard to expatriates
3. To differentiate the HR activities and practices of IHRM form HRM
4. To sensitize the importance of diverse national cultures in IHRM
5. To explain the broader Industrial relation perspectives including Terrorism etc.

Course Outcomes

1. Appreciate IHRM as different from HRM in terms of getting involved in employees and their families personal life in a much broader way
2. Evaluate the multicultural issues and aspects from the research studies and understand the implications in effectively managing human resources
3. Relate the classification of employees in terms of PCN,HCN,TCN and also the various staffing models adopted by MNCs in managing human resources
4. Understand the HR processes and practices adopted in recruiting and selecting expatriates, undertaking customized Training & development, PMS and compensation management.

5. Analyze the success and failure factors relating to expatriate and taking adequate interventions to ensure expatriates success

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	Define IHRM, Differentiate between HRM and IHRM ,Models and approaches of IHRM, The cultural an organizational context of IHRM; learning the employees and expatriate in terms of PCN, HCN, TCN and also the approaches and models including Geocentric, Ethnocentric, Polycentric, Regiocentric, findings of intercultural comparative research including studies such as Hofstede‘s research and the GLOBE study ● International growth from organizational context and the challenges issue of standardization and localization ● Structural responses to international growth ● Control and coordination mechanisms, including cultural control ● Effect of responses on human resource management approaches and activities	8
Unit II	International mergers and acquisitions, joint ventures, and the context of SMEs have for international human resource management. Describing the formation process of cross-border mergers, acquisitions, and international joint ventures, differences	8

Unit III	• Issues relating to the various approaches, to staffing foreign operations • The reasons for using international assignments: position filling, management development, and organizational development • The various types of international assignments: short-term, extended and longer-term, as well as nonstandard arrangements: commuter, rotator, contractual, virtual, and self-initiated assignments • The role of expatriates and non-expatriates in supporting international business activities • Selection criteria and procedures for international assignments • Gender in international HRM: dual careers and the female expatriate • The role of training in preparing and supporting personnel on international assignments is also considered. We examine the following issues: • The role of training in supporting expatriate adjustment and on-assignment performance. • Components of effective pre-departure training programs such as cultural awareness, preliminary visits, and language skills; also, relocation assistance and training for trainers • Training and developing international management teams.	8
Unit IV	• Multinational performance management at the global and local level: considering aspects such as non-comparable data, the volatility of the global environment, the effect of distance, and the level of subsidiary maturity. • Factors associated with expatriate performance, including compensation package, task and role, headquarters support, host environment factors, and cultural adjustment. • Performance management of expatriates and non-expatriates, and for those on nonstandard tasks and assignments such as commuter and virtual work • The complexity of compensation fixation • Detail the key components of an international compensation program and areas of compensation • Outline the two main approaches to international compensation (going rate and balance sheet approach) and the advantages and disadvantages of each approach. • Introduce a third emerging approach to international compensation: Local Plus. • Examine the special problem areas of taxation,	8

Unit V	• The key issues in international industrial relations and MNE policies and practices • The potential constraints that trade unions may have on MNEs • and outline key concerns that trade unions have regarding the activities of MNEs • Recent trends and issues in the global workforce context • The formation of regional economic zones, such as the European Union, and the impact of opponents to globalization • To present issues of codes of conduct and nongovernmental organizations as MNEs • The HR implications of off shoring strategies	8

Course Assessment

#	Description of Assessment Method	Weightage %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. International Human Resource Management: Managing People in a multinational context: 5th Ed: Peter J Dowling, Marion Festing & Alan D. Engle, SR. Cengage
2. International Management: Culture, Strategy & Behaviours- Hodgget‘s, Luthan‘s & Doh: Tata McGraw Hill- 6th Ed.

Reference books

1. Briscoe/Schuler/Tarique (2012). International Human Resource Management, 4th Edition, London, UK: Routledge.
2. Cross Cultural Management in Work organizations- Ray French. Universities Press.

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAM001
TITLE OF THE COURSE : MODERN MARKETING MANAGEMENT (RETAIL, B2B, SERVICES, CBMR)
L: T: P: C : 3: 0: 2: 4

Overview

This course aims to increase the ability of students to make effective marketing decisions. It overall includes assessing marketing opportunities and developing marketing strategies with implementation plans. Course topics include market-oriented strategic planning, marketing research and information systems, buyer behaviour, target market selection, competitive positioning, product and service planning, management, pricing, distribution, and integrated communications. The syllabus also includes advertising, public relations, Internet marketing, social media, and sales promotions. Through a combination of interactive discussions, cases, practical examples, individual assignments, and a group project, the course applies marketing topics to consumer and business-to-business products, services, and non-profit organizations. Students gain significant experience in communicating and defending their marketing recommendations and building on the ideas of others.

Course Objectives

1. To provide an in-depth knowledge and understanding of modern marketing techniques.
2. To enhance skills of how to build sustainable relationships and analyse buyer‘s behaviour.
3. To develop the ability to plan and execute strategies to reach the customers
4. To provide in-depth knowledge about the cutting edge modern marketing concepts used in retailing.
5. To develop skills to build and optimize benefits that can be accrued by Branding.

Course Outcomes

1. Understand critical functions involved in modern marketing management principles and it‘s applications.
2. Identify and examine the key issues or gaps in the performance of the Product or Services marketing of a business firm.
3. Solve the problems pertaining to key performance areas in marketing management and provide conclusions through collecting and evaluating, market and environmental data.
4. Analyse the retailing strategies that are essential to enhance the performance of the organised retailing and ideate new opportunities in that space
5. Apply contemporary brand management theories and concepts to enhance marketing ability of the business firm.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Framework of Modern Marketing and Marketing Mix** **Overview of Modern Marketing:** Concept, nature, scope and importance of modern marketing; Marketing concept and it's evolution; Marketing Environment – macro plus micro components and their impact on marketing decisions, Meaning of Green Marketing, Stakeholders of green marketing, ethics and social responsibility for green marketing, environmental concerns of green marketing and approaches to green marketing. **Marketing Mix**: Concept of a product; Classification of products; Major product decisions. **Product line and product mix**: Branding; Packaging and labelling; Product life cycle – strategic implications; New product development, Product Life Cycle (PLC). **Factors Affecting Price Decisions**: Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies. **Need for Marketing Channels**, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing and Wholesaling.	8
Unit II	**Consumer Behaviour** and its Applications in Marketing, Consumer Research Process, Needs and Goals, motivational Conflict, Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, **Consumer Decision-making Process** – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Purchase and Post Purchase Behaviour. **Marketing Segmentation and Positioning**: Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches and Positioning Errors. **Marketing Research:** Meaning and scope of marketing research; Marketing research process. Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research in the 21st Century (Indian Scenario), Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Online Marketing Research and Recent Trends in Marketing Research.	8

Unit III	**Services Marketing** **Overview of Services Marketing**: Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Challenges and issues in Services Marketing. **Service Design and Development**: Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development. **Service Delivery and Promotion**: Positioning of services – Designing service delivery system, Service channel – Pricing services, methods – Service marketing triangle – Integrated Service Marketing Communication. **Service Strategies**: Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics – Educational – Entertainment & public utility Information technique Services	8
Unit IV	**Retailing Management** **Overview of Retailing Environment and Management:** Functions of retailing, building and sustaining relationships; strategic planning; structural change, types of Retail Outlets. **Forms of Retail Institutions**: Retail institutions by ownership; retail institutions by store-based strategy mix; Web, Non store-based and other forms of non-traditional retailing. **Store location and Pricing**: Choosing a store location; Trading area analysis; site selection; Store design and layout; display. Delivering the product, pricing strategies – Price adjustments – Using price to stimulate retail sales.	8
Unit V	**Brand Management** Storytelling and Branding, The Internationalization of brands, The importance of consumer perception and behavior in branding, Tools for marketing and branding strategy, Brand Image, Brand Equity, Brand Loyalty, Brand Identity System, Branding architecture, Brand Association, Brand Extension, Building a corporate social responsibility image Branding and Ethics Internet and Social media branding	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Philip Kotler, Kevin Lane Kellar, Abraham Koshy and Mithileswar Jha, Marketing Management – A South Asian Perspective, Pearson.
2. Dawn Iacobucci, Marketing Management,Cengage

Reference books

1. Marchand& B: Vardharajan: An introduction to Marketing, Vikas Publishing House, New Delhi.
2. Maurice & Modell & Larry Rosenberg: Marketing: Prentice Hall of India Ltd. New Delhi.
3. Philip Kotler, Kevin Lane Kellar, Abraham Koshy and Mithileswar Jha, Marketing Management – A South Asian Perspective, Pearson
4. Mohammad Amanatullah: Principles of Modern Marketing, Kalyani Publications New Delhi.
5. Dr. C. N. Sontakki: Marketing Management, Kalyani Publications, New Delhi.
6. Berman B and Evans J R, Retail Management, Pearson Education.
7. Michael Lervy M and Weitz BW, Retailing Management, Tata McGraw-Hill.
8. Lamba, The Art of Retailing, Tata McGraw-Hill.
9. Valarie Zeithaml et al, Services Marketing, Tata McGraw Hill.
10. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, India
11. Chiristropher H.Lovelock and JochenWirtz, Services Marketing, Pearson Education, New Delhi.
12. Czinkota Michael R, Marketing Management,Cengage

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAM002
TITLE OF THE COURSE : RURAL MARKETING MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

Rural Marketing introduces students to the challenges and the opportunities of Rural Markets through exploring various issues that these markets face. There are three such challenges that need to be understood in order to devise functional as well as overall business strategies. The first of these is the challenge of reach – Markets in rural India are small and scattered, making them inaccessible, unviable, or both. The next challenge is to ensure that consumer awareness exists and they want your brand. Large parts of rural India remain media-dark with low literacy rates and the poor infrastructures are a limiting factor. Economic and technological progress is making it easier to communicate with a rural audience. The challenge is to communicate the right message – to engage with and understand rural consumers, their shopping and consumption behaviour and to develop communication that connects with them. The third and by far the biggest challenge in rural marketing is that of influence. Across product categories, rural penetration and awareness remain low. Often, marketers need to build not just their brands but also the entire category. And the need is not just to reach or communicate but to actually influence consumption and buying behaviour. Hence this course provides ample clarity and deep insights into rural marketing which is essential for students interested to choose their career in rural or agro related marketing activities.

Course Objectives

1. To make students understand the nature and characteristics of rural markets
2. To enable students to critically analyse challenges involved in marketing different products in rural markets
3. To enable students to investigate strategic issues facing rural markets.
4. To enable students to design and develop marketing strategies for agricultural products.
5. To enable students to identify the strategies that are not working and correct the same

Course Outcomes

1. Understand the micro and macro economies of rural marketing
2. Comprehend consumerism from rural institutions and emerging rural retail perspective
3. Apply situation analysis to evaluate market opportunities and develop marketing plans for rural retailers

4. Evaluate various rural market oriented schemes that support the development of rural economy.
5. Develop marketing strategies for various agricultural products.

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Introduction to Indian Rural Marketing** Nature and scope of rural marketing; concepts and classification of rural markets; rural vs. urban markets. Rural marketing environment, rural retail outlets, rural demand and problems in rural marketing. Rural Consumer behaviour - Consumer buying behaviour in rural markets, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors; Characteristics of Rural consumer, Researching Rural Market: Sensitizing rural market, PRA approach(Participatory Rural Appraisal), The need for PRA.	8
Unit II	**Distribution in rural markets** Channel dynamics and rural channel members, Rural retail environment, Channel Behaviour in rural areas Distribution models in rural markets: FMCGs, Durables, Agri-inputs. Haats, Mandis, PDS, Cooperative societies	8
Unit III	**Marketing of agricultural produce** Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce, Governments initiative and support; Challenges for rural artisan sector, Government policy towards handicrafts sector, marketing strategies for the development of rural artisan sector Indian agrochemical market: Marketing environment and strategies for agro chemicals	8
Unit IV	**Recent Trends in Rural Marketing** Rapid growth in service industries, Rise in consumers' demands : The Rising purchasing power in rural India, Increase of rural literacy Rural India goes mobile and online – Internet reach –case studies of new trends — rural banking thrust — Kissan Credit Cards – insurance reach - rural credit institutions	8
Unit V	**Agricultural Marketing** Agricultural Marketing – Concept , Nature and Types of Agriculture produce, Concept and types of Agricultural Markets, Marketing channels, Methods of Sales, Agro Market functions, Concept of Minimum support price for direct agricultural produces, Agricultural inputs and costs, Various Government Schemes to develop agro based rural economy.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Rural Marketing-Challenges and Opportunities, Dinesh Kumar and Punam Gupta, SAGE Publications Pvt. Ltd
2. Dawn Iacobucci, Marketing Management, Cengage

Reference books

1. Rural marketing Text & Cases: CSG Krishnamacharyulu and Lalitha, Ramkrishnan
2. Rural Marketing: Pradeep Kashyap Don‘t flirt with Rural Marketing: RV Rajan
3. Cases in Rural Marketing An Integrated Approach: CSG Krishnamacharyulu and Lalitha Ramkrishnan
4. Rural Marketing-Challenges and Opportunities, Dinesh Kumar and Punam Gupta, SAGE Publications Pvt. Ltd
5. Rural Marketing by Sanal Kumar Velayudhan
6. Marketing as Strategy by Nirmalya Kumar
7. The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut
8. Rural Marketing, T.P.Gopalaswamy, Vikas Publishing House
9. Rural Marketing, Badi and Badi, Himalaya Publishing House,
10. Agricultural Marketing in India, Acharya and Agarwal, Oxford and Wheeler Publishers.

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAM003
TITLE OF THE COURSE : DIGITAL MARKETING
L: T: P: C : 3: 0: 2: 4

Overview

The aim of the Digital Marketing course is to provide students with the knowledge about business advantages of digital marketing and its importance for marketing success; to develop a digital marketing plan; to do a SWOT analysis; to define a target group; to get introduced to various digital channels, their advantages and ways of integration; to learn how to integrate different digital media and create marketing content; to optimize a website and SEO optimization; to create Google AdWords campaigns; social media planning; to get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of digital marketing. The application of the gained knowledge, skills and competencies will help future managers in creating digital marketing plans and manage the digital marketing function efficiently and effectively.

Course Objectives

1. To impart specialized learning towards enhancing digital marketing skills.
2. To enable students to understand the implications of content marketing and its various uses in promoting products and services.
3. To enable the students to understand the effective use of Search Engines in optimizing the promotional aspects.
4. To evaluate social media platforms that impact digital marketing.
5. To enhance the broader understanding and use of emerging trends in digital marketing

Course Outcomes

1. Identify the importance of the digital marketing functions for enabling businesses to supplement their offline marketing activities with online campaigns.
2. Understand the importance of content marketing on digital platforms.
3. Examine the role played by search engines in deriving greater market visibility and successful promotions.
4. Evaluate the implications of social media in effective marketing.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to Digital Marketing** Introduction to marketing in digital environment and its comparison with traditional marketing, types of web presence, the POEM framework, consumer decision journey, common e-commerce business models, pure play and omnichannel options, fulfillment options and strategies, introduction to payment gateways	8
Unit II	**Content Marketing Strategy** Content Marketing – Definition, Idea and Design – Implications of Content Marketing in Promotions, Content Marketing as a comprehensive strategy to attract or retain a target audience - Creating and sharing of relevant and valuable content to gain a profitable action -Content marketing and its importance in digital marketing of products and services. Various types of content and how to capitalize on trending topics. Content bucketing and how to create a social media content calendar for a brand.	8
Unit III	**Search Engine Optimization** Search and display advertising, online pricing models, introduction to page rankings, Google Ad Words tool for marketing campaigns and its native analytics functionalities, paid versus natural search (the ad auction model) , search engine optimization (SEO) process and methodology, long tail and short tail keywords, back link building, keyword analysis, process and optimization, SEM landscape, landing pages and their importance in conversion analysis, search methodology. Email campaign creation and management, mobile marketing and video marketing.	8
Unit IV	**Social Media** Social media strategy steps, using Face book, LinkedIn, Twitter, YouTube, Instagram and other popular platforms from a marketer's perspective, content guideline for online communications, social media measuring, monitoring and reporting, tracking and monitoring platforms, content seeding, how to use blogs, forums, communities and discussion boards, viral campaigns and the social graph, building relationships with different stakeholders online.	8
Unit V	**Emerging Trends in Digital Marketing** Online reputation management, Emerging trends and issues in digital marketing - Voice search, AI in marketing, Micro-moment marketing, Cross-device marketing, Block chain, VR/AR.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Digital Marketing, Seema Gupta, McGraw Hill, 2nd Ed. | ISBN-10 : 935316978X ISBN-13 : 978-9353169787
2. Digital Marketing: From Fundamentals to Future | Author(s): Swaminathan T. N. | Karthik Kumar | ISBN: 9789353501532 | Edition: 1st | Cengage Publications

Reference books

1. Marketing 4.0 - Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, John Wiley & Sons, 2019
2. Understanding Digital Marketing- Marketing Strategies for Engaging the Digital Generation, Damian Ryan
3. Digital Marketing: From Fundamentals to Future, Swaminathan T. N., Karthik Kumar
4. Fundamentals of Digital Marketing, Puneet Bhatia , Pearson Publications

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAM004
TITLE OF THE COURSE : INTEGRATED MARKETING COMMUNICATIONS (IMC)
L: T: P: C : 3: 0: 2: 4

Overview

Advertising and Integrated Marketing Communications is an integral activity of marketing. Consumers have to decide which product to buy and which product to refuse. The importance of consumers is increasing as initially they were only concerned with purchasing but now, they are concerned with information which can be provided through advertisement. Advertising professionals are responsible for increasing the market presence of companies, non-profits, organisations and agencies. The basic concept of Integrated Marketing Communications is the coordination of an organization‵s customer touch points to inform, persuade, remind customers and impact their attitude, perception, behavior with the brand, service or organization. Key tools available to the integrated process are advertising, sales promotion, personal selling, customer service, direct marketing, packaging, sponsorship and public relations.

Course Objectives

1. To learn about concepts & tools in the field of Integrated Marketing Communication.
2. To understand the regulations and mechanisms in place to govern Advertising Ethics in India
3. To develop students‵ abilities to understand various brand concepts
4. To develop students' understanding in implementing various Integrated Marketing Communication features.
5. To design and Implement various Brand strategies.

Course Outcomes

1. Analyse various concepts and applications of Integrated Marketing Communication.
2. Understand the laws and regulatory mechanisms in the Advertising and Integrated Marketing Communications.
3. Develop abilities to design and implement various brand concepts.
4. Analyse the effectiveness of various Integrated Marketing Communication programmes.
5. Design brand strategies and implement with the use of Integrated Marketing Communications

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Overview and Framework of Advertising** Meaning, Concept and Framework of Advertising,; Defining Advertising; Objectives of advertising, Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Factors that Affect Marketing and Advertising The Advertising Communication System and communication process. Advertisers and Advertising Agencies; Choosing an Advertising Agency Advertising Budget, Media Planning; Introduction, Media Objectives; Media Options; Measuring Media Audiences; Determining Media Weight; Media Schedule Decisions; Space and Time Buying; Cost Considerations	8
Unit II	**Ethics in Advertising and Laws** Perceived Role of Advertising; The Advertising Standards Council of India (ASCI); Forms of Ethical Violations; Misleading advertising; Advertising to children, Product endorsements, Stereotyping, Cultural, religious and racial sensitivity in advertising, Obscenity in advertising, Introduction to Civil and Penal Codes Applicable to Advertising; Regulation Governing Broadcast Media Advertising	8
Unit III	**Brands and Brand Management** Brands versus Products – Branding Challenges and Opportunities –Building a Strong Brand – Creating Customer Value. Establishing, Brand Positioning – Positioning Guidelines –Brand Repositioning, Brand Mantras-Brand Identity & Personality, David Aaker;s Model, Kapferer‘s model, CBBE Pyramid, Brand Report Card, Brand Management Framework	8
Unit IV	**Integrated Marketing Communication (IMC):** An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship – DAGMAR/AIDA model	8
Unit V	**Designing and Implementing Brand Strategies:** Measuring and managing brand equity, leveraging secondary brand associations-outcomes of brand equity. Brand architectures, brand product matrix, brand hierarchy, brand extensions and new product introductions.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India.
2. Terence A Shimp, Advertising Promotion and other Aspects of Integrated Marketing Communications, Cengage

Reference books

1. Aaker, David A. etc., Advertising Management, PHI.
2. Belch, George E. and Belch, Michael A, Advertising and promotion, Tata McGraw Hill, New Delhi.
3. Ogilvy David, Ogilvy on Advertising, London, Longman
4. Rajeev Batra, John. G.Myers. T. David. A. Aaker, Advertising Management, PHI Edition, New Delhi.
5. Manendra Mohan, Advertising Management - Concepts & Cases; Tata McGraw Hill Publishing company Ltd, New Delhi
6. Kevin Lane Keller, Best Practice cases in Branding, Prentice Hall.
7. Keller, K. L. (2000). The brand report card. *Harvard business review*, *78*(1), 147-158.
8. Advertisement and Marketing, Indian Management, Harvard Business Review.

SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 22MBAM005
TITLE OF THE COURSE : GLOBAL MARKETING AND DISTRIBUTION MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

This course is primarily intended to give an overview of international sales and distribution. The purpose of this course is to provide a pragmatic perspective on global marketing, with particular attention paid to the marketing strategy adjustments and modifications that organizations must consider in extending their activities to a global marketplace. Central to the course is the requirement that each student actively explores and constructs a viable plus original marketing plan for a product or service entering a developed country‘s market. The course discusses the unique environmental aspects of –going global,‖ looks at the elements of international marketing strategy, and includes an overview of the increasing role of E-marketing in the global marketplace.

Global business comprises a large and growing portion of the world‘s total business. Thus most managers, regardless of industry or company size, need to approach their operating strategies, from a global perspective. In view of the above, this course provides a fresh, up-to-date analysis of the global business environment and successfully blends a comprehensive review of global business with exhaustive discussion of what happens in the global marketplace Moreover, the course not only describes the ideas of global marketing but also presents many contemporary examples, scenarios and cases.

Course Objectives

1. To gain a solid understanding of strategic planning of global marketing.
2. To understand how to develop and manage strategic international marketing from a sales perspective.
3. To develop an understanding and appreciation of distribution processes in global organizations.
4. To enhance expertise about the concepts, approaches and the practices using key decision variables in logistics and distribution management.

Course Outcomes

1. Understand various global marketing perspectives.
2. Evaluate the global consumer market and strategic planning
3. Analyze the procedures and processes involved in global sales management
4. Elaborate the distribution management and analyse the right distribution strategy for the organisation
5. Appraise the elements of international distribution and logistics planning

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**International Marketing Overview** Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing, impact of e-commerce **International Product and Service Markets:** Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services	8
Unit II	**Global market** Drivers of the global consumer, the global consumer, influences on the global consumer, country of origin effects, the global buyer, marketing to global customers, global marketing, globalisation drivers, the strategic planning process, the local company in the global environment	8
Unit III	**Sales management – A global perspective** Sales management in the global environment: Culture and sales, global personal selling, cross cultural negotiation and global selling process, relationship building in the global scenario, global sales organisation	8
Unit IV	**Distribution Channel Management** Management of Distribution Channel – Meaning & Need, Channel Partners – Wholesalers, Distributors and Retailers & their functions in Distribution Channel, Difference between a Distributor and a Wholesaler, Choice of Distribution System – Intensive, Selective, Exclusive. Factors Affecting Distribution Strategy	8
Unit V	**International Distribution and Logistics Planning** International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging, selection of global distribution partners, integrating global supply and marketing chains	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. International marketing by Micheal Czinkota, Ilkka Ronkainen& Annie Cui 11 e by Cengage learning. ISBN no - **978-0357445129**

Reference books

1. Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management – Text & Cases, Mcgraw Hill Education.
2. Nag A., Sales and Distribution Management, McGraw Hill.
3. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson education.
4. Dr.Matin Khan, Sakes and Distribution Management, Excel Books.
5. Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson Education.

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAI001
TITLE OF THE COURSE : ENTERPRISE IT SYSTEMS AND APPLICATIONS
L: T: P: C : 3: 0: 2: 4

Overview

For the modern businesses operating in a competitive economy, the key requirements to succeed are operational efficiency, customer focus, agility, employee retention, financial prudence etc. Creative adoption of information technology tools and solutions to digitalize the business functions and processes is an essential ingredient to achieve the above elements. For managers / entrepreneurs a deep knowledge of information technology systems and solutions available for each Business Function, in the form of Enterprise Applications is essential. The tools available, technology trends, the key features, how to use these tools effectively, how to automate the business processes using these tools, how to use the right tools for the organization, etc. are extremely important to be effective in their role. This course intends to enhance the skill of managers/entrepreneurs by providing a holistic understanding of Enterprise Resource Planning and related functional systems for smooth functioning of an Enterprise.

Course Objectives

1. To provide deep understanding of Enterprise Resource Planning and related Functional Systems and Processes in a digital economy
2. To choose and use the right solutions to meet the IT specific Functional needs of a modern Business Enterprise.
3. To examine the importance of the applications of ERP in terms of Sales, Marketing, Finance & Accounting, Customer Relationship Management, Human Resource Management and Supply Chain Management.
4. To discuss all of the above in the context of readiness of an Enterprise for implementation of an ERP
5. To select an ERP and steps involved in the process of implementation.

Course Outcomes

1. Define the critical role of enterprise applications in a Business Enterprise.
2. Understand the different solutions available and select and use the right solution.
3. Apply various functional modules of an ERP viz. Sales & Marketing, Finance & Accounting, CRM, SCM, HR etc. and their implementation strategies
4. Assess the context of readiness of an Enterprise for implementation of an ERP
5. Interpret the implementation methodology of ERP applications.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Business Functions and Business Processes, Introduction to ERPs** Functional Architecture of an Enterprise, Business Functions and Business Processes. ERP, Introduction – integrated management information; Scope and Benefits; Evolution; ERP implementation; Post implementation options.	8
Unit II	**The Development of Enterprise Resource Planning Systems** Evolution of Information Systems, Bespoke and Commercial Off the Shelf (COTS) Systems, ERPs. Key EPR Systems and their evolution, SAP R/3, Peoplesoft, Oracle. ERPs for small and medium Enterprises Choosing and ERP and Consulting Partner Relevant case studies of implementation of SAP R/3, Peoplesoft, Oracle.	8
Unit III	**Marketing Information Systems and Sales Order Process, Customer Relationship Management** Unintegrated Marketing and Sales processes – Problems with Fitter Snackers' Sales Processes Sales & Distribution Processes in an ERP – Presales Activities, Sales Order Processing, Inventory Sourcing, Delivery, Billing and Payment A Standard Order in SAP ERP Customer Relationship Management: Core CRM activities, SAP's CRM Software and Benefits of CRM systems	8
Unit IV	**Production Overview through a case study – Fitter's Production & Manufacturing Processes and issues.** Production Planning Process and SAP's approach – Sales Forecasting, Operations Planning, Demand Management, Material Requirements Planning (MRP), Bill of Materials, Lead Times & Lot Sizing. Material Requirements Planning in SAP R/3	8

Unit V	**Accounting Systems and Human Resource Management Systems** Accounting activities and using and ERP for Accounting Information System. Operational Decision Making through Accounting Information Systems, Credit Management, Product Profitability Analysis, Inventory Cost Accounting, Management Reporting using ERPs, Case Studies such as Collapse of Enron Human Resource Processes within ERPs, Recruitment Management, Time Management, Payroll Processing , Travel Management Training and Development Coordination, Management of objectives and employee performance, Administration of employee leaves Relevant Case studies	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	**X**	**X**	**X**	X	X	

Recommended Resources

Textbook

1. Concepts in Enterprise Resource Planning (Fourth Edition),Ellen F. Monk, Bret J. Wagner, Cengage Learning‘s
2. Accounting Information Systems(11th Edition), lric J. Gelinas, Richard B. Dull, Patrick Wheeler, Mary Callahan Hill, Cengage

Reference books

1. Enterprise Resource Planning by Alexis Leon, Tata McGraw-Hill
2. Marketing Information System by C Gotlagunta, Neha Publishers
3. Human resource Information Systems by Michael J Kavanagh, Mohan Thite, Richard D Johnson, SAGE SOUTH ASIA EDITION

SEMESTER/YEAR: III SEM / II YEAR

COURSE CODE: 22MBAI002

TITLE OF THE COURSE : BUSINESS TECHNOLOGIES

L: T: P: C : 3: 0: 2: 4

Overview

Successful Business Models in the current times are based on the IT strategy of an organization. Some of the most successful new age enterprises have their Business Strategy entirely driven by Information Technology. New-Age Business Technologies have rapidly transformed the business landscape and competition. Businesses, which do not adapt to rapidly transformation in technology, lag behind or cease to exist. Therefore, it is imperative that new age Business Management professionals have a conceptual understanding and know-how of some of the new age technologies which are transforming the Business Landscape in the current.

Course Objectives

1. To learn about the contemporary technologies those are transforming the business landscape.
2. To learn the business applications of contemporary technologies.
3. To get a general understanding of tools and platforms used in the implementation of new age technologies
4. To understand the associated risks and mitigation in the implementation of new technologies
5. To understand the future applications of the new technologies

Course Outcomes

1. Choose contemporary technologies in solving business problems.
2. Use of business applications in solving problems.
3. Identify new age technologies that are transforming businesses using real life case studies
4. Analyse the risks involved in use of new age technologies and their mitigation
5. Propose an appropriate technology solution for the given situation.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to Business technologies** Introduction to following technologies: Cloud computing, Block chain, Robotic Process Automation (RPA), Internet of Things (IoT), Cyber Security, Virtual and Augmented Reality (AR/ VR), Artificial Intelligence and Machine Learning (AI/ ML), Evolution of technologies, the need in the industry for these technologies, future landscape and core theoretical concepts related to each technology. Augmented Reality and Virtual Reality, Concept of AR and VR, the difference between the two, underlying concepts, business application using a Case Study.	8
Unit II	**Cloud Computing, Cyber Security** Introduction to Cloud Computing and the need Cloud Computing Concepts: Containers, Micro services, Big data and analytics, Cloud Security, Cloud Migration, Public and Private Cloud. Cloud computing on Amazon Web Services (AWS) Cloud computing on Azure (Microsoft Cloud) Google Cloud Platform Cyber security: Introduction to Information Security, Protecting Computer Systems and Network, Identification of threats, attacks, intrusion etc. Malware, phishing, denial-of-service, password attacks Ransom ware and its prevention Tools and technology for Cyber security, Introduction to Cryptography and its application in securing data	8
Unit III	**Block chain, Internet of Things(IoT)** What is Block chain, difference between Database and Block chain, Concept of Distributed Ledger, Architecture of a Block chain, Cryptography and Hashing, Intermediaries, Block chain Transaction Mechanism, Crypto currencies – an application of Block chain, Internet of Things (IoT), Core concepts, benefits, future of IoT, Business Application.	8
Unit IV	**Robotic process Automation** Robotic Process Automation, underlying concepts, popular tools & platforms (Ui path), benefits of RPA, issues in implementation, business application using a Case Study. RPA assignment using Ui Path	8
Unit V	**Machine Learning & Artificial Intelligence** Artificial Intelligence and Machine Learning , Core concepts, benefits, future of AI, Business Application.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Principles of Information Security, Michael E Whitman, Herbert J Mattord, Pronciples of information Security, Cengage Learning
2. An introduction to Internet of Things: Connecting Devices, Edge Gateway, and Cloud with Applications, Cengage Learning

Reference books

1. The Robotic Process Automation Handbook, Tom Taulli, Apress
2. The management of technological innovation, Mark Dodgson, David Gann and Ammon Salter, Oxford
3. Management Technology, Hans J Thamhain, Wiley

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAI003
TITLE OF THE COURSE : PROGRAM AND PROJECT MANAGEMENT, CUSTOMER SERVICES MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

While it is well understood that information technology systems are the backbone of modern enterprises, how to effectively deploy these IT solutions is a generally overlooked area. The key elements of an exercise to deploy these IT solutions are centered around aligning the solution with the business needs, effective project management, synchronizing Project management activity with the complexities of software development, Process redesign, etc. This course prepares the managers/entrepreneurs to be the key players in deployment of IT solutions in businesses.

Course Objectives

1. To develop an understanding of the principles and techniques used in information systems development
2. To know the tools and techniques of Project management with special focus on Software services
3. To understand the tools and techniques used in customer services management
4. To introduce the students to the different methods and techniques used for Project Management
5. To provide an understanding of trends and adoption of these tools to meet the unique challenges of modern enterprises and digital economy

Course Outcomes

1. Choose software development methods and strategies
2. Identify tools and techniques of software project management required for the entrepreneurs in the digital economy
3. Apply project management applications effectively
4. Examine inputs to the roles of effective managers for small and medium enterprises
5. Build the students for the role of Project Managers within an enterprise

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to Software Development** Introduction to software, Software Processes, Software Framework, Software Development Life Cycle (SDLC) Models: Software development Models- Waterfall model, Evolutionary software development, Software prototyping, Incremental Model, Re-use oriented development	8
Unit II	**Software Development Methodology and Estimation techniques** Requirement Engineering, Documentation, Software Configuration and Change Management, Structured Analysis & Design, Software Architecture, Use Case User interface and User Experience design, Software Testing and Implementation**,** Software Cost Estimation, Function Point Analysis, COCOMO Model, Quality Management, Software Metrics	8
Unit III	**Software Project Management** Values, Manifesto, Methodologies, Scrum Framework, Team Management	8
Unit IV	**ITSM** IT Services Management framework and concepts	8
Unit V	**Cyber Law** Software and Hardware Procurement, Installation, UI Testing, Training Cyber Crime- Technical issues, Legal issues, Penalty under IT Act, Digital Signatures: Certificates, E-Governance in India; Contract in the Information Technology world, IT Act 2000, Jurisdiction under IT act 2000	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Software Project Management – Dr Sanjay Mohapatra, Cengage Learning
2. Software Management – A Practitioner's Approach by Roger S Pressman - McGraw-Hill

Reference books

1. Succeeding with agile software development using SCRUM by Mike Cohn- Pearson India
2. Project Management – Process, Technology and Practices- - Ganesh Vaidyanathan, Pearson
3. Cyber Law and IT Protection, Harish Chander- PHI

SEMESTER/YEAR : **III SEM / II YEAR**
COURSE CODE : **22MBAI004**
TITLE OF THE COURSE : **STARTUP AND PRODUCT DEVELOPMENT: (INNOVATION, IDEATION, PRODUCT MANAGEMENT, INTELLECTUAL PROPERTY & BUSINESS DEVELOPMENT)**
L: T: P: C : **3: 0: 2: 4**

Overview

This course is intended to enable students to understand how software products are conceptualized, designed, brought to market and scaled. The role of innovation in new product development is critical and there are informal and formal practices that are prevalent in the industry to approach innovation. Innovation in start-ups follows a different path vs. an established corporation. This course teaches the basics of ideation, innovation, product development and productization.
The course also teaches basics of intellectual property protection: legal means available and legal means compared with other more viable approaches.

Course Objectives

1. Learn the basics of new software product creation.
2. Gain basic understanding of techniques used by highly innovative software companies today.
3. Understand how to create a business model, minimum viable products and launching products in markets.
4. Understand the role of managing funds, securing funds in running a successful new product company.
5. Understand intellectual property rights related to software products.

Course Outcomes

1. Explain new software product creation basics
2. Ideate and conceptualize a new product for a given market situation in a systematic manner
3. Build a business plan, model, go-to-market strategy and MVP
4. Prepare product P&Ls, Venture funding models, acquisition and merger
5. Interpret IP protection claims: PATENT or copyright applications

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Market Dynamics and Opportunities for Innovation** Introduction, Changing Market Dynamics in India, Alternative Business Models, Opportunities for Small New Businesses	8
Unit II	**Introduction to Innovation & Fundamentals of New Business Creation** Terminology and Key Definitions of Innovation, Successful Innovative Companies, Models of Innovation, Success Factors for Innovation, Game changing Innovations in the Software Industry	8
Unit III	**Typical Software Product Lifecycle** Ideation, Market Opportunity Identification, Business Model Canvas, MVP and MDE, Productization, Customer Acquisition and Scaling the Business, Product Decline and New Product Creation	8
Unit IV	**Intellectual property Protection** Importance of Intellectual Property Protection, Intellectual Property Law, Practical Approaches	8
Unit V	**Building Your Company** Essential Team Composition, Securing Funding and Managing Cash Flows, Mergers and Acquisitions, Surviving Downturns and Changing Market Dynamics	8

Course Assessment

#	**Description of Assessment Method**	**Weight %**	**Learning Outcomes Assessed**					**Submission day/week (assignments) or length (exam)**
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. The Management of Technology and Innovation, Cengage eBook White, Bruton
2. Intellectual property Rights, Nithyananda K V, CENGAGE

Reference books

1. Grabbing Lightning: Building a Capability for Breakthrough Innovation, Gina O'Connor, 2008 WILEY Publications.
2. The Lean Startup: How Constant Innovation Creates Radically Successful Businesses, by Eric Ries, October 2011, Penguin UK.
3. Managing innovation: Integrating Technological, Market and Organizational Change , Joe Tedd, John R Beasant , Wiley Publications
4. Do the Work: Overcome Resistance and Get Out of Your Own Way, by Steven Pressfield and Seth Godin, March 2015, Black Irish Entertainment LLC, 2015.

SEMESTER/YEAR : **IV SEM / II YEAR**
COURSE CODE : **22MBAI005**
TITLE OF THE COURSE : **FUNDAMENTALS OF AI/ MACHINE LEARNING & RPA**
L: T: P: C : **3: 0: 2: 4**

Overview

This course is intended to enable students to understand the basics of Artificial Intelligence, Business Analytics and Robotic Process Automation. All the three areas are important in the industry today and deliver great business impact. The course covers fundamental techniques in AI and business applications for industry users. Similarly, Business Analytics fundamentals are covered from a user perspective with minimal theory and popular tools are used to provide a practical understanding.
Robotic Process Automation is delivering efficiencies for businesses today through the use of technology. The course covers the basics of the approach in RPA followed by usage of standard tools.

Course Objectives

1. Learn the fundamentals of Neural Networks, Machine Learning, Deep Learning and Natural Language Processing.
2. Understand and apply AI techniques to simple and illustrative industry problems.
3. Understand data collection, data warehousing, reporting, visualization
4. Deriving insights using BA tools such as Micro strategy.
5. Obtain a basic understanding of the importance and business impact of RPA and development automations using UIPath or BluePrism.

Course Outcomes

1. Outline the fundamentals of AI techniques
2. Apply AI techniques which can be used in a given business problem.
3. Design a simple data warehouse, use ETL tools for building the data repository
4. Define insightful reports and create dashboards.
5. Build automations for a given environment using an industry standard RPA

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**AI for Business Users in Enterprises** The meaning behind common AI terminology, including neural networks, machine learning, deep learning, and data science, building machine learning and data science projects, Using AI for business problems and defining the AI roadmap to help your company, collaborating with your IT team to get the best out of AI, Practical limitations and capabilities of AI	8

Unit II	**Data Warehousing Basics** Data Collection and Data Quality, Schema Design and Modelling Techniques ,OLTP and ETL , Dimensions and Views , Partitioning and Parallelism, Change Data Capture for a Data Warehouse	8
Unit III	**Theoretical Understanding of data Analytics** Probability and Statistics, Regression Analysis, Time Series Forecasting, Predictive Analytics, Prescriptive Analytics, Optimization and Simulation Modelling	8
Unit IV	**Dash-boarding, Creating and deriving Insights** Data Visualization using standard tools, Creating meaningful Reports, Deriving Insights and Inferences from Reports	8
Unit V	**Robotic process Automation** Introduction to RPA, Commonly Solved problems using RPA Hands-on exercises using RPA tools	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10		X	X			
7	Semester End Examination	40	X	X	X		X	

Recommended Resources

Textbook

1. Business Analytics: Data Analysis and Decision Making: Christian Albright and Wayne Wilson, Cengage Publications.
2. The Robotic process Automation Handbook, Tom Taulli, Apress

Reference books

1. Artificial Intelligence: A Modern Approach, Stuart Russell and Peter Norvig, Pearson Publications.
2. Business Intelligence, Analytics, and data Science- Ramesh Shrada, DursenDelen, Efraim Turban, Pearson
3. Data warehousing fundamentals, Paulraj Ponniah, Wiley Publications

SEMESTER/YEAR: III SEM/ II YEAR
COURSE CODE: 22MBAS001
TITLE OF THE COURSE : INTERNATIONAL SUPPLY CHAIN OPERATIONS PLANNING
L: T: P: C : 3: 0: 2: 4

Overview

This course has been designed to give the students a holistic view of planning and operations of supply chains. It has been compiled with the users and service providers in international logistics in mind. It covers all the concepts that are important to personnel who are involved in export/import operations. All relevant issues are explained at length, this includes documentation, terms of payment, INCOTERMs, insurance & claims, risk management & currencies, and a lot more.

The concepts need to be understood and so are clearly and accurately portrayed. The vocabulary too needs to be precise. Many of the topics are technical, but need to be known by every logistics professional. Processes too need to be integrated into every business area. This course does just that.

Course Objectives

1. Explain the principles and functions of International Supply Chain Operations Planning (ISCOP)
2. Describe various technical aspects of International Supply Chain Management
3. Develop an understanding of documentation related to international trade, transportation, insurance etc.
4. Summarize various aspects of international terminal operations like customs clearance, storage and handling
5. Practice the elements of data collection, demand and supply planning, pre-executive and executive meetings as part of S&OP process

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to

1. Plan international movement of goods
2. Interpret various aspects & nuances of international procurement
3. Demonstrate the understanding of Terms of Trade and Terms of Payment
4. Create claim for compensation in case of damage or loss of goods
5. Apply the learning‘s from S&OP process into production, distribution and inventory plans and take data driven decisions

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Basic Concepts of International Trade & Markets** ● International Trade Concepts ● The Place of Supply Chains in International Trade ● International Logistics Infrastructure ● Methods of Entry into International Markets	8
Unit II	**International Transport Planning** ● Modes of Transport and the Role of Intermediaries ● Contracts & Agreements in International Trade ● INCOTERMs ● Terms of Payment/Currencies & Managing Transaction Risks	8
Unit III	**Documentation, Packaging & Security** ● Trade & Transportation Documents ● Insurance & Risk Management ● Packaging for International Trade ● International Logistics Security	8
Unit IV	**Customs Clearance, Storage & Handling** ● Cross-border Trade ● Customs Clearance ● International Terminal Operations ● Storage & Handling	8
Unit V	**Sales & Operations Planning (S&OP)** ● Contrast to Traditional & Siloed Approach to Distribution Planning ● Key drivers for Master Planning ● Conducting Pre-S&OP & S&OP Meetings ● Understanding S&OP ● Implementing S&OP	8

Course Assessment

#	**Description of Assessment Method**	**Weight %**	**Learning Outcomes Assessed**					**Submission day/week (assignments) or length (exam)**
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Concepts in International Supply Chain Management – Archie D'Souza
2. Sales and Operations Planning, Shroff Publishing and Distributors, Co-published with APICS – Colleen Crum & George Palmatier

Reference books

1. International Logistics – The Management of International Trade Operations ~ Pierre David
2. Contemporary Logistics – Paul R Murphy, Jr & Donald F Wood
3. Logistical Management – The Integrated Supply Chain Process ~ Donald J Bowersox & David J Closs
4. The Handbook of Logistics & Distribution Management – Alan Ruston & others

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAS002
TITLE OF THE COURSE : TRANSPORTATION, INVENTORY & WAREHOUSE MANAGEMENT
L: T: P: C : 3: 0: 2: 4

Overview

Managing inventory effectively is key to the success of a manufacturing or sales/distribution organization. The cost of holding inventory is challenging to manage if the availability of materials is ensured at all times. This course covers the commonly used methodology for optimizing inventory levels.

Transportation management and planning is an important function in supply chain management in order to meet delivery commitments on time and optimize transportation costs. Complex supply chains benefit from the use of optimization software tools to achieve these objectives. The course will provide hands-on experience on these tools. The execution aspects of transportation such as freight bill, packaging and various modes of transportation will be covered in the course.

Distribution systems play a critical role in maintaining inventory and meeting the requirements of the customers. There are various types of warehouses and deciding their location and size is more of a science than art.

Course Objectives

1. Explain key terminology and concepts in inventory management and the mathematics of calculating various key parameters.
2. Use industry standard inventory control and planning tools.
3. Review the different modes of transportation, trade-offs and the resulting pricing and service implications
4. Analyze planning and management scenarios, business logics used in large scale planning of distribution and delivery.
5. Identify and describe the challenges of setting up a distribution network, size and location of the warehouse and warehouse management practices

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to

1. Describe inventory management and control techniques
2. Evaluate the critical parameters related to inventory management and use ABC classification to optimize inventory levels

3. Recognize and solve the challenges in transportation planning involving factors like weight, density, freight costs and taxes
4. Employ the tools/techniques used to optimize large scale distribution scenarios
5. Select warehouse location, perform space calculation and layout design; manage warehouse operations and do performance measurement

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Inventory Control and Management** ● Types and classification of inventory ● Importance of inventory management and challenges involved in it including conflicting goals ● Cost of carrying inventory, shelf-life challenges and storage costs ● Inventory related costs and economic order quantity ● Uncertainties in material supply from vendors	8
Unit II	**Inventory Performance Management** ● Variability in demand and supply and impact on inventory ● Popular inventory management methods ● ABC Classification ● Inventory Performance Management, Unit fill rate, line fill rate and Order fill rate	8
Unit III	**Transportation planning concepts** ● Terminology in transportation management such as freight bills, economics and pricing ● Various modes of transportation and applications ● Economics, costing, pricing in transportation	8
Unit IV	**Transportation planning in an enterprise** ● What tools are used in execution of transportation and distribution, transportation planning and management ● Considerations and trade-offs in transportation decisions ● Large scale distribution planning and the challenges involved ● Mathematical modelling of distribution and transportation scenarios	8
Unit V	**Distribution and Warehouse Management** ● Design of distribution network ● Size and location of warehouse ● Automation and mechanical handling system in warehouse ● Role of optimization in distribution planning and popular tools available	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Spend Analysis: The Window into Strategic Sourcing by Kirit Pandit, H. Marmanis, J. Ross Publishing; 1st edition, 2008
2. Supply Chain Management: A Logistics Perspective by John J. Coyle, C. John Langley, Jr., Robert A. Novack, Brian J. Gibson, Cengage Publishing; 10th edition, 2017

Reference books

1. Procurement, Principles & Management by Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones; Pearson 11th Edition, 2015.
2. Essentials of Inventory Management by Max Muller; Amacom Publishing
3. Best Practice in Inventory Management by Tony Wild; published by Routledge

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAS003
TITLE OF THE COURSE : PROCUREMENT, FACTORY PLANNING & SCHEDULING
L: T: P: C : 3: 0: 2: 4

Overview

The course is designed to provide students an understanding of Sourcing, Procuring, Manufacturing planning and execution at scale. The complexity of planning the production of a mix of products within a given time horizon with limited machines and labour resources is a daunting task. Modern software systems provide these capabilities. The course will help students appreciate these complexities, use excel based planning to gain a hands-on understanding of planning an entire factory and re-plan based on changes in requirements. Students will understand various methods of load balancing, capacity utilization and planning orders under constraints and resolving conflicting scenarios to meet delivery commitments.

Procurement of material plays a great role in the efficient functioning of a supply chain for any company. There are a fair number of complexities and challenges involved in carrying out procurement in time without overshooting budgets. The course covers the procedural aspects of procurement at a tactical level as well as strategic sourcing, vendor selection included in Strategic Relationship Management. The exercises in this course and assignments will be rooted in software tools used in the industry for SRM & Procurement. Vendor performance and review are critical for a company to make/alter sourcing decisions and the course will cover this aspect as well.

Course Objectives

1. Identify the challenges in dealing with complex factory planning and scheduling scenarios; Understand factory lines, capacity and resource balancing and offloading of work orders
2. Explain the different types of manufacturing processes and their implication on planning and material movement
3. Develop an understanding of the mathematical methods and techniques used in factory planning software used in the industry today
4. Review purchase, procurement and strategic sourcing at a conceptual level; Understand the importance of inventory management including cost and service level
5. Describe the objectives of the purchase department in terms of minimizing Total Cost of Ownership, maintaining optimum inventory levels and managing vendor relations

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to

1. Define the logics used in factory planning and scheduling tools, their functionalities and perform planning operations
2. Plan resources for work orders optimally to meet lead time commitments and utilize capacity effectively
3. Examine the planning and scheduling tools, techniques to resolve complex order and resource planning scenarios
4. Understand the complexities involved in managing the sourcing of several thousand components and make day-to-day buying decisions
5. Analyze data to make strategic vendor selection methods and evaluate their performance

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Overview of complex factory planning and scheduling: challenges, approaches and importance in business** ● Overview of manufacturing operations including planning and scheduling ● Difference between master planning, factory planning and detailed job scheduling ● Role of manufacturing in business growth, customer satisfaction and retention	8
Unit II	**Manufacturing Industries, Processes, Plant Layouts** ● Understanding of different types of industries and their manufacturing operations ● Discrete v/s continuous manufacturing processes and their implication on approach to planning ● Variety of plant layouts and implications on material movement and its efficiency	8
Unit III	**Hands-on factory planning and scheduling** ● Setup and use of industry standard factory planning, scheduling tools ● Handling of large-scale planning, data and analysis of planning scenarios ● Detailed scheduling of factory lines ● Resolution of infeasible planning scenarios based on prioritization with the help of tools	8

Unit IV	**Key goals of the purchase department** ● The importance of lowering the total cost of ownership and managing parts availability at minimum cost ● Selection and rationalization of vendors on an ongoing basis ● Managing delivery commitments to production divisions within the enterprise	8
Unit V	**Procurement operations, Strategic sourcing and Contracting, Vendor performance assessment** ● Criterion used in selection of vendors ● Day-to-day procedures used in procurement including order placement, management under budget and honouring supplier commitments ● Selection of vendors based on performance parameters and allocation of budgets to vendors ● Contracting, negotiation and contract management ● Gathering data related to vendor performance ● Analysis of data on key parameters on prior agreed metrics	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Advanced Planning and Scheduling in Manufacturing and Supply Chains, by Yuri Mauergauz, 1st edition. 2016, SPRINGER.
2. Sourcing and Supply Chain Management by Robert B Handfield | Larry C Giunipero | James L Patterson | Robert M. Monczka published by Cengage

Reference books

1. Scheduling: Theory, Algorithms and Systems by Michael L. Pinedo,5th edition 2016, SPRINGER.
2. Procurement, Principles & Management by Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones, Pearson; 11th Edition, 2015.
3. Manufacturing Planning and Control Systems for Supply Chain Management by Vollmann Thomas published by McGraw-Hill.

SEMESTER/YEAR : **III SEM / II YEAR**
COURSE CODE : **22MBAS004**
TITLE OF THE COURSE : **DEMAND MANAGEMENT (DEMAND PLANNING & FORECASTING) & PROCUREMENT**
L: T: P: C : **3: 0: 2: 4**

Overview

This course is intended to enable students to understand the standard industry practices used in Demand Management. The course covers another very critical aspect of demand management, i.e., demand forecasting techniques and the mathematics behind them. Traditional methods of forecasting are covered including Static, Adaptive, and Auto-Regressive Techniques, Various measures of error and how to choose the right forecasting method is also covered. Students will learn current trends in forecasting methods including the use of Artificial Intelligence techniques such as Machine Learning, and Artificial Neural Network to augment statistical methods. The course will also provide an overview of Demand planning and techniques like Linear Programming that is used for resource allocation problems.

Course Objectives

1. Learn the basics of demand management processes in large organizations
2. Understand mathematical underpinnings of forecasting
3. Understand the recent advances in forecasting
4. Learn hands on the use of demand forecasting software tools
5. Understand the Demand Planning Process

Course Outcomes

By the conclusion of this course, the student should be able to:

1. Be ready to perform a job role as a demand planner in an organization
2. Understand the difference between demand management in practice and forecasting
3. Be able to analyze data using standard tools and techniques to build forecasting models
4. Work collaboratively with other departments to manage demand effectively for a given product or geography

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Demand Forecasting in A Supply Chain Using Time Series** Understand the role of forecasting for both an enterprise and a supply chain. Introduction to Time Series Data. Components of time series data, measurement of trend, seasonality and cycles. Using moving averages and smoothing techniques for making a forecast. Holt's and Winter's smoothing model for forecasting. Various methods to measure Forecast Error. The Role of IT in Forecasting. Risk Management in Forecasting.	8
Unit II	**Multivariate Time Series Analysis and Forecasting** Vector error correction, vector autoregressive (VAR) models, their advantages and disadvantages, estimation and forecasting with VAR, Johansen Co-integration test on VAR , Granger causality test	8
Unit III	**Forecasting Using Regression Models** Demand forecasting using simple linear regression, Auto Regressive Moving Average [ARMA], Auto Regressive Integrated Moving Average [ARIMA], Seasonal Auto Regressive Moving Average [SARIMA], Auto Regressive Moving Average with Explanatory variable [ARMAX]	8
Unit IV	**Modern Demand Forecasting Using Machine Learning** Introduction to Machine Learning and Natural Language Processing. New methods in forecasting using Artificial Intelligence to supplement the mathematical forecast. Use of Neural Network for demand forecasting. Short term demand sensing and forecasting.	8
Unit V	**Enterprise Demand Planning** Demand management and forecasting in an enterprise. Implementing Demand Planning in an enterprise in practice. Various job functions related to demand management in a company. Annual demand planning process for the entire geography. Enterprise response to variability in demand. Understanding working with various parts of an organization in the demand planning process. Collaborating with sales, manufacturing and distribution. Manual override of the mathematical forecasts, rolling forecast revision and correction process	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Demand Management Best Practices: Process, Principles, and Collaboration (J. Ross Publishing Integrated Business Management Series), Colleen Crum and George Palmatier, 2003

Reference books

1. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase, 2013
2. Next Generation Demand Management: People, Process, Analytics, and Technology by Chrles W.Chase published by Wiley
3. Sales Forecasting Management: A Demand Management Approach by John T. Mentzer & Mark A. Moon published by Sage Publications

SEMESTER/YEAR : **IV SEM / II YEAR**
COURSE CODE : **22MBAS005**
TITLE OF THE COURSE : **SCM FOR BUSINESS IMPACT: SUPPLY CHAIN METRICS, SUPPLY CHAIN ANALYTICS AND PERFORMANCE MANAGEMENT**
L: T: P: C : **3: 0: 2: 4**

Overview

Efficient supply chain management can lead to impact on key business success parameters: profitability, customer satisfaction and revenue. As a result, Supply Chain Management is key not only for operational completeness but adds tangible value to any business. In order to achieve this, it is important to set appropriate KRAs and identify the right metrics, collect data and analyze the performance of the company on these parameters. This course will provide students an understanding of common metrics that are used in assessing the performance of a supply chain and tools used to analyze the data. Presentation of the right data, dashboard creation, measurement of performance and analytics at the correct level in the organization is covered in the course.

Course Objectives

1. Recognize and understand the importance of measurement of SC parameters.
2. Use data analytics tools to gather, present and make sense of historical data of the company supply chain
3. Apply mathematics, statistics and techniques to find meaningful patterns and knowledge in order, shipment, inventory, procurement and transactional data
4. Create reports and perform data mining to extract useful information
5. Describe the characteristics of supply chains in various types of industries including e-commerce

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Define key supply chain success parameters for a given company scenario
2. Identify and define the data to be gathered over a period of time in order to successfully control, track and monitor the company supply chain performance
3. Demonstrate the mathematical underpinnings of SCM analytics
4. Install, configure, use tools used in SCM analytics effectively: gather data, develop reports and take data driven decisions
5. Develop an understanding of the working knowledge of strategies used in supply chains across industries

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Overview of Supply Chain Performance and its Business Impact** Basic understanding of supply chain performance parameters. Direct connection and dependency of revenue, profitability and customer satisfaction on these parameters and KRAs.	8
Unit II	**Overview of Analytics Tools** • Overview of commonly used tools in Data Analytics: R, Tableau, Excel. • Basics of building a data warehouse, ETL and reporting. • Dashboard creation and insights using out-of-the-box reports. • Deeper insights into supply chain metrics using customized reports and dashboards. • Introduction to R programming and Tableau.	8
Unit III	**Mathematical models for SCM Analytics** • Overview of Predictive and Prescriptive analytics. • Introductory probability and decision analysis to model uncertainty. • Basic statistics and regression. • Optimization modelling: unconstrained to linear programming, non-linear, and mixed integer linear programming. • Introduction to probabilistic optimization.	8
Unit IV	**Reporting, dash boarding and data mining** • Standard reports used by organizations for measurement and tracking of supply chain performance. • Creation of these reports using R and excel. • Analysis of historical data to discover trends and patterns that enable strategic decisions such as vendor selection. • Use of simple data mining techniques in R.	8
Unit V	**Strategic Supply Chain Management** • Comparison of lean and agile supply chains. Advantages and disadvantages. • Characteristics of supply chains in discrete, process, CPG, pharma and other industries. • SCM in e-Commerce: challenges, opportunities. Difference between traditional SCM and e-Commerce.	8

Action Based Component

- Mini Project on creating reports/dashboards for a dataset and obtaining insights
- Group assignment on one of the mathematical models
- Group assignment on e-commerce supply chain management

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X				
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Analytics in Operations/Supply Chain Management, 30 March 2016, Muthu Mathirajan, Chandrasekharan Rajendran, Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian.

Reference books

1. The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management, and Operations Research, by Matthew J. Drake, 1st edition 2013, FT Pearson Press.
2. Supply Chain Analytics: using data to optimize Supply Chain Processes by Peter W. Robertson published by Routledge
3. Supply Chain Analytics by T.A.S.Vijayaraghavan published by Wiley

COURSE CODE : 22MBAE001
TITLE OF THE COURSE : ENTREPRENEURSHIP & INNOVATION
L: T: P: C : 3: 0: 2: 4

Overview

This course is designed to enable the students to analyse the business environment to recognise the business opportunity and generation of business ideas and also to imbibe the concept and spirit of entrepreneurship. At the end of this course the students will be able to do the self-analysis, apply the elements of entrepreneurship in their real life and develop a feasible business plan and develop knowledge to start the venture.

Course Objectives

1. To understand the self
2. To know the importance and contribution of Entrepreneurship towards the economy
3. To learn the business model development
4. To understand the process of Running the venture
5. To make students understand how to manage the venture

Course Outcomes

1. Do the self-Analysis
2. Apply the elements of entrepreneurship in their real life
3. Develop a feasible business plan
4. Develop knowledge to start the venture
5. Manage the venture

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**The Entrepreneurial Perspective** The Nature and Importance of Entrepreneurs – Entrepreneurship and the Entrepreneurial Mind-set – The Individual Entrepreneur – International Entrepreneur Opportunities – Entrepreneurial strategy.	8
Unit II	**Creating and Starting the Venture** Creativity and the Business Idea – Identifying and Analysing Domestic and International Opportunities – Protecting the Idea - legal Issues for the Entrepreneur	8
Unit III	**Opportunity to the Business Plan** The Business Plan –The Marketing Plan – The Organisational Plan – The Financial Plan	8
Unit IV	**Business Plan to Funding the Venture** Sources of Funds – Informal Risk Capital - Venture Capital and Going Public	8

Unit V	**Funding the Venture to Launching, Growing and Ending the New Venture** Strategies for Growth and Managing the Implications of Growth – Accessing Resources for Growth from External Sources – Strategies for Harvesting and Ending the Venture	8

Course Assessment

#	Description of Assessment Method	Weig %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2017). *Entrepreneurship*, 9/e; New Delhi: McGraw Hill Education. ISBN - 9789353163457

Reference books

1. Zimmerer, W. Thomas and Scarborough, M. Norman and Doug Wilson (2009). *Essentials of Entrepreneurship and Small Business Management*, 5/e; New Delhi: Prentice Hall India. ISBN - 9780132294386
2. Desai, Vasant (2009). *Dynamics of Entrepreneurial Development and Management*, 4/e; Mumbai: Himalaya Publishing. ISBN 9350244543

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAE002
TITLE OF THE COURSE : BUSINESS PLAN DEVELOPMENT
L: T: P: C : 3: 0: 2: 4

Overview

To enable students to understand the importance and various components of a business plan and lead them through a step by step process of developing , preparing and presenting a comprehensive and effective business plan. After completing this course the students will be able to develop a business plan and write an executive summary, identify the target market and competition, develop an exit plan and address the business and strategic aspects of internet business activities, as well as give a structure to outline the technology needs when planning an _E – Business‛ or adding an internet component to their business.

Course Objectives

1. To learn to develop a business plan
2. To understand how to identify the market
3. To know the exit plan of business
4. To analyse the influence of technology towards business

Course Outcomes

1. Develop a Business Plan and write an executive summary
2. Identify the target market and competition
3. develop an exit plan and address the business and strategic aspects of internet business activities
4. To structure the outline of technology needs when planning an _E – Business‛ or adding an internet component to their business
5. To understand how will a real time plan be made and delivered from end to end.

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Starting the Process** The Successful Business – Getting Your Plan Started – Making Your Plan Compelling.	5
Unit II	**Business Plan Components** The Executive Summary – Company Description – Industry Analysis and Trends – Target Market – Competition – Strategic Position and Risk Assessment – Marketing Plan and Sales Strategy – Operations – Technology Plan – Management and Organisation – Community Involvement and Social Responsibility – Development – Milestones and Exit Plan – The Financials – The Plans Appendix.	15

Unit III	**Putting the Plan to Work** Preparing – Presenting and Sending Out Your Plan – Looking for Money – Using Your Plan for Class and Competitions – Internal Planning for Existing Business and Corporations – Time Saving Tips.	10
Unit IV	**Special Considerations** Considerations for Internet , ‗E- Business' – Considerations for Retailers – Considerations for Manufacturers – Considerations for Service Businesses – Business Planning in a Weak or Strong Economy.	10

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Kleiner, Eugene, Abrams , Rhonda (2014). *The Successful Business Plan: Secrets & Strategies*, 6/e; New Delhi: Prentice Hall - ISBN - 0966963563

Reference books

1. Chandra, Prasanna (2014). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education – ISBN - **978-9332902572**
2. Barringer, R. Bruce (2014). *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; New Delhi: Pearson Education -ISBN - **9780133506976**

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAE003
TITLE OF THE COURSE : ENTREPRENEURIAL FINANCE
L: T: P: C : 3: 0: 2: 4

Overview

This course enables the student to build their skill and knowledge in entrepreneurial finance by recognizing and valuing the opportunity, various sources of finance, venture capital, various financing techniques and strategic partnering. At the end of this course they would be able to learn the financial management practices and were able to find the various sources of financial capital and the related investment process.

Course Objectives

1. To learn the practices of financial management
2. To understand the various sources of capital
3. To understand the investment process
4. To understand the business sustainability

Course Outcomes

1. Learn the Financial Management Practices
2. To find various sources of financial capital
3. To understand the investment process
4. Wisely choose the investment decisions
5. Plan the finance for long run

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**The Entrepreneurial Environment** Introduction to finance for entrepreneurs – developing the business idea	8
Unit II	**Organizing and Operating the venture** Organizing and financing a new venture – preparing and using financial statements – evaluating operating and financial performance	8
Unit III	**Planning for the Future** Managing cash flow –types and costs of financial capital – securities law considerations when obtaining venture financing	8
Unit IV	**Creating and Recognizing Venture Value** Projecting financial statements – valuing early stage ventures – venture capital valuation methods	8

Unit V	**Structuring Financing for the growing venture** Professional venture capital – other financing alternatives – security structures and determining enterprise values **Exit and Turnaround Strategies** Harvesting the business venture investment- Financially troubled ventures, Turnaround opportunities	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Leach J. Chris, Melicher W. Ronald (2016). *Entrepreneurial Finance*, (5/e); New Delhi: Cengage Learning .ISBN 13- 978-0357442043

Reference books

1. Alhabeeb, M. J, (2015). *Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business*, New Jersy: John Wiley & Sons. ISBN: 978-1-118-69151-9
2. Steven, Rogers and Roza, Makonnen (2014). *Entrepreneurial Finance - Finance and Business Strategies for the Serious Entrepreneur, (3/e);* New Delhi: McGraw Hill Education. ISBN-10 : 9780071825399

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAE004
TITLE OF THE COURSE : NEW VENTURE CREATION
L: T: P: C : 3: 0: 2: 4

Overview

This course enables the students to understand and appreciate the benefits and risk associated with the new venture creation and learns how to create different forms of new ventures by overcoming various risks involved in the existing environment. At the end of this course the students will be able to understand the process of planning, financing, leading, managing and evaluating the new venture.

Course Objectives

1. To understand the process of Establishing the new venture
2. To know the process of leading the venture
3. To learn the process of managing the venture
4. To understand the process of evaluating the venture

Course Outcomes

1. Understand the process of planning the new venture
2. Finance the new venture
3. Leading the new venture
4. Manage the New Venture
5. Evaluate the venture

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	Entrepreneurship and New Venture Opportunities – Entrepreneurship and Innovation Small Business and Corporate Entrepreneurship – Contrasting enterprise – A Model for New Ventures – Feasibility Planning	8
Unit II	The Product Concept and Commercial Opportunities – Product Protection- patents – Trademarks – Copyrights – Services – The Human Side of Entrepreneurship	8
Unit III	Marketing Research for New Ventures – Marketing – Functions and Strategies – International Markets – New Venture Opportunities	8
Unit IV	The Entrepreneurial Team and Business Formation – Business Acquisitions and Franchising – Financial Resources for New Ventures – Managing Growth and Transition	8

Unit V	The Rise of the Startup Economy – The Six Forces of Change – The Big Idea – Creating Great Customer Experiences – The New Brand Order - Scaling to New Heights - Creating the Adventure - Choose your Own Adventure	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Holt H., David (2017). *Entrepreneurship: New Venture Creation*, New Delhi: Pearson Education. ISBN-10 : 9789332568730

Reference books

1. Kumar Arya (2017). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*, New Delhi: Pearson Education. ISBN 8131765784
2. Barringer R., Bruce, Ireland R., Duane (2017). *Entrepreneurship: Successfully Launching New Ventures*, 4/e; New Delhi: Pearson Education. ISBN 978-0132555524
3. Fisher, Steven, Duane, Ja-Nae (2016). *Startup Equation – A Visual Guidebook for Building your Startup*, New Delhi: Tata McGraw-Hill. ASIN : B00LI36412

SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 22MBAE005
TITLE OF THE COURSE : SOCIAL ENTREPRENEURSHIP
L: T: P: C : 3: 0: 2: 4

Overview

This course prepares the students for innovatively approaching public needs with a combination of entrepreneurial practices and social purposes with the vision of developing social enterprises. This course also provides a working knowledge of the concepts, opportunities and challenges of social entrepreneurship. At the end of this course the students will be able to identify the contemporary issues in management of social sector and also to create the social enterprises through collaborative learning with social enterprises.

Course Objectives

1. To understand the system and process of a social enterprise
2. To learn the procedures for setting up an social venture
3. To learn the process of managing the social venture
4. To understand the best practices of sustaining the social venture

Course Outcomes

1. Identify the contemporary issues in Management of social sector
2. Create the social enterprises
3. Collaborative learning with social enterprises
4. Manage the Social Venture
5. Lead the Social venture

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Social Entrepreneurship** Introduction - Social Entrepreneurship definition – theories and models of social entrepreneurship – describing the social entrepreneur	10
Unit II	**Key Elements of Social Entrepreneurship** Value Creation – entrepreneur and stakeholders perspective – global context – the role of culture in forming social ventures – the role of innovation in developing solutions for social problems	10
Unit III	**Process and Management in Social Ventures** The process of social entrepreneurship – the founding team in the social venture – managing the social venture – financing non profit and for profit social ventures	10

Unit IV	**Creating a Sustainable Change** Measuring success – scaling the social venture – creating an impact and sharing best practices in social entrepreneurship	10

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge

Reference books

1. Bornstein, David (2007). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, New Delhi: Oxford University Press. ASIN : B003U2T7JA
2. Keohane, Georgia Levenson (2013). *Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors*, USA: McGraw Hill Education. ISBN-10 : 0071801677
3. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). *Entrepreneurship in the Social Sector (ESS)*, Sage Publications. ISBN-13: 978-1412951371

SEMESTER/YEAR : III / II YEAR
COURSE CODE : 22MBAB001
TITLE OF THE COURSE : DATA MANAGEMENT SYSTEMS
L: T: P: C : 3: 0: 2: 4

Overview

Today‘s organizations recognize that managing data is central to their success. They recognize data has value and they want to leverage that value. Data is the fundamental raw material for any business which enable sensing the internal and external parameters that could have bearing on business performance. Those parameters provide the basis for action when analysed for insights. The insights are relevant to understand the current state of the business as well as the likely future state. The derived insights provide the basis for all business decisions which precede action. Having the required insights in time, enable the organisations to be responsive and adapt. Harnessing required data while ensuring its dependability organised storage to enable access on demand, data security and access control is the subject of Data Management Systems. As all aspects of business have dependency on data, every business executive has a definite role in contributing to the success of Data Management Systems. Business organizations are adapting to become digital enterprises of the future. Understanding Data Management Systems facilitates active participation in transformation process to Digital Enterprise.

Course Objectives

1. To enable students to appreciate data requirements for business.
2. To enable students to understand Data and Data Management Systems in relation to any business domain by a systematic process based on Goal Setting and Performance Management as the factors that lead to success.
3. To enable understanding of data sources, data capture & storage.
4. To enable students to understand data models, Master Data, MDM, Schema, Relational and No-SQL databases, Data Warehouse and Data Lake.
5. Enabling understanding of data organisation from speed of response, and information security.

Course Outcomes

By the conclusion of this course, the student should be able to
1. Define data requirements for business from the understanding of business, business entities and how they relate to each other and Business Value of Data.
2. To participate in identifying and harnessing various Data Sources such as ERP systems, Big Data, Database, Data Warehouse, No-SQL databases, ETL, IoT, Data Streams in their organisation to facilitate business use.
3. Participate in the process of defining Master Data, Organisation Data Dictionary, One Truth Database.

4. To be able to participate in decision making related to Data Centre – Inhouse & Co-located, Cloud Computing, Private-Public-Hybrid cloud.
5. Students to be able to participate in framing data security requirements and policy framing.

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Data Fundamentals** i. Data, Types of Data, information, derived insights from Analysis, Meta Data. ii. Data Structures. iii. Decision Making in Management - Strategic, Tactical and Operational decisions. iv. Decision Support with Management Information Systems. v. Data Sources & Defining Data Need - Internal Data. Transaction data structured and unstructured data. - External Data. PESTEL, Competition, Porters 5 Forces. - Physical Records, Flat Files, Spreadsheet, Databases, social media. - Data Models - Retails marketing as a case study to exemplify definition of data requirements. - Information Security.	8
Unit II	**Data Base Systems, Relational Databases (RDBMS) in Particular.** • Entity Relations and ER Diagram. • Database Schema. • Data base Organisation, Primary key, and foreign Key. • Stored Procedures and Referential Integrity. • Data Base Replication. • Introduction to SQL for query and reporting with examples. • Popular RDBMS with relative merits.	8
Unit III	**Using SQL for extracting information from RDBMS.** • Introduction to Entity and Entity Relations. • Attributes. • Entity – Primary and foreign keys. • SQL commands. • Using MS-SQL Express to work on creating, modifying, Querying, reporting.	8

Unit IV	**Data Warehouse, Data Lakes and their Applications.** • Data Warehouse and Data Mart. • Datawarehouse Schema, star, snowflake, star- • Operational Data Store. • ETL • OLAP. • Limitations of Data Warehouse. • Data Lake, concepts, Business Purpose. • Well known Data Warehouse and Data Lake Products.	8
Unit V	**Big Data, Unstructured Databases aka No SQL Databases, Data Mining.** • Big Data, concepts and uses. • Introduction and the need for unstructured data bases. • Organisation of No SQL Databases. • Top Rated No-SQL Databases. • Extracting Information from No-SQL Databases. • Introduction to Data Mining, business purpose served, Data structures for Data Mining.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Primary: Recommend students to Invest in this book as it provides an excellent perspective about Information Management and its various applications with real world case studies. Management Information System Auth: C. Laudon Kenneth and P. Laudon Jane Pub: Pearson
2. Secondary (Optional) Master Data Management and Data Governance Auth: Alex Berson and Larry Dubov Pub: McGraw Hill.

Reference books

1. DAMA-DMBOK: Data Management Body of Knowledge Paperback – Illustrated, 4 July 2017 Publisher: Technics Publications LLC.
2. E-Business and E-Commerce Management – Author, Dave Chaffey, Publisher – Pearson Education.
3. Management Information Systems – Authors, James A. O‘Brien, George M. Marakas, Ramesh Behl – McGraw Hill Education (India)
4. Data Warehousing, Data Mining & OLAP – Authors Alex Berson, Stephen J. Smith – Tata McGraw-Hill
5. Big Data: Big Data, Black Book: Covers Hadoop 2, MapReduce, Hive, YARN, Pig, R and Data Visualization by DT Editorial Services.
6. Data Lake: Data Engineering with Apache Spark, Delta Lake, and Lakehouse Auth Manoj Kukreja and Danil Zburivsky Pub: Packt
7. Principles of Information Security, Authors, Michael E. Whitman, Herbert J Mattord – Publisher, Cengage Learning.
8. The Fourth Industrial Revolution – Author, Klaus Schwab, Founder and Executive Chairman, World Economic Forum – Publisher, Penguin Random House.

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAB002
TITLE OF THE COURSE : APPLIED ANALYTICS
L: T: P: C : 3: 0: 2: 4

Overview

The Applied Analytics course is designed not only to explain what each model does or functions but also explores how businesses use them, whether it is to gather insights, solve problems, or predict outcomes.

Course Objectives

1. Apply quantitative modelling and data analysis techniques to the solution of real world business problems, communicate findings, and effectively present results.
2. Demonstrate knowledge of statistical data analysis techniques utilized in business decision making.
3. Apply principles of Data Science to the analysis of business problems.
4. Use data mining software to solve real-world problems.
5. Employ cutting edge tools and technologies to analyse (Big) Data.

Course Outcomes

By the conclusion of this course, the student should be able to
1. Describe how to collect and prepare data for analyses
2. Analyse data using analytics tools and gather business insights
3. Use data-driven decision-making to make more informed business decisions
4. Test whether your analyses confirm your hypothesis
5. Describe ways to apply ML techniques in your work to solve business problems

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**Spreadsheet Modelling** i) Concepts and Best Practices ii) Relative & Absolute Addresses, Range Names, Auditing Formulas iii) SUM, AVERAGE, PRODUCT, COUNT, COUNTA, COUNTBLANK, COUNTIF, SUMIF, AVERAGEIF, COUNTIFS, SUMIFS, AVERAGEIFS, SUMPRODUCT, IF, VLOOKUP, RAND, RANDBETWEEN iv) Pivot Tables, Data Tables, Goal Seek	8

Unit II	**Marketing** i) Predicting customer churn ii) Customer segmentation iii) Sales forecasting	8
Unit III	**Human Resource** i) Predictive HR analytics in recruitment and selection ii) Predictive HR analytics in turnover and separation iii) Predictive HR analytics in learning and development	8
Unit IV	**Finance** i) Predicting stock market returns ii) Detecting fraudulent transactions iii) Predicting bank loan defaults	8
Unit V	**Supply Chain** i) Monte Carlo simulation modeling (Harry's Auto Tire) ii)Transportation problem (Executive Furniture Corporation) iii) Waiting line problem (Three Rivers Shipping Company)	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics Author: Cliff Ragsdale, Edition: 8th, Year: 2018, ISBN: 9789353502225, Publisher: Cengage India
2. XLMiner & Solver Platform for Education (add-ins to Microsoft Excel). All students should compulsorily have Microsoft Excel 2019 on their laptops

Reference Book

1. Shmueli, G., P. C. Bruce, and N. R. Patel, ***Data Mining for Business Analytics: Concepts, Techniques, and Applications with XLMiner***, New Jersey, John Wiley & Sons, 2016.

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAB003
TITLE OF THE COURSE : DATA VISUALIZATION FOR DECISION MAKING
L: T: P: C : 3: 0: 2: 4

Overview

In this course, students will learn the basics of visualization principles. How to convert data into powerful visualizations leading to actionable insights? Tableau is a Business Intelligence tool for visually analysing the data. Users can create and distribute an interactive and shareable dashboard, which depict the trends, variations, and density of the data in the form of graphs and charts. Tableau can connect to files, relational and Big Data sources to acquire and process data. The software allows data blending and real-time collaboration, which makes it very unique. It is used by businesses, academic researchers, and many government organizations for visual data analysis. It is also positioned as a leader Business Intelligence and Analytics Platform in Gartner Magic Quadrant.

Pre Requisites

Tableau Public Software

Course Objectives

With this course, students will learn the fundamentals of data visualization

1. Enable students with tools and techniques to communicate analytical insights
2. Empower students with understanding of appropriate visualization for the task in hand
3. Empower students with data blending options across data sources and bring them to life using visualizations
4. Enable them to create impactful dashboards for the problem in hand
5. Enable students to do storytelling for non-technical audience using data visualization

Course Outcomes

By the conclusion of this course, the student should be able to

1. Communicate analytical insights using appropriate visualizations
2. Discern the appropriate visualization for the task in hand
3. Blend data sources and bring them to life using visualizations
4. Create impactful dashboards for the problem in hand
5. Present analytical insights using Tableau Story

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Data Visualization Principles**: Univariate Categorical Data, Univariate Numerical Data, 1 Categorical Data & 1 Numerical Data, Bivariate Categorical Data, Bivariate Numerical Data	8
Unit II	**Introduction to Tableau**: Installing Tableau Public, Getting Started with Tableau, Saving Tableau Public, Navigation Design Flow, File Types, Data Types, Show Me, Terminology	8
Unit III	**Data Sources**: Data Sources, Fields Operation: Adding, Combining, Searching, Reordering, Editing Metadata, Data Joining, Data Blending, Connecting to Google Sheets Connecting to PDFs	8
Unit IV	**Tableau Features**: Drill Down, Swapping Dimensions, Calculations, Sort & Filters, Tableau Parameter, Action URL, Actions Filter	8
Unit V	**Storytelling with Tableau**: Tableau Charts: Bar, Line, Pie, Crosstab, Scatterplot, Bubble, Boxplot, Histogram, Tree Map Dashboards, Story, Formatting, Forecasting, Trend Lines Storytelling Guidelines	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Communicating Data with Tableau (O‘Reilly Publishers), Ben Jones

Reference books

1. Storytelling with Data (Wiley), Cole Nussbaumer Knaflic

SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 22MBAB004
TITLE OF THE COURSE : PREDICTIVE ANALYTICS USING R
L: T: P: C : 3: 0: 2: 4

Overview

In this course, students will learn the basics of machine learning using R programming. They will get a perspective on:

- Where Machine Learning fits into Analytics landscape
- Types of Machine Learning algorithms
- Data Science process from data collection till model evaluation

Course will be hands-on using R and R Studio and mini projects will be implemented for each algorithm type.

Course Objectives

1. Learn R Data Structures
2. Learn Exploratory Data Analysis and its significance
3. Implement Supervised Machine Learning algorithms using R in a business application
4. Implement Unsupervised Machine Learning algorithms using R in a business application
5. Implement Time Series using R

Course Outcomes

By the conclusion of this course, the student should be able to

1. Translate a business problem into a Machine Learning model
2. Implement R to perform EDA and Machine Learning processes
3. Evaluate Model Performance using appropriate performance measures
4. Improve Model Performance
5. Compare different ML algorithms and know which one is appropriate for the situation

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to ML** • Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive • Statistics Basics • Types of Data: Structured, Semi Structured, Unstructured • Structured Data using RDBMS. Table, Columns, Rows • What is ML; ML Use Cases; Algorithm Types: Supervised, Unsupervised; Supervised, Reinforced; Regression Vs. Classification; • Managing and Understanding Data: Vectors, Factors, Lists, Dataframes, Matrixes and Arrays, Importing and Saving Data from CSV files • Exploring and Understanding Data: Exploring the structure of Data, Exploring Numeric Variables, Exploring Categorical Variables, Exploring Relationships between Variables	8
Unit II	**Supervised Machine Learning** • KNN Algorithm: How does it work? • Example - Diagnosing breast cancer with KNN • Decision Trees: How does it work? Gini Index, Chi Square to choose decision node, Parameters to control overfitting • Example – identifying risky bank loans • Neural Networks: How do they work? • Example - Modelling the strength of concrete with ANNs • Multiple Linear Regressions • Example – predicting medical expenses using linear regression	8
Unit III	**Unsupervised Machine Learning** • Market Basket using Apriori algorithm, Support, Confidence, Lift • Example – identifying frequently purchased groceries with association rules • K Means algorithm • Example - Finding teen market segments using k-means clustering	8

Unit IV	**Evaluating Model Performance** • Measuring performance for classification • Working with classification prediction data • Using Confusion Matrix to measure performance • Measures other than accuracy: kappa, sensitivity, specificity, precision and recall, F ratio, ROC • Estimating future performance: holdout, cross validation, bootstrap sampling	8
Unit V	**Time Series Introduction** • Data Types and formats • Components and Objectives • Reading, plotting and decomposing time series data in R • Forecasts using exponential smoothing in R • ARIMA models in R	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Machine Learning using R (Packt Publishing), Brett Lantz 2013
2. A little book of R for time series, Avril Coghlan

Reference books

1. Data Analytics with R, Dr Bharti Motwani, Wiley

SEMESTER/YEAR : IV SEM/ II YEAR
COURSE CODE : 22MBAB005
TITLE OF THE COURSE : EDA USING PYTHON
L: T: P: C : 3: 0: 2: 4

Overview

The programming requirements of data science demand a very versatile yet flexible language which is simple to write the code but can handle highly complex mathematical processing. Python is most suited for such requirements as it has already established itself both as a language for general computing as well as scientific computing. Moreover, it is being continuously upgraded in form of new addition to its plethora of libraries aimed at different programming requirements.

Course prerequisites

- This is a hands-on practical course. Lab computers must have Anaconda (Python IDE) installation with Jupyter Notebook and working internet connection
- Students are not expected to have previous programming knowledge, but they must be willing to learn and practice beyond classroom sessions.

Course Objectives

1. To enable students, understand the features of Python language and different IDEs Like Jupyter Notebook and Spyder.
2. To enable students, understand the features and functions of Python Packages: Numpy, Pandas
3. To enable students to apply and leverage on Pandas and Numpy functionalities in Performing data handling, data manipulation and data management tasks.
4. To enable students to apply and leverage on Matplotlib Library to perform data visualizations and descriptive Data Analysis
5. To enable students to understand and apply the machine learning models using python language

Course Outcomes

By the end of this course, the students would

1. Have understood the features and applications of Python Programming Language.
2. Be able to apply Python Library Numpy for Data handling and Data Manipulation tasks and understand the power of Pandas Library.
3. Be able to apply Numpy and Pandas Libraries for advanced Data management tasks along with Databases.
4. Be able to Perform Descriptive Statistics and Visualization tasks with Python Libraries
5. Have understood and be able to apply different machine learning algorithms with python language.

Approach to Learning	• Lectures • Active student participation and classroom exercises • Mini Project • Case Analysis collaboratively with students' involvement • Visual presentation
Assessment Strategy	Participants will be assessed on both conceptual understanding and business applications of Python Programming Language • Case study discussions & solving mini projects • Submission of assignments and individual presentation • Written Exam

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to the Data Analysis and Python World** Data Analysis Process; Quantitative and Qualitative Data Analysis Python Introduction; Python Interpreter; Python Distributions; Anaconda Environment; Jupyter Notebook; IDEs for Python; Built-in Python Libraries; Built-In Functions; Data types; Libraries and Modules. Programs on applications of Data Types methods and Bulletin functions.	8
Unit II	**Introduction To Numpy And Pandas Libraries** NUMPY: Creation of an Array; Operators; Functions; Indexing, Slicing, and Iterating; Shape Manipulation; Array Manipulation; Structured Arrays; Reading and Writing Array Data on Files. PANDAS: Introduction to Pandas Data Structures; Reindexing, Dropping, Arithmetic and Data Alignment; Operations Between Data Structures; Function Application and Mapping; Sorting and Ranking; –Not a Number‖ Data; Hierarchical Indexing and Levelling.	8
Unit III	**Data Handling with Pandas** Reading Data in CSV or Text Files; Reading and Writing HTML Files; Reading Data from XML; JSON Data; Pickle—Python Object Serialization; Reading and Writing Data on Microsoft Excel Files; Interacting with Databases; Data Preparation; Concatenating; Data Transformation; Discretization and Binning; Permutation; String Manipulation; Data Aggregation; Group Iteration; Advanced Data Aggregation.	8
Unit IV	**Descriptive Statistics and Data Visualization** Descriptive Statistics: Distribution Functions; Measures of Central tendencies; Measures of Variations; Measures of Shape. Visualizations: Visualization with Pandas Library; Visualization with Matplotlib Library.	8

Unit V	**Model Development and Evaluation** Hypothesis Testing; p-hacking; Correlation and Regression; Constructing and Implementing Linear Models; Descriptive; Supervised Machine Learning; Unsupervised Machine Learning; Reinforcement Learning; Statistics: Unified machine Learning Workflow; Exploratory Data Analysis on a Sample Dataset.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Python Data Analytics with Pandas, Numpy and Matplotlib (Apress), Fabio Nelli 2018
2. Hands-On Exploratory Data Analysis with Python (Packt Publishing), Suresh Kumar Mukhiya and Usman Ahmed 2020

Reference books

1. Python for Marketing Research and Analytics (Springer International Publishing), Jason S. Schwarz, Chris Chapman, Elea McDonnell Feit (2020)

SEMESTER/YEAR : III SEM /II YEAR
COURSE CODE : 22MBAR001
TITLE OF THE COURSE : DATA SCIENCE FUNDAMENTALS
L: T: P: C : 3: 0: 2: 4

Overview

Decision making is essential part of a life well lived, particularly concerning business and any organization that creates customer value and so with the highest quality, lowest cost and in quick time to stay competitive and survive. In a rapidly evolving condition of market expectations, dynamic competitive, economic and political environment, decisions have to be taken evaluating various courses of possible actions and deciding on the most optimal and minimizing the risk at the same time. This calls for responsive organisations supported by responsive managers who sense reality in real time aided by quality date transformed into information, Insights and intelligence for action. There is no paucity of tools that claim to do all that one needs. It is not about the tools, it is about gauging a given business situation, understanding the problems and issues rightly so as to take the desired action. Data, Data gathering, Data organisation to draw insights to make actionable sense and then follow through to the end is the reason behind data science. Data and the science that creates business insights is the joint responsibility of business executives as well as IT teams or Data Scientists and Data Engineers. Business executives need to state requirements for data scientists to organize the plumbing required.

Course Objectives

1. To enable students to understand the role of data in decision making
2. To enable students to understand data from multiple perspective
3. To understand the data needs of various business domains and corresponding data sources
4. To derive actionable insights from data
5. To enable students to understand the importance of data for executive action to join hands with IT Teams to implement data streams from sources, create data structures to store data and be able to harness insights from such stores.

Course Outcomes

1. Be able to appreciate data needs in a given domain area of management
2. Be able to appreciate data sources, transaction data and big data
3. Understand Mata-data, Master data management and Governance
4. Data gathering and structuring and storing to be able to derive benefits from Data bases, data warehouse/Data Marts, Data Mining, Business Intelligence, OLAP
5. Use Analytics and present insights with reasoning

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**INTRODUCTION** ● Data is the raw material for business decisions. ● Data & Data Science. ● Basis for Management Decisions. ● Risks is embedded in all decisions, the impact and effectiveness in managing are the key. ● Decisions have to be evaluated before implementation. ● Data needs the sensory perception in real time for speedy and yet effective management decisions. ● Data management and effective decision making have business value and they provide competitive advantage. ● Role of Business Executives in defining information requirement for management and the data needed to derive information. ● Role of Business Executives in the success of science of data management for their own effectiveness.	8
Unit II	**All about Data** ● Data sources including IoT. ● Data gathering from transaction sources and other textual or unstructured data and Big data. ● Problems with data sources and means to filter data. ● Metadata. ● Data Models, ERD and NoSQL. ● Schema. ● Conceptual, Logical and Physical Data Models. ● Organizing Data for reports, presentations, queries with speed of response.. ● Data bases, Relational, NoSQl, ● Real and Synthetic data.	8
Unit III	**Data Organization** ● Data Structures. ● Data Bases. ● Data Warehouses and Data Marts and ETL. ● Organisation of data for Data Mining, BI and OLAP. ● Data Presentation	8
Unit IV	**Data to Insights – Transformational processes** ● ETL in Depth. ● Business statistics. ● Descriptive, Predictive and Prescriptive Analytics. ● Analytics models, graphical, Algebraic and Spreadsheet models. ● Linear, Integer and non-linear optimisation.	8

Unit V	**Data Science Driven Applications** ● AI & ML ● Robotics ● RPA ● Digitally Enabled Future. Imagination is the only limit. Plenty of opportunities. ● Data Science Driven application – State of the art with real world success cases. ● Data is the key to business consciousness without it any business is dead. ● There is no good business management without corresponding data management.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Data Science, Richard Hurley, MIT Press (Essential Knowledge Series)
2. Data Science for Business, Thomas Provost & Tom Fawcwtt

Reference books

1. Master Data Management & Data Governance, Alex Berson & Larry Dubov – McGraw Hill.
2. Introduction to Data Mining with Case studies, GK Gupta - PHI.
3. Data Warehousing in the Real World, Sam Anahory & Dennis Murray – Pearson.
4. Business Analytics, James Evans – Pearson.

5. Wayne Winston, Microsoft Excel Data Analysis and Business Modeling, 5th Edition, Microsoft Press.
6. Davenport Thomas H., Competing on Analytics: Updated, with a New Introduction, Harvard Business School Press.

SEMESTER/YEAR **: III SEM /II YEAR**
COURSE CODE **: 22MBAR002**
TITLE OF THE COURSE : AI BASICS: MACHINE LEARNING, DEEP LEARNING, NLP, RI
L: T: P: C **: 3: 0: 2: 4**

Overview

Deep Learning is creating a lot of buzz in the Artificial Intelligence landscape. Students will understand different types of deep learning models such as SLP, MLP, RNN, CNN, RBM etc. They will also be able to know which model is suitable for which type of tasks. They will be able to use appropriate libraries in Python to implement these neural networks.

Course Objectives

Learn the fundamentals of Deep Learning

1. Understand the business context to Deep Learning
2. Appreciate different types of Deep Learning algorithms and their application
3. Implement Supervised Machine Learning algorithms using R in a business application
4. Implement Unsupervised Machine Learning algorithms using R in a business application
5. Evaluate Model Performance

Course Outcomes

By the conclusion of this course, the student should be able to

1. Understand and Classify the Deep Learning Models
2. Analyze and build single layer and multi-layer perceptron models
3. Interpret and examine convolutional neural networks
4. Explain and develop recurrent neural networks
5. Evaluate and explain Autoencoders, Restricted Boltzmann Machines, and Deep Belief Network

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to Deep Learning** • Deep Learning Models • Single Layer Perceptron Model (SLP) • Multilayer Perceptron Model (MLP) • Convolutional Neural Networks (CNNs) • Recurrent Neural Networks (RNNs) • Restricted Boltzmann Machines (RBMs) • Deep Belief Networks (DBNs) • Experimental Design • Feature Selection • Applied Machine Learning and Deep Learning	8
Unit II	**Single and Multilayer Perceptron Models** • SLP Model • Training the Perceptron Model • Widrow-Hoff Algorithm • Limitations of SLP • MLP Model • Converging upon a global optimum • Back propagation algorithm for MLP • How many hidden layers	8
Unit III	**Convolutional Neural Networks** • Structure and property of CNNs • Components of CNN Architectures • Convolutional Layer • Pooling Layer • Rectified Linear Units (ReLU) Layer • Fully Connected (FC) Layer • Loss Layer	8
Unit IV	**Recurrent Neural Networks** • Fully Recurrent Networks • Training RNNs with Back-Propagation Through Time (BPPT) • Elman Neural Networks • Neural History Compressor • Long Short-Term Memory (LSTM) • Traditional LSTM • Training LSTMs • Structural Damping Within RNNs • Tuning Parameter Update Algorithm • Practical Example of RNN: Pattern Detection	8

Unit V	**Autoencoders, Restricted Boltzmann Machines, and Deep Belief Networks** • Autoencoders • Linear Autoencoders vs. Principal Components Analysis (PCA) • Restricted Boltzmann Machines • Contrastive Divergence (CD) Learning • Momentum Within RBMs • Weight Decay • Sparsity • Deep Belief Networks (DBNs) • Fast Learning Algorithm (Hinton and Osindero 2006)	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Introduction to Deep Learning using R (Apress), Taweh Beysolow

Reference books

1. https://cognitiveclass.ai/courses/introduction-deep-learning
2. https://www.deeplearningbook.org/

SEMESTER/YEAR : III SEM /II YEAR
COURSE CODE : 22MBAR003
TITLE OF THE COURSE : PYTHON PROGRAMMING AND PYTORCH
L: T: P: C : 3: 0: 2: 4

Overview

In this course, students will learn basics of machine learning using Python programming. They will get a perspective on

- Where Machine Learning fits into Analytics landscape
- Types of Machine Learning algorithms
- Data Science process from data collection till model evaluation

Course will be hands on Jupyter Notebook (Anaconda) and mini projects will be implemented for each algorithm type.

Course Objectives

1. Understand the business context to Machine Learning
2. Appreciate different types of Machine Learning algorithms and their application
3. Learn Python Data Structures
4. Learn Exploratory Data Analysis and its significance
5. Implement Supervised & Unsupervised Machine Learning algorithms using Python in a business application

Course Outcomes

By the conclusion of this course, the student should be able to:

1. Apply machine learning techniques to business context
2. Translate a business problem into a Machine Learning model
3. Implement Python to perform EDA and Machine Learning processes
4. Apply python and draw meaning insights from the data on hand
5. Successfully perform exploratory data analysis using Python

Approach to Learning	● Lectures ● Readings ● Active student participation and class room exercises ● Case Analysis collaboratively with students involvement
Assessment Strategy	Participants will be assessed on both conceptual understanding and business application of Finance practices by way of ● Mini projects, ● Submission of assignments ● Group assignments ● Written Exam

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**Introduction to ML** ● Why Machine Learning? ● Why Python? ● Scikit-learn ● Jupyter Notebook ● Numpy ● Scipy ● Matplotlib ● Pandas ● Mglearn ● First Application-classifying iris species	8
Unit II	**Supervised Learning** ● Classification and Regression ● Generalization, Overfitting and Underfitting ● K-Nearest Neighbours ● Linear Models ● Naive Bayes Classifier ● Decision Tree ● Ensemble of Decision Trees ● Support Vector Machines ● Neural Networks	8
Unit III	**Unsupervised Learning and Preprocessing** ● Types of Unsupervised Learning ● Challenges in Unsupervised Learning ● Preprocessing and scaling ● Dimensionality reduction, Feature extraction and manifold learning: PCA, NMF, t-SNE ● Clustering: k-Means, Agglomerative, DBSCAN	8
Unit IV	**Representing Data and Engineering Features** ● Categorical Variables: One hot encoding (Dummy Variables) ● Binning, Discretization, Linear Models and Trees ● Automatic Feature Selection: Model based feature selection, Iterative feature selection	8

Unit V	**Model Evaluation and Improvement** • Cross-Validation in scikit-learn • Benefits of Cross-Validation • Stratified k-fold Cross-Validation • Grid Search • Evaluation Metrics and Scoring	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

Introduction to Machine Learning with Python (O'Reilly), Andreas C Muller & Sarah Guido

Reference books

https://cognitiveclass.ai/courses/machine-learning-with-python

SEMESTER/YEAR : III SEM /II YEAR
COURSE CODE : 22MBAR004
TITLE OF THE COURSE : MANAGING AI PROJECTS AND TRENDS IN AI
L: T: P: C : 3: 0: 2: 4

Overview

There is hardly any industry operative in the world today that is oblivious to the high revenue and value offering potential that artificial intelligence comes packed with. A declarative fact that is evident from the promising AI technology trends for 2020 and later. This quick adoption, while on one hand has come with a lot of benefits for both businesses and end-users, it is on the other hand is on a very native stage. Meaning, businesses are yet to find concrete use cases and return effectiveness. This nascency and benefit combination has given birth to a number of queries around how to manage your AI projects.
Seeing how complexity lies at the very centre of the AI project management solutions, it is important to understand the intricacies of managing AI projects. In this course, students will learn about AI project management and the steps we follow to successfully build a Proof of Value (POV) to AI solution & services.

Course Objectives

1. Study how AI projects are different from traditional projects
2. Understand the structure and basic elements of an AI project
3. Understand the success factors of an AI project
4. Understand the reasons for failure of AI projects

Course Outcomes

By the conclusion of this course, the student should be able to
1. Understand the difference between traditional and AI projects
2. Examine the pillars of AI project success
3. Analyze why AI projects fail
4. Identify stepwise approaches to AI projects
5. Examine recent trends in AI projects

Syllabus

Units	Syllabus Details	Teaching Hours
Unit I	**How is an AI Project Different from Traditional Projects?** AI project management calls for a different approach when parallels are drawn between them and traditional mobile app project management. Meaning, the differences between AI projects and traditional IT projects are manifold.	8

Unit II	**Understanding the Pillars of AI Project Success** Understand how the secret to an AI project success lies in two pillars – people and data. Only in the presence of the two pillars, AI is able to improve customer experience to its entirety.	8
Unit III	**Why AI projects fail** A list of what challenges companies face when implementing AI will be very extensive. But at the core of it all of why Proof of Values fail, lies two prime causes: misaligned expectations and insufficient data management capabilities. These are causes that hold back businesses from making money in AI. This unit provides an in depth understanding of these factors.	8
Unit IV	**Stepwise approach to AI projects** This course unit covers ta stepwise approach to defining and implementing AI projects in an Enterprise. Similar to other software development projects, understanding customer needs is key as is the identification of the right approach and people. The students will gain an understanding of how a manager of an AI project can follow a systematic approach to create a successful AI project.	8
Unit V	**Recent trends in AI** Spending on research, development, and deployment continues to rise and debate over the wider social implications rages on. Meanwhile, the incentives only get bigger for those looking to roll out AI-driven innovation into new areas of industry, fields of science, and our day-to-day lives. This course section will help students the recent advances and trends in Artificial Intelligence.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	**2**	**3**	**4**	**5**	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Artificial Intelligence – A Modern Approach: Stuart Russell and Peter Norvig, Pearson Publications, Third Edition, 2020.

Reference books

1. ARTIFICIAL INTELLIGENCE: Kevin Knight, Elaine Rich, B. Nair, Pearson Publications, Third Edition, July 2017.

SEMESTER/YEAR : **IV SEM /II YEAR**
COURSE CODE : **22MBAR005**
TITLE OF THE COURSE : **INDUSTRY APPLICATIONS OF AI: BFSI, HEALTH CARE, EDUCATION, MANUFACTURING, SCM, RETAIL, PHARMA**
L: T: P: C : **3: 0: 2: 4**

Overview

Artificial intelligence (AI) is all around us. It‘s how Google answers our searches, Amazon recommends products, and Pandora plays another song. Artificial Intelligence is changing the way decisions are being made in the world today. This course is intended to enable students to understand a critical aspect of AI, i.e., industry applications and scenarios and use cases. The course covers this very critical aspect of AI, i.e., use cases of AI in a variety of industries such as Sales and Marketing, Retail Manufacturing, Healthcare, Education to name a few.

Course Objectives

1. Study how specific techniques in AI have been applied to a variety of industry scenarios and how choices have been made
2. Understand how given a new scenario one can define the role of AI to solve a problem
3. Capture the scenario into a set of use cases that become requirements for an AI application

Course Outcomes

By the conclusion of this course, the student should be able to:

1. Relate and apply AI in Sales and Marketing
2. Analyze and evaluate the impact of AI in manufacturing
3. Examine and illustrate the application of AI in e Commerce
4. Outline and apply the role of AI in healthcare systems
5. Examine and compare different scenarios and techniques involved in AI

Syllabus

Units	**Syllabus Details**	**Teaching Hours**
Unit I	**AI in Sales and Marketing** Understand how AI can help build more effective marketing strategies, improve the customer journey, and change the way businesses attract, nurture, and convert prospects. React, Act, Convert, Engage is how AI and machine learning can be incorporated into every step in the customer‘s lifecycle.	8

Unit II	**AI in Manufacturing** Understand how AI algorithms can also be used to optimize manufacturing supply chains, helping companies anticipate market changes. This information is invaluable to manufacturers as it allows them to optimize staffing, inventory control, energy consumption and the supply of raw materials.	8
Unit III	**e-Commerce and Artificial Intelligence** Many e-commerce businesses are already using AI for better understanding whereas the rest have already noticed the importance of using AI in e-Commerce and in the process to adopt it. To generate more leads and to provide excellent user engagement, the e-commerce business is joining hands to artificial intelligence. The companies are using voice and chat/voice bots, personalized recommendations, forecasting, filtering fake reviews, etc.	8
Unit IV	**Healthcare systems using Artificial Intelligence** AI offers a number of advantages over traditional analytics and clinical decision-making techniques. Learning algorithms can become more precise and accurate as they interact with training data, allowing humans to gain unprecedented insights into diagnostics, care processes, treatment variability, and patient outcomes.	8
Unit V	**Scenario analysis and AI technique selection** Understand how to understand a scenario and break it down into sub problems. Understand how to compare similar scenarios which have been solved using existing AI techniques and make decisions about selecting a technique and tool. Define the scenario as a set of use cases.	8

Course Assessment

#	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
			1	2	3	4	5	
1	Class Participation	5						
2	Attendance	5						
3	Assignment 1	10	X	X				
4	Assignment 2	10			X	X		
5	Mid Semester Exam	20	X	X	X			
6	CBT	10	X	X	X			
7	Semester End Examination	40	X	X	X	X	X	

Recommended Resources

Textbook

1. Artificial Intelligence - A Modern Approach: Stuart Russell and Peter Norvig, Pearson Publications, Third Edition, 2020.

Reference books

2. ARTIFICIAL INTELLIGENCE: Kevin Knight, Elaine Rich, B. Nair, Pearson Publications, Third Edition, July 2017.