

SONA COLLEGE OF TECHNOLOGY, SALEM-5

(An Autonomous Institution)

Master of Business Administration

CURRICULUM and SYLLABI

[For students admitted in 2024-2025]

MBA Regulations 2023

Approved by BOS and Academic Council meetings

Sona College of Technology, Salem
(An Autonomous Institution)

Course of Study for MBA Semester I under Regulations 2023 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
Theory courses									
1.	P23MBA101	Accounting For Decision Making	3	1	0	4	PC	60	TT
2.	P23MBA102	Organizational Behaviour	4	0	0	4	PC	60	T
3.	P23MBA103	Economics For Business Decisions	4	0	0	4	PC	60	T
4.	P23MBA104	Applied Statistics for Business Decisions	3	1	0	4	PC	60	TT
5.	P23MBA105	Legal Aspects of Business	3	0	0	3	PC	45	T
6.	P23MBA106	Information Systems	3	0	0	3	PC	45	T
7.	P23MBA107	Marketing Management	4	0	0	4	PC	60	T
Practical courses									
8.	P23MBA108	Managerial Communication	0	0	4	2	PC	60	L
9.	P23MBA109	Community Development Programme	0	0	4	2	EEC	60	L
Total Credits						30			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L-Laboratory, LT- Laboratory with Theory.

Approved By

	 11.5.23	 11/5/23	 11/5/23
Chairperson, MBA BoS	Member Secretary, Academic Council	Dean-Academics	Chairperson, Academic Council & Principal
Dr. P.K. Anjani	Dr. R. Shivakumar	Dr. J. Akilandeswari	Dr. S.R.R. Senthil Kumar

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
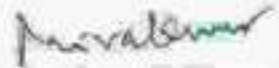


HOD/ MBA, First Semester MBA Students and Staff, COE

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester II under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S.No	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
Theory courses									
1.	P23MBA201	Optimisation Techniques for Business Decisions	3	1	0	4	PC	60	TT
2.	P23MBA202	Business Research Methods	3	0	2	4	PC	75	TL
3.	P23MBA203	Business Analytics	3	0	0	3	PC	45	T
4.	P23MBA204	Financial Management	3	1	0	4	PC	60	TT
5.	P23MBA205	Human Resource Management	4	0	0	4	PC	60	T
6.	P23MBA206	Operations Management	3	1	0	4	PC	60	TT
Open Elective									
7.	P23MCA601	AI for Business Transformation	3	0	0	3	OE	45	T
	P23CEM602	Construction Engineering Management							
Practical courses									
8.	P23MBA207	Ancient Knowledge Systems -Seminar	0	0	4	2	PC	60	L
9.	P23MDA208	Data Analysis Using Spread Sheets	0	0	4	2	PC	60	L
Total Credits						30			

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Dr. P.K. Anjani	Dr. R. Shivakumar	Dr. J. Akilandeswari	Dr. S.R.R. Senthil Kumar

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HOD/ MBA, Second Semester MBA Students and Staff, COE.

Prof. Dr. S. R. R. SENTHILKUMAR,
 M.E.(Dist), Ph.D., MSTE, FIE, C. ENG., MCI,
 PRINCIPAL,
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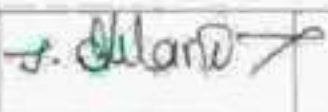

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Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester III under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type ^a
Theory courses									
1.	P23MBA301	Strategic Management	4	0	0	4	PC	60	T
2.	P23MBA302	Environment, Social and Governance	3	0	0	3	PC	45	T
3.	P23MBA5xx	Elective:1	3	0	0	3	PE	45	T
4.	P23MBA5xx	Elective:2	3	0	0	3	PE	45	T
5.	P23MBA5xx	Elective:3	3	0	0	3	PE	45	T
6.	P23MBA5xx	Elective:4	3	0	0	3	PE	45	T
7.	P23MBA5xx	Elective:5	3	0	0	3	PE	45	T
8.		Elective:6							
	noc25_mg96	1. NPTEL-Product and Brand Management							
	noc25_jng86	2. NPTEL-Working Capital Management	3	0	0	3	PE	45	T
	noc25_mg92	3. NPTEL - Training of trainers							
Practical courses									
9.	P23MBA303	Summer Internship (6 weeks at end of second semester)	0	0	6	3	EEC	90	I
Total Credits						28			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L- Laboratory, LT- Laboratory with Theory, I - Internship.

Approved by

			
Chairperson, MBA BoS Dr. P.K. Anjani	Member Secretary, Academic Council Dr. R. Shivakumar	Dean-Academics Dr. J. Akilandeswari	Chairperson, Academic Council & Principal Dr. S.R.R. Senthil Kumar

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HOD/MBA, Third Semester MBA Students and Staff, COE

MARKETING MANAGEMENT ELECTIVES						
Theory						
Course Code	Courses	Category	L	T	P	C
P23MBA501	Services Marketing	PE	3	0	0	3
P23MBA502	Consumer Behaviour	PE	3	0	0	3
P23MBA503	Integrated Marketing Communication	PE	3	0	0	3
P23MBA504	Retail Management	PE	3	0	0	3
P23MBA505	Sales and Distribution Management	PE	3	0	0	3
P23MBA506	Digital Marketing	PE	3	0	0	3
P23MBA507	Product and Brand Management	PE	3	0	0	3
P23MBA508	Customer Relationship Management	PE	3	0	0	3
P23MBA509	Marketing Research	PE	3	0	0	3
P23MBA510	Marketing Metrics	PE	3	0	0	3
P23MBA511	International Marketing	PE	3	0	0	3
FINANCE MANAGEMENT ELECTIVES						
Theory						
P23MBA512	Financial Services	PE	3	0	0	3
P23MBA513	Security Analysis and Portfolio Management	PE	3	0	0	3
P23MBA514	Banking Management	PE	3	0	0	3
P23MBA515	Financial Modelling	PE	2	0	2	3
P23MBA516	Derivatives Management	PE	3	0	0	3
P23MBA517	Risk Management	PE	3	0	0	3
P23MBA518	Personal Finance and Financial Planning	PE	3	0	0	3
P23MBA519	FINTECH	PE	3	0	0	3
P23MBA520	International Finance	PE	3	0	0	3
HUMAN RESOURCE MANAGEMENT ELECTIVES						
Theory						
P23MBA521	Performance Management	PE	3	0	0	3
P23MBA522	Talent Acquisition	PE	3	0	0	3
P23MBA523	Industrial Relations and Labour Welfare	PE	3	0	0	3
P23MBA524	Strategic Human Resource Management	PE	3	0	0	3
P23MBA525	Compensation Management	PE	3	0	0	3
P23MBA526	Organizational Change and Development	PE	3	0	0	3
P23MBA527	Conflict and Negotiation Skills	PE	3	0	0	3

OPERATIONS MANAGEMENT ELECTIVES						
Theory						
P23MBA528	Total Quality Management	PE	3	0	0	3
P23MBA529	Logistics and Supply Chain Management	PE	3	0	0	3
P23MBA530	Services Operation Management	PE	3	0	0	3
P23MBA531	Business Process Transformation	PE	3	0	0	3
P23MBA532	Project Management	PE	3	0	0	3
P23MBA533	Enterprise Resource Planning	PE	3	0	0	3
FAMILY BUSINESS MANAGEMENT ELECTIVES						
Theory						
P23MBA534	Family Business and Entrepreneurship	PE	3	0	0	3
P23MBA535	Professionalisation of Family Business	PE	3	0	0	3
P23MBA536	Entrepreneurial Finance and Venture Capital	PE	3	0	0	3
P23MBA537	Business Plan and Proposal Writing	PE	3	0	0	3
P23MBA538	Social Entrepreneurship	PE	3	0	0	3
P23MBA539	International Business Management	PE	3	0	0	3
P23MBA540	Technology Management	PE	3	0	0	3
P23MBA541	Startup Business Incubator	PE	3	0	0	3
BUSINESS ANALYTICS						
P23MBA542	R Programming	PE	2	0	2	3
P23MBA543	Social & Web Analytics	PE	3	0	0	3
P23MBA544	Business Intelligence	PE	3	0	0	3
P23MBA545	Business Forecasting and Econometrics (Using R)	PE	3	0	0	3
P23MBA546	Healthcare Data Analytics	PE	3	0	0	3
P23MBA547	Predictive Analytics	PE	3	0	0	3
P23MBA548	Data Warehouse and Mining	PE	3	0	0	3
NPTEL						
noc25_mg96	NPTEL - Product and Brand Management	PE	3	0	0	3
noc25_mg86	NPTEL - Working Capital Management					
noc25_mg92	NPTEL - Training of Trainers					

HOD - MBA

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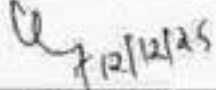
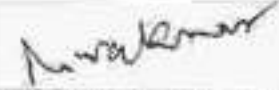
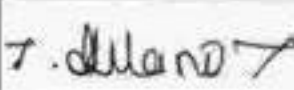
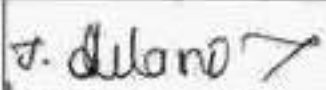
Courses of Study for MBA Semester IV under Regulations 2023 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
Practical courses									
1.	P23MBA401	Entrepreneurship Development	3	0	0	3	PC	45	T ✓
2.	P23MBA402	CAPSTONE (Project Work)	0	0	24	12	PC	360	P
Total Credits						15			

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Approved By

			
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Dr.P.K.Anjani	Dr.R.Shivakumar	Dr.J.Akilandeswari	Dr.S.R.R.Senthil Kumar

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HOD/ MBA, Fourth Semester MBA Students and Staff, COE

Sona College of Technology, Salem
(An Autonomous Institution)

Course of Study for MBA Semester I under Regulations 2023 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
Theory courses									
1.	P23MBA101	Accounting For Decision Making	3	1	0	4	PC	60	TT
2.	P23MBA102	Organizational Behaviour	4	0	0	4	PC	60	T
3.	P23MBA103	Economics For Business Decisions	4	0	0	4	PC	60	T
4.	P23MBA104	Applied Statistics for Business Decisions	3	1	0	4	PC	60	TT
5.	P23MBA105	Legal Aspects of Business	3	0	0	3	PC	45	T
6.	P23MBA106	Information Systems	3	0	0	3	PC	45	T
7.	P23MBA107	Marketing Management	4	0	0	4	PC	60	T
Practical courses									
8.	P23MBA108	Managerial Communication	0	0	4	2	PC	60	L
9.	P23MBA109	Community Development Programme	0	0	4	2	EEC	60	L
Total Credits						30			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L-Laboratory, LT- Laboratory with Theory.

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	 11.5.23	 01/05/23	 11/5/23
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HOD/ MBA, First Semester MBA Students and Staff, COE

P23MBA101	ACCOUNTING FOR DECISION MAKING				L	T	P	C
					3	1	0	4
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Explain the concepts and applications of Accounting.							
CO2:	Analyze the financial statements of the business.							
CO3:	Apply the cost concepts and tools in decision-making.							
CO4:	Make decisions based on management and cost accounting information.							
CO5:	Explain the significance of technology in accounting.							
Pre-requisite: NIL								
CO/PO, PSO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	3	2		2	1	2		
CO2	3	2		3	1	3		
CO3	3	2		2	2	1		
CO4	3	3		1	2	2		
CO5	3			1	1			
Course Assessment methods								
Direct				Indirect				
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)				Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)				Course end survey
Unit 01: Introduction to Accounting							12 Hours	
Introduction to Financial, Cost and Management Accounting – Accounting Cycle- Accounting Equation - Accounting Conventions and Concepts – GAAP - IFRS – Analyzing transaction – Preparing Trail balance - Preparation of Final Accounts of Sole Proprietorship –Simple Problems- Introduction to Environmental Accounting-Introduction to Human Resource accounting.								
Unit 02: Financial Statement Analysis							12 Hours	
Financial Statement Analysis –Tools of Financial Statement Analysis - Ratio Analysis Interpretation of ratio for financial decisions making - Preparation of Cash Flow Statement - Simple Problems.								

Unit 03: Cost Accounting			12 Hours
Elements of Cost - Cost Classification - Cost Control & Cost Reduction - Preparation of cost sheet – Job costing – Process costing (excluding Interdepartmental Transfer and Equivalent production) - Basics of Cost Volume Profit (CVP) analysis - BEP analysis - Application of marginal costing in decision making: Acceptance of Special order, Key limiting factor, Make/Buy decision and Sales mix.			
Unit 04: Budgeting and Standard Costing			12 Hours
Basic framework of budgeting - Preparation of flexible and cash budgets – Simple Problems –Zero-based budgeting - Standard costing - Setting standard costs - Analysis of variance: Material variance and Labour variance – Simple Problems			
Unit 05: Latest Development Trends and Practices			12 Hours
Introduction to financial software for analysis: Excel and Prowess, Introduction to Fintech, Block chain technology, AI in accounting and finance, Cloud-based accounting.			
Theory: 45Hrs	Tutorial: 15	Practical: 0	Total Hours: 60 Hrs
TEXT BOOKS			
1.	N. Maheshwari&S.K. Maheshwari, “A Text Book of Accounting for Management”, Vikas Publication House Pvt Ltd, 4 th edition,2019.		
REFERENCES			
1.	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 17 th edition, Tata Mc Graw Hill, 2014.		
2.	Ronald W.Hilton& David E.Platt, Managerial Accounting Creating Value in a Dynamic Business Environment, Mc Graw Hill Education,10 th edition,2014.		
3.	M.y.Khan&P.K.jain, Management Accounts : Text, Problems & Case”, Tata Mc Graw Hill Publishing Co Ltd, 7 th Edition, 2012.		
4.	Gupta R. L. and Radhaswamy M., Advanced Accounting, Sultan Chand Publishers, NewDelhi, 5 th edition,2010.		
5.	Ashok Banerjee Financial Accounting: A Managerial Emphasis Excel Books 2005.		
6.	Pandikumar, Management Accounting-Theory and Practice, Excel Books 2009.		

P23MBA102	ORGANISATIONAL BEHAVIOUR				L	T	P	C	
		4	0	0	4				
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Explain organizational behaviour and its scope.								
CO2:	Interpret the Individual level behaviour of employees in organizations.								
CO3:	Analyse the group level behaviour of employees in organizations.								
CO4:	Apply the concepts of Leadership and power in practice.								
CO5:	Evaluate the dynamics of organizational behaviour to enhance Effectiveness of Employees								
Pre-requisite: NIL									
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
COs	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	3	1			1				
CO2	3	1	2		2				
CO3	2	2	2		3				
CO4	3	3	3		3				
CO5				2	2		2		
Course Assessment methods									
Direct				Indirect					
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)				Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)			Course end survey		
Unit 01: PURPOSE AND SCOPE							12 Hours		
Organizational Behavior - Nature - Scope - Disciplines Contributing - Challenges and Opportunities - OB Models.									
Unit 02: INDIVIDUAL BEHAVIOUR							12 Hours		
Attitudes Components - Types - Emotions and Moods - Emotional Intelligence Personality - Determinants - MBTI - Big Five - Other traits. Values - Value system - Hofstede's value dimensions-Learning-theories-Organization behavior modification -Perception-process-Attribution theory-Short cuts in perception-Decision Making - Common biases and errors in decision making. Motivation and its theories - Job characteristics model - Effects on work behavior.									

Unit 03: FOUNDATION OF GROUP BEHAVIOUR			12Hours
Organization Structure - Types - Groups - Formation - Types of groups - Stages in group development - Concepts of group-Group Dynamics-Group decision making- Techniques - Team building - Types - Interpersonal relationships - Johari Window- Communication and Control.			
Unit 04: LEADERSHIP AND POWER			12 Hours
Leadership - Leader Vs Manager - Styles - Theories of leadership - Power-Sources - Politics-factors - Consequences of power - Impression Management - Conflicts and Negotiations			
Unit 05: ORGANIZATION SYSTEM			12 Hours
Organizational Culture - Factors influencing - Organizational Change - Forces - Types Lewin's model of Change - Resistances to change - Organizational Development - Stress Management.			
Theory: 60 Hrs	Tutorial: --	Practical: --	Total Hours: 60 Hrs
TEXT BOOKS			
1.	Stephen P. Robbins, Organizational Behaviour, Edition 18th, Pearson Publication, 2019.		
REFERENCES			
1.	Fred Luthans, Organizational Behavior, 12th edition, McGraw hill Publication, 2015.		
2.	Udai Pareek, Understanding Organizational Behavior, 4th edition, Oxford Publication, 2018.		
3.	Mc Shane & Von Glinov, Organizational Behavior, 9th edition, McGraw hill Publication, 2020.		
4.	Schermerhorn, Hunt and Osborn, Organizational Behavior, 12th edition, John Wiley, 2011.		

P23MBA103	ECONOMICS FOR BUSINESS DECISIONS		L	T	P	C
			4	0	0	4
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Explain the concepts of scarcity, efficiency and the economic problems.					
CO2:	Analyse demand, supply, cost and production.					
CO3:	Analyse the functioning of product and factor markets in the economy.					
CO4:	Discuss principles of Macroeconomics.					
CO5:	Analyse the economic variables of unemployment, inflation, money market and National Income.					
Pre-requisite: NIL						
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2	1	
CO2	3	2		2		2
CO3	3	1		2		
CO4	2					2
CO5	3	2		2		1
Course Assessment methods						
Direct			Indirect			
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)			Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)		Course end survey	
Unit 01: INTRODUCTION						12 Hours
The themes of economics – scarcity and efficiency – Productive efficiency Vs economic efficiency – Microeconomics and Macroeconomics – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – economic growth & stability – the role of markets and government – Positive Vs negative externalities.						
Unit 02: CONSUMER AND PRODUCER BEHAVIOUR						12 Hours
Market, Demand and Supply – Determinants – elasticity of demand and supply – Market equilibrium – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.						

Unit 03: PRODUCT AND FACTOR MARKET			12 Hours
Product market – different market structures – perfect and imperfect market – Firm’s equilibrium and supply – Market efficiency – Factor market – Land, Labour and capital – Demand and supply of factors– determination of factor price – Interaction of product and factor markets – General equilibrium and efficiency of competitive markets.			
Unit 04: PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS			12 Hours
Macro-economic aggregates – circular flow of macroeconomic activity – National income determination– Aggregate demand and supply – Components of aggregate demand and national income – Macroeconomic equilibrium – Multiplier Effect – Demand side Policy and management – Demand Forecasting – Trade Cycle– Fiscal policy in theory.			
Unit 05: AGGREGATE SUPPLY AND THE ROLE OF MONEY			12 Hours
Short-run and Long-run supply curve – Supply side Policy and management – Unemployment – Okun’s law – Inflation – reasons for inflation – Demand Vs Supply factors – Phillips curve – Inflation Vs Unemployment tradeoff – short- run and long-run – Money market – Demand and supply of money – Money market equilibrium and National Income – the role of monetary policy.			
Theory: 60 Hrs	Tutorial: --	Practical: --	Total Hours: 60 Hrs
TEXT BOOKS			
1.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.		
2.	N. Gregory Mankiw, Principles of Economics, 8th edition, Thomson learning, New Delhi, 2017.		
REFERENCES			
1.	Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.		
2.	Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.		
3.	Michael R. Baye and Jeffrey T, Managerial Economics & Business Strategy, 8 th edition, McGraw-Hill, 2017.		
4.	William F. Samuelson and Stephen G, Managerial Economics, 7 th edition, Wiley, 2011.		

P23MBA104	Applied Statistics for Business Decisions	L	T	P	C
		3	1	0	4

Course Outcomes

At the end of the course, the student will be able to

CO1:	Compute and apply probability distributions to different types of business processes.
CO2:	Apply statistical techniques to data sets in business, and correctly interpret the results.
CO3:	Apply Non-Parametric hypothesis testing tools for data analysis in business management
CO4:	Analyze and interpret the correlation and regression between the variables
CO5:	Compute index numbers and apply forecasting techniques for time series data.

Pre-requisite: NIL

CO/PO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3			1	2
CO2	3	3		2	1	2
CO3	3	3				2
CO4	3	3		1	2	3
CO5	3	3		1	2	3

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: Introduction to Statistics and Probability Distribution **12 Hours**

Statistical thinking and analysis ;Statistics defined; Types of statistical methods - Descriptive and inferential statistics; Importance and scope of statistics , Probability: Concept - Rules of probability, Assigning probability to events; Joint, Marginal and Conditional Probability, Baye’s theorem Application, Random variables, Binomial, Poisson and Normal Probability Distribution.

Unit 02: Hypothesis Testing **12 Hours**

Fundamental Concepts of Hypothesis Testing: Developing null and alternate hypothesis, Hypothesis testing procedure, the critical value of the test statistic, regions: rejection and non-rejection, Type I error and Type II error, Level of significance, Inference about a Population: For single population mean using z-statistic, for single population mean using t-statistic, Inference about Comparing Two Populations: Inference about the difference between two population means , Inference about the difference between two population

proportions.			
Unit 03: Analysis of Variance and Non-Parametric Tests			12 Hours
Inference about the ratio of two population variances, Analysis of Variance (ANOVA), Chi-Squared Tests: Chi-squared goodness of fit test, and test of independence. Bi-variate tests: Mann-Whitney U test, Wilcoxon Sign Test, Multivariate: Kruskal-Wallis Test.			
Unit 04: Correlation and Regression			12 Hours
Types of correlation–Measures of Linear Relationship: coefficient of correlation- Pearson’s Correlation- Spearman’s Rank Correlation - Simple Linear Regression- Estimation of Regression line–Method of Least Squares.			
Unit 05: Time Series Analysis and Index Numbers			12 Hours
Variations in Time Series - Methods of Estimating Trend: Moving Average Method - Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Moving Average Method. Index Numbers–Laspeyre’s, Paasche’s and Fisher’s Ideal index			
Theory: 45Hrs	Tutorial: 15	Practical: --	Total Hours: 60 Hrs
TEXT BOOKS			
1.	T N Srivastava and ShailajaRego, Statistics for Management, Tata McGraw Hill, 8th Edition 2019.		
REFERENCES			
1.	Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017.		
2.	Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.		
3.	Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.		
4.	David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D.Camm, James J.Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, 2016.		
5.	N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.		

P23MBA105	LEGAL ASPECTS OF BUSINESS					L	T	P	C	
						3	0	0	3	
Course Outcomes										
At the end of the course, the student will be able to										
CO1:	Examine the elements of a contract and remedies for breach of contract in business affairs									
CO2:	Analyse legal issues in buying and selling movable properties, regulating anti-competitive practices in business.									
CO3:	Analyse partnership as a business organization and the role of law in commercial transactions									
CO4:	Apply laws pertaining to the registration and operations of a company									
CO5:	Examine the consumers' rights and Goods & Services taxes.									
Pre-requisite: NIL										
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	Programme Outcomes (POs)									
	PO1	PO2	PO3	PO4	PO5	PO6				
CO1	3	3	2	3			2			
CO2	3	3	2	3			2			
CO3	3	3	2	3			3			
CO4	3	3	2	3			3			
CO5	3	3	2	3			2			
Course Assessment methods										
Direct					Indirect					
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)					Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)					
					Course end survey					
Unit 01: INDIAN CONTRACT ACT, 1872								9 Hours		
Essential Elements of Contract – Classification of Contract – Formation of Contract – Performance of Contract – Discharge of Contract – Breach of Contract and remedies - Contingent and Quasi Contract.										
Unit 02: SALE OF GOODS ACT, 1930& Competition Act 2002.								9 Hours		
Essential elements of Contract of Sale – Classification of goods – Doctrine of Caveat Emptor – Difference between condition and warranty – Rules as to delivery of goods – Rights of buyer and seller – Rights of unpaid seller – Remedies for breach of contract of sale.										

Competition Act 2002: Introduction, Definitions, Establishment and Composition of Commission- Prohibition of abuse of Dominant position, Regulation of Combinations- Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

Unit 03: INDIAN PARTNERSHIP ACT, 1932 & NEGOTIABLE INSTRUMENTS ACT, 1881	9 Hours
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Characteristics of partnership – Test of partnership – Formation of partnership – Kinds of partners – Registration of firms – Rights, Duties and Liabilities of partners – Re-constitution of firm – Dissolution of partnership firm.

NEGOTIABLE INSTRUMENTS ACT, 1881

Characteristics of Negotiable Instrument – Parties to negotiable instruments – Presumptions as to Negotiable Instruments – Essential features of Promissory note, Bill of Exchange and Cheque – Holder and Holder in due Course – Discharge of Negotiable Instrument – Dishonor of Cheque.

Unit 04: COMPANY LAW 2013	9 Hours
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Nature and Characteristics of Company – Types of Companies – Formation of Company – Memorandum of Association – Articles of Association – Prospectus – Powers, duties and liabilities of Directors – Winding up of Company

Unit 05: CONSUMER PROTECTION ACT, 2019 & GST	9 Hours
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Consumer Protection Act: Definitions – Consumer, Defect, Deficiency, Unfair trade practice, restrictive trade practice – Consumer rights – Procedure for consumer grievance redressal – Consumer dispute redressal machineries and Forums – Remedies available to consumers.

Goods and Service Tax (GST) – Introduction to GST-Objectives and Scope of GST-Advantages and disadvantages-GST Council, - Taxes under GST-Registration under GST- levy and collection of GST in India.

Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45 Hrs
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TEXT BOOKS

- | | |
|----|--|
| 1. | Ravinder Kumar, Legal aspects of business, Cengage Learning, 6 th edition 2022 |
| 2. | K M Bansal, GST & Customs Law, Taxmann, 2023 |

REFERENCES

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|----|--|
| 1. | Kapoor N.D, Elements of Mercantile Law, Sultan Chand & Sons, 38th edition 2020 |
| 2. | N. D. Kapoor, Elements of Company Law, Sultan Chand and sons, 2020 |
| 3. | Avtar Singh , Business Law, Eastern Bok company, 11th edition 2021 |
| 4. | Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns 2018 |

P23MBA106	INFORMATION SYSTEMS	L	T	P	C
		3	0	0	3

Course Outcomes

At the end of the course, the student will be able to

CO1:	Analyse the role of Management information Systems in modern organizations.
CO2:	Explain the role of modern information systems and functional business systems in decision making
CO3:	Evaluate the process of information as a resource in business organizations
CO4:	Analyse the importance of implementation and control of IPR related issues in IT
CO5:	Apply information systems in managerial decision making.

Pre-requisite: NIL

CO/PO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1		2	2	1
CO2	2	3		2	2	2
CO3	1	3	1	2	2	
CO4	1	2	1		2	1
CO5	2	2	1	1	2	

Course Assessment methods

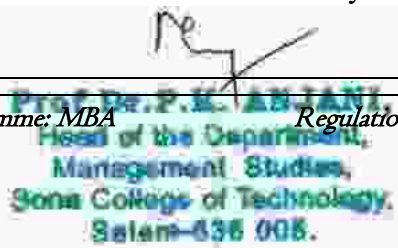
Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: MANAGEMENT INFORMATION SYSTEMS **9 Hours**

Definition - Evolution - Functions of Management Information Systems - Information Concepts - Information Technology - Establishing Framework - Types of Information Systems - Business Model - Conceptual Model- Architecture

Unit 02: SYSTEM DEVELOPMENT: MODERN INFORMATION SYSTEMS AND FUNCTIONAL BUSINESS SYSTEMS **9 Hours**

System Concepts- System Development Life Cycle- Models - Prototyping - Structured Methodologies - Designing Computer Based Methods - Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER) Database Concepts- DBMS-RDBMS - OODBMS - Data Warehousing and Data Mart - Information Systems: Functional Areas - Production systems, Human Resources, Finance & Marketing



Unit 03: NOTIONS OF DECISION SUPPORT SYSTEMS			9 Hours
Decision Support Systems - Enterprise Information Systems - Executive Information Systems - Expert Systems - Knowledge Management Systems - Geographic Information Systems- Managing International Information Systems - Enterprise Resource Planning- e-Business - e- governance -CRM-Data Mining - Business Intelligence			
Unit 04: SECURITY, CONTROL AND REPORTING			9 Hours
Quality Assurance in Information Systems -Cost Benefit Analysis - Assessing Values and Risk of Information Systems - IT Ethics - Intellectual Property, Copyright & Patent- Impact of Information Technology on Individuals , Organizations and Society-Introduction to IoT, Quantum computing, Block chain			
Unit 05: MANAGEMENT CHALLENGES, COMPUTER CRIME AND SYSTEM SECURITY			9 Hours
Cyber Law and IT Act 2000 -Types of Cybercrimes - Identification of system vulnerability - Security Management of Information Technology - Auditing IT Security - Global Management of Information Technology.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45 Hrs
TEXT BOOKS			
1.	James O'Brien, George M Marakas, Ramesh Behl, Management Information systems, Tata McGraw-Hill, 11 th edition , 2019		
REFERENCES			
1.	Kenneth C Laudon, Jane P Laudon and Sahil Raj, Management Information systems, Pearson education, 16 th edition, 2019		
2.	Effy Oz, Management Information Systems, Cengage learning, 6 th Edition, 2013		
3.	Waman S Javadekar, Management Information Systems - A global Digital Enterprise Perspective - Tata McGraw - Hill, 5 th Edition , 2017		
4.	Indrajit Chatterji, Management Information Systems, Prentice Hall of India, 2nd Edition		

P23MBA107	MARKETING MANAGEMENT			L	T	P	C
				4	0	0	4
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Explain the concept of marketing, marketing environment and prepare a marketing plan.						
CO2:	Apply the concepts of consumer decision-making and STP (segmentation, Targeting, Positioning) strategies to gain a competitive advantage.						
CO3:	Analyse product and pricing strategies in marketing.						
CO4:	Analyse the distribution and promotion strategies of firms.						
CO5:	Discuss the evolving concepts of Marketing and marketing ethics.						
Pre-requisite: NIL							
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
COs	Programme Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3			2	3	1	
CO2	1	3	2	3			
CO3	1	2		3			
CO4	2	2		3		1	
CO5	2		1	3			
Course Assessment methods							
Direct				Indirect			
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)			Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)		Course end survey		
Unit 01: INTRODUCTION						12 Hours	
Marketing - Scope of Marketing - Marketing Concepts—Marketing Plan -Marketing environment: Internal and External - Marketing mix.							
Unit 02: BUYER BEHAVIOUR AND ANALYSING MARKETING OPPORTUNITIES						12 Hours	
Consumer Behaviour — Factors influencing consumer behaviour-Buying Decision Making process -Business Markets- participants in buying process-stages in buying process- Customer relationships management — Customer acquisition, Retaining, - Market Segmentation — Targeting and Positioning							
Unit 03: PRODUCT AND PRICING DECISIONS						12 Hours	
Product Concepts- Product Mix —New product Development and Management- Product life cycle — Packaging- Labeling- Branding- Competitive strategies- Services Marketing.							

Pricing- Setting the Price- Methods- Ethical aspects of Pricing				
Unit 04: MARKETING CHANNELS AND PROMOTION DECISIONS				12 Hours
Marketing channels – functions - channel design decisions - Channel integration – intermediaries - Channel conflict - Retailing, Wholesaling and logistics. Integrated Marketing Communication – Advertising - Sales promotion - Direct marketing - Public Relations-Personal Selling				
Unit 05: TRENDS IN MARKETING				12 Hours
Tapping Global Markets - Marketing Ethics - Social Media Marketing - Bottom of the pyramid - Introduction to Marketing Analytics.				
Theory: 60 Hrs	Tutorial: --	Practical: --	Project:--	Total Hours: 60 Hrs
TEXT BOOKS				
1.	Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 15th Edition, 2017			
REFERENCES				
1.	RajanSaxena, Marketing Management, Mc Graw Hill India, 6th Edition, 2020.			
2.	Lamb, hair, Sharma, Me Daniel- Marketing - An Innovative approach to learning and teaching-A South Asian perspective, Cengage Learning - 2016.			
3.	Dhruv Grewal And Michael Levy, Marketing - Mc Graw Hill India, 7th Edition, 2017.			
4.	V. S. Ramaswamy and S. Namakumari , Marketing Management- Sage Publications India Pvt Ltd, 6th Edition, 2018.			

P23MBA108	MANAGERIAL COMMUNICATION					L	T	P	C	
						0	0	4	2	
Course Outcomes										
At the end of the course, the student will be able to										
CO1:	Communicate confidently and effectively									
CO2:	Demonstrate active listening skills									
CO3:	Use language efficiently to face interviews, participate in group discussions and make public speeches.									
CO4:	Write business letters and draft business reports									
Pre-requisite: NIL										
CO/PO, PSO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)									
	PO1	PO2	PO3	PO4	PO5	PO6				
CO1		1	2	2	3	3				
CO2	1		2		2					
CO3	2	2	2	2	3					
CO4	2	3	2	2	2	2				
Course Assessment methods										
Direct					Indirect					
CIE test I (20) Quiz 1 (5) CIE test II (20) Quiz 2 (5)			Assignment (10) Total CIE: 60 marks Semester End Examination (40)			Course end survey				
Unit 01: Listening								12 Hours		
<ul style="list-style-type: none"> ● Listening and typing ● listening and sequencing of sentence ● Filling in the blanks ● Listening and answering questions. 										
Unit 02: Reading								12 Hours		
<ul style="list-style-type: none"> ● Filling in the blanks ● Cloze exercises ● Vocabulary building ● Reading passages and answering questions. 										
Unit 03: Speaking								12 Hours		
<ul style="list-style-type: none"> ● Correct Pronunciation ● Sound recognition exercises 										

<ul style="list-style-type: none"> • Common errors in Spoken English. • Building confidence 			
Unit 04: Writing			12 Hours
<ul style="list-style-type: none"> • e – mail, memo • Business letters • Proposal, report writing • Drafting circulars, agenda • Preparing abstracts for technical articles 			
Unit 05: Communication Skills			12 Hours
<ul style="list-style-type: none"> • Creating effective PPTs – presenting the visuals effectively • Oral Presentations – Using appropriate body language in professional contexts – gestures, facial expressions, etc. • Preparing job applications – writing covering letter and résumé • Applying for jobs online – email etiquette • Participating in group discussions – understanding group dynamics – brainstorming the topic – mock GD • Training in soft skills – persuasive skills – people skills – questioning and clarifying skills 			
Theory: 0 Hrs	Tutorial:	Practical: 60 Hrs	Total Hours: 60 Hrs
TEXT BOOKS			
1.	Rajendra Pal, Korlaharli – “Business Communication”, Sultan Chand Publications.		
REFERENCES			
1.	English and Soft Skills, Dhanavel, S.P. Hyderabad: Orient BlackSwan Ltd. 2010.		
2.	How to Prepare for Group Discussion and Interview, Corneilssen, Joep. New Delhi: Tata – McGraw – Hill, 2009.		
3.	Group Discussion and Team Building D’Abreo, Desmond A. Mumbai: Better yourself books, 2004.		
4.	The ACE of Soft Skills, Ramesh, Gopalswamy, and MahadevanRamesh. New Delhi: Pearson, 2010.		
5.	Corporate Soft Skills, Gulati, Sarvesh. New Delhi: Rupa and Co. 2006.		
6.	Presentation Skills for Students, Van Emden, Joan, and Lucinda Becker. New York: Palgrave Macmillan, 2004.		


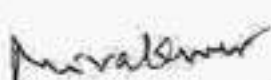


P23MBA109		COMMUNITY DEVELOPMENT PROGRAMME				L	T	P	C
						0	0	4	2
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Identify the social-cultural framework of the community								
CO2:	Address the challenges with suitable solutions in the identified community								
CO3:	Engage in fieldwork and create awareness among the community on policies in practice								
CO4:	Prepare a report								
Pre-requisite: NIL									
CO/PO, PSO Mapping									
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)								
	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	2	2	1	1	1				
CO2	2	2	1	2	2				
CO3	2		1	2	1				
CO4	1			1	1				
Course Assessment methods									
Direct				Indirect					
Panel Review I (30 marks) Panel Review II (30 marks) Final presentation & Viva-voce (40 marks)				Semester End Examination :-			Course end survey		
Unit 01: Dynamics of the community							10 Hours		
<ul style="list-style-type: none"> Social, Economic, and Cultural dynamics of community 									
Unit 02: Challenges and goal setting							10 Hours		
<ul style="list-style-type: none"> Identify the challenges in the community. Setting Goals and social Mapping 									
Unit 03: Methodology							12 Hours		
<ul style="list-style-type: none"> Developing approaches, methods, plans and proposals 									
Unit 04: Engagement with the community							16 Hours		
<ul style="list-style-type: none"> Execution of the plans 									
Unit 05: Reporting							12 Hours		
<ul style="list-style-type: none"> Report Preparation 									
Theory: 0 Hrs		Tutorial;		Practical: 60 hrs		Total Hours: 60 Hrs			

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester II under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S.No	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
Theory courses									
1.	P23MBA201	Optimisation Techniques for Business Decisions	3	1	0	4	PC	60	TI
2.	P23MBA202	Business Research Methods	3	0	2	4	PC	75	TL
3.	P23MBA203	Business Analytics	3	0	0	3	PC	45	T
4.	P23MBA204	Financial Management	3	1	0	4	PC	60	TT
5.	P23MBA205	Human Resource Management	4	0	0	4	PC	60	T
6.	P23MBA206	Operations Management	3	1	0	4	PC	60	TT
Open Elective									
7.	P23MCA601	AI for Business Transformation	3	0	0	3	OE	45	T
	P23CEM602	Construction Engineering Management							
Practical courses									
8.	P23MBA207	Ancient Knowledge Systems -Seminar	0	0	4	2	PC	60	L
9.	P23MBA208	Data Analysis Using Spread Sheets	0	0	4	2	PC	60	L
Total Credits						30			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L-Laboratory, LT- Laboratory with Theory.

Approved By

			
Chairperson, MBA BoS	Member Secretary, Academic Council	Dean-Academics	Chairperson, Academic Council & Principal
Dr. P.K. Anjani	Dr.R.Shivakumar	Dr.J.Akilandeswari	Dr.S.R.R.Senthil Kumar

Copy to:-


HOD/ MBA, Second Semester MBA Students and Staff, COE

Prof. Dr. S. R. R. SENTHILKUMAR,
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P23MBA201	OPTIMISATION TECHNIQUES FOR BUSINESS DECISIONS		L	T	P	C
			3	1	0	4
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Apply Linear programming in product mix decisions					
CO2:	Examine transportation and assignment in logistics and job allocation					
CO3:	Apply Game theory and heuristics of decision-making in real-time scenarios					
CO4:	Apply Network Analysis and job-sequencing in Manufacturing/Service set-up					
CO5:	Use Queuing and replacement theories in real-time scenario optimization					
Pre-requisite: NA						

CO/PO, PSO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3			1	2
CO2	3	2		1	2	2
CO3	3	3		1	1	2
CO4	3	3			1	2
CO5	3	2				2
Course Assessment methods						
Direct				Indirect		
CIE test I (10) Quiz I (5) CIE test II (10) Quiz II (5)		Assignment//Presentation/Case study(10) Total CIE: 40 marks Semester End Examination (60)		Course end survey		
Unit 01: INTRODUCTION TO LINEAR PROGRAMMING (LPP)					12 Hours	
Application of quantitative techniques in management decisions – Assumptions & Mathematical model of LPP. Linear Programming formulation, solution by graphical and simplex method - Primal.						
Unit 02: TRANSPORTATION PROBLEM & ASSIGNMENT PROBLEM					12 Hours	
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, least cost and Vogel's approximation methods. Check for optimality-Solution by MODI method-Case of Degeneracy.						
Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems- Solution by Hungarian Method-Travelling Salesman problem.						

Unit 03: DECISION THEORY AND GAME THEORY			12 Hours
Decision-making under risk – Decision-making under uncertainty, Game Theory-TwoPerson Zero Sum Games-Saddle point, Dominance Rule and graphical solutions for solving a game.			
Unit 04: NETWORK ANALYSIS AND SEQUENCING MODELS			12 Hours
Terminology- Concepts- Rules for drawing network diagram-CPM Computations- Finding critical path-Float- PERT Computations- Computation of earliest and latest allowable times- Difference between PERT and CPM. Job Sequencing - n jobs through 2 machines, n jobs through 3 machines and n jobs through m machines.			
Unit 05: QUEUING THEORY AND REPLACEMENT MODELS			12 Hours
Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals Replacement Models (With and without time value of money) – Group Replacement Model			
Theory: 45 Hrs	Tutorial: 15 Hrs	Practical: –	Total Hours: 60 Hrs
TEXT BOOKS			
1.	J K Sharma, "Operations Research – Theory & Applications", Macmillan Publishers India Ltd., 6th edition, 2017.		
REFERENCES			
1.	Operations Research, Taha Hamdy A., Pearson Publishing, Ninth Edition, (2018)		
2.	Quantitative Techniques in Management, Volra N D, McGraw Hill Education, 1 st edition, (2021)		
3.	Problems in Operations Research, Er. Prem Kumar Gupta & Dr. D.S. Hira., S Chand, 2018.		
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2nd Edition, PHI Learning Pvt. Ltd., 2017		
5.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2016.		


Prof. Dr. P.K. ANJANI,
 Head of the Department,
 Management Studies,
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 Selen - 635 005.

P23MBA202	BUSINESS RESEARCH METHODS			L	T	P	C
				3	0	2	4
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Explain the scientific research process						
CO2:	Use appropriate research design and measurement in Research.						
CO3:	Apply methodological research to solve organizational problems.						
CO4:	Analyze data and draw suitable inference.						
CO5:	Prepare research reports and carry out research on ethical grounds.						
Pre-requisite:							

CO/PO, PSO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3					1	
CO2	3	2		2		1	
CO3	3			2		1	
CO4		3				1	
CO5	1	2		2		1	
Course Assessment methods							
Direct				Indirect			
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) CIE –III (Practical)-(10) Assignment/seminar/Case study (10)				Total CIE: 50 marks Semester End Examination (50) Theory – 35 marks. Lab – 15 marks		Course end survey	
Unit 01: INTRODUCTION TO BUSINESS RESEARCH						9 Hours	
Business Research– Definition and Importance – the research process – Types of Research (Exploratory, Descriptive and causal Research - Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics– the role of theory in research.							
Unit 02: RESEARCH DESIGN AND MEASUREMENT						9 Hours	
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design –Concept and Construct– Variables in Research – Measurement and scaling – Different scales –Validity and Reliability of instrument.							

Unit 03: DATA COLLECTION IN RESEARCH	9 Hours
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods Sampling Errors	
Unit 04: DATA PREPARATION AND ANALYSIS	9 Hours
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.	
Unit 05: REPORT AND ETHICS IN BUSINESS RESEARCH	9 Hours
Research report –Types – Contents of report – need for executive summary – chapterisation – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report– Ethics in research – Subjectivity and Objectivity in research.	
<p>List of Experiments</p> <p><i>Bivariate Statistical Techniques (70% emphasis):</i></p> <p>Experiment 1: Pearson Correlation Analysis: Analyse the relationship between two continuous variables from a provided dataset (e.g., studying the correlation between age and income).</p> <p>Experiment 2: Independent Samples t-test: Evaluate the difference in means between two independent groups (e.g., comparing the effectiveness of two marketing strategies on sales).</p> <p>Experiment 3: Paired Samples t-test: Assess the significance of mean differences within the same group before and after an intervention (e.g., pre-test and post-test scores of students' performance).</p> <p>Experiment 4: Chi-square Test of Independence: Investigate the association between two categorical variables (e.g., examining the relationship between gender and buying preferences).</p> <p>Experiment 5: Simple Linear Regression: Predict a dependent variable based on one independent variable (e.g., predicting sales based on advertising expenditure).</p> <p>Experiment 6: Spearman's Rank-Order Correlation: Determine the strength and direction of the relationship between two ordinal variables (e.g., rank correlation between customer satisfaction and product ratings).</p> <p><i>Multivariate Statistical Techniques (30% emphasis):</i></p> <p>Experiment 7: Factor Analysis: Perform an exploratory factor analysis (EFA) to identify underlying factors among a set of survey items (e.g., determining factors affecting job satisfaction).</p> <p>Experiment 8: Multiple Regression Analysis: Conduct multiple linear regression to predict a dependent variable using several independent variables (e.g., predicting employee performance based on various factors like education, experience, and training).</p> <p>Experiment 9: Discriminant Analysis: Use discriminant analysis to classify observations into predefined groups based on multiple predictor variables (e.g., classifying customers into segments based on purchase</p>	

behaviour and demographics).

Experiment 10: Cluster Analysis: Apply k-means clustering to segment customers based on multiple attributes (e.g., clustering consumers according to shopping habits, income, and age).

Theory: 45 Hrs

Tutorial: --

Practical: 30

Total Hours: 75 Hrs

TEXT BOOKS

1. Pamela S Schindler, Business Research Methods, Business Research methods, Mc Graw Hill, 13th Edition, 2021.

REFERENCES

1. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 9th Edition, Cengage Learning, New Delhi, 2013.
2. Uma Sekaran and Roger Bougie, Research methods for Business: A skill building approach, 7th Edition, Wiley India, New Delhi, 2016.
3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.




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P23MBA203		BUSINESS ANALYTICS				L	T	P	C
						3	0	0	3
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Explain Business analytics terminologies and concepts.								
CO2:	Apply descriptive analytics tools of business analytics.								
CO3:	Discuss data integration and modelling techniques to answer business questions.								
CO4:	Examine business intelligence concepts for enterprise reporting.								
CO5:	Apply Data visualization tools in various Applications								
Pre-requisite:									

CO/PO, PSO Mapping									
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	3								
CO2	2	2		1			2		
CO3	2	2					1		
CO4	2		2	1			2		
CO5	3	3					2		
Course Assessment methods:									
Direct					Indirect				
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) Assignment/seminar/Case study (10)			Total CIE: 40 marks Semester End Examination (60)		Course end survey				
UNIT – I INTRODUCTION TO BUSINESS ANALYTICS							9 Hours		
Business Analytics – Evolution- scope- Process – Importance – Decision models - Relationship with Organizational Decision Making, Analytics in Decision Making, BA for Competitive Advantage- Application of Business Analytics in various domains									
UNIT – II DESCRIPTIVE ANALYTICS							9 Hours		
Descriptive analytics – Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.									


UNIT – III PREDICTIVE ANALYTICS			9 Hours
Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modelling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics			
UNIT – IV PRESCRIPTIVE ANALYTICS AND DIAGNOSTIC ANALYTICS			9 Hours
Diagnostic analytics – Diagnostic modelling. Prescriptive analytics - Prescriptive Modelling - Non Linear Optimization - Demonstrating Business Performance Improvement.			
UNIT – V DATA VISUALIZATION			9 Hours
Introduction – Visualization Basics – Data Types – Types of Visualization – Visualization tools – Dashboard and Interactive plots - Application of Data Visualization in Various Domains			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45 Hrs
TEXT BOOKS			
1.	Business Analytics – Data Science for Business Problems, Walter R. Paczkowski, Springer International Publishing, 2022.		
REFERENCES			
1.	Business Analytics: Methods, Models and Decisions, Pearson, Evans, J.R, 2019 Edition, Pearson publication.		
2.	Business Analysis Fundamentals, Haydn Thomas, Linked.com, 2017		
3.	RN Prasad, Seema Acharya, Fundamentals of Business Analytics, Wiley, 2015		


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P23MBA204	FINANCIAL MANAGEMENT				L	T	P	C
					3	1	0	4
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Examine the time value of money concept and the role of a financial manager.							
CO2:	Analyse the Capital budgeting process and valuation methods in the process of financial decisions							
CO3:	Evaluate cost of capital, significance of leverage, distribution and implications of dividend to shareholders.							
CO4:	Analyse the requirement and management of working capital and sources of short-term finance							
CO5:	Analyze the various avenues available to generate long term funds for investments through capital markets and other sources							
Pre-requisite:								

CO/PO, PSO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	3	2	2	1	1	2		
CO2	3	3	2	1	2	3		
CO3	3	3	2	1	2	3		
CO4	3	2			1	1		
CO5	3		2	1	1			
Course Assessment methods								
Direct				Indirect				
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) Assignment/Seminar/Case study/Field Work (10)				Total CIE: 40 marks Semester End Examination (60) Course end survey				
Unit 01: INTRODUCTION TO FINANCIAL MANAGEMENT							12 Hours	
Nature – Scope - Functions of Finance Management – Introduction to Financial Decisions -Role of a Finance manager – Concepts of Risk and Return- Single asset and of a portfolio – Time value of money: Compounding and discounting								
Unit 02: INVESTMENT DECISIONS							12 Hours	
Capital Budgeting – Principles and Techniques – Nature of Capital budgeting - Investment evaluation criteria: NPV, IRR, PI, Payback, Discounted payback, ARR- Cost of capital, Opportunity cost of capital, Cost of Equity, Debt, and WACC.								


Unit 03: FINANCING AND DIVIDEND DECISIONS			12 Hours
Financial and operating leverage- Meaning – Measures - Financial leverage and shareholder’s risk & return - Combined leverage - EBIT-EPS analysis - Capital structure – Theories: Net Income Approach, Net Operating Income Approach, MM Approach- Dividend theory: Walter & Gordon model, MM hypothesis - Factors determining dividend policy - Forms of dividend - Types of dividend policies.			
Unit 04: WORKING CAPITAL MANAGEMENT			12 Hours
Principles of Working capital: Concepts – Needs – Determinants - Issues and estimation of Working capital - Receivables Management - Inventory Management - Cash Management - Working Capital Finance.			
Unit 05: LONG TERM SOURCE OF FINANCE			12 Hours
Indian capital and stock market - New issues market - Long term finance: Shares, debentures, Term loans, Lease, Hire purchase, Venture capital- Fintech. and Private equity			
Theory: 45 Hrs	Tutorial: 15	Practical:	Total Hours: 60 Hrs
TEXT BOOKS			
1.	I. M. Pandey Financial Management, Pearson, 12 th edition, 2021		
REFERENCES			
1.	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases, McGraw Hill, 8 th edition, 2018		
2.	Prasanna Chandra, Financial Management, McgrawHill, 11 th edition, 2022.		
3.	Śrivatsava, Mishra, Financial Management, Oxford University Press,2021.		


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P23MBA205	HUMAN RESOURCE MANAGEMENT		L	T	P	C
			4	0	0	4
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Explain the challenges for Human Resource department					
CO2:	Apply the concept of Recruitment and selection in organizations					
CO3:	Design and develop effective training and development program					
CO4:	Prepare an effective appraisal process for any organization					
CO5:	Plan and implement effecting pay structure					
Pre-requisite:						

CO/PO, PSO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3			2	
CO2	2		2	2	1	
CO3	2	2		2	3	3
CO4	2		1	1	3	
CO5	2					
Course Assessment methods						
Direct				Indirect		
CIE test I (10)		Total CIE: 40 marks		Course end survey		
Quiz I (5)		Semester End Examination (60)				
CIE test II (10)						
Quiz II (5)						
Assignment/seminar/Case study (10)						
Unit 01: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT					12 Hours	
Meaning, Importance, Function, objectives, Difference between PM and HRM, roles of HR manager, Line and staff function, Evolution, models, Strategic human resource management, International human resource management, Managing Gig workforce- HR Analytics, Current Trends and Challenges, Job analysis, process of job analysis, Methods of Collecting job related data, Preparation of job description and Specification, Workforce planning and forecasting, Case Study						
Unit 02: RECRUITMENT AND SELECTION					12 Hours	
Recruitment, Importance, Internal and external sources of Recruitment, Recruitment Process Outsourcing (RPO), Recruitment Yield, Talent Management Process, Selection, importance, process, types of selection						

test and interviews, conducting effective interview, Biases and errors in the selection, Stages for Developing Effective Recruitment and Selection Strategies. Case Study			
Unit 03: TRAINING AND DEVELOPMENT			12 Hours
Orienting and on-boarding new employees, Training Vs Development, types of training, Training need analysis, Designing and implementing training programs, methods of Training, Evaluation of Training programs, Krickpatrick's method, E-Training. Case Study			
Unit 04: PERFORMANCE APPRAISAL			12 Hours
Basics, Importance, Performance Management Vs Performance Appraisal, Traditional and Modern methods of appraisal, Implementation of Appraisal process, bottlenecks in performance appraisal, Conducting appraisal interviews, Potential Appraisal, Career development, Balance score card, Grievance redressal system, Case Study			
Unit 05: COMPENSATION MANAGEMENT			12 Hours
Job Evaluation, Introduction and Objectives, structure of Compensation management, factors affecting pay level, Components of pay structure in India, Types of Incentives and fringe benefits, Pay for performance for employee benefits, Employee benefits around the world. Case Study			
Theory: 60 Hrs	Tutorial: 0	Practical: 0	Total Hours: 60 Hrs
TEXT BOOKS			
1.	Gary Dessler and Biju Varkkey, Human Resource Management, Pearson Publication., Seventeenth Edition, 2023		
REFERENCES			
1.	VSP Rao ,Human Resource Management, VSP Rao, Excel Book publication ,Fifth Edition,2019		
2.	Aswathappa , Human Resource Management , McGraw Hill Education , Seventh Edition,2019		
3.	BohlanderSnell , Principles of Human Resource Management , Ceogage Learning, Sixteenth Edition.,2019		


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P23MBA206	OPERATIONS MANAGEMENT			L	T	P	C
				3	1	0	4
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Explain operations management operation strategies and production systems						
CO2:	Analyse the product and process design for new product and make forecasts.						
CO3:	Examine the facility location, layout and maintenance						
CO4:	Apply the productivity improvement techniques and controlling of operations.						
CO5:	Examine the quality control and apply the world class manufacturing techniques						
Pre-requisite:							

CO/PO, PSO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3	1		3	2	1	
CO2	3	2		3	2	2	
CO3	2	1		2	3	3	
CO4	1	3	1	2	2	1	
CO5	2	2	2	3	1	1	
Course Assessment methods							
Direct				Indirect			
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) Assignment/seminar/Case study (10)				Total CIE: 40 marks Semester End Examination (60)		Course end survey	
Unit 01: INTRODUCTION TO OPERATIONS MANAGEMENT						12 Hours	
Operations Management – Nature, Importance, historical development, challenges, transformation processes, differences between goods and services – Operations strategy, Production system – concept, productivity, different types of production system – Recent Trends in Operation management.							
Unit 02: PRODUCT, SERVICE, AND PROCESS DESIGN						12 Hours	
Forecasting – Need, objectives, Types – straight line method, moving average method, linear regression – Exponential smoothing.							
Developing New Product, Improving the design of an existing product – Designing and developing new services, types of process design – factors affecting process design decisions.							

Unit 03: DESIGNING OPERATIONS AND INVENTORY MANAGEMENT			12 Hours
Location selection, Plant Layout – concept, Types, Factors affecting plant layout and locations decisions, Essentials of Ideal Layout – Inventory Management – types of inventory, EOQ, ABC Control System Problem.			
Unit 04: WORK AND MOTION STUDY & PRODUCTIVITY IMPROVEMENT TECHNIQUES			12 Hours
Concept and role of work study – work study procedure – Work measurement, Ergonomics – JIT – Kanban System - Maintenance – Need, Types, TPM			
Unit 05: QUALITY MANAGEMENT & WORLD CLASS MANUFACTURING TECHNIQUES			12 Hours
Definitions of Quality – Total Quality Management – Control Charts for X-Bar and R- Charts: Simple Numerical Problems. Quality Management Tools – 5S concept – Lean Manufacturing – Agile Manufacturing – Six Sigma – Supply chain Management.			
Theory: 45 Hrs	Tutorial: 15 Hrs	Practical: --	Total Hours: 60 Hrs
TEXT BOOKS			
1.	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 15 th edition, 2019		
REFERENCES			
1.	Norman Gaither and Gregory Frazier, Operations Management, Cengage Learning, 9 th edition, 2017.		
2.	S.N.Chary, Production and Operations Management Tata McGraw- Hill Publishing, 6 th edition, 2019.		


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DEPARTMENT OF MANAGEMENT STUDIES

Assessment of the course Ancient Knowledge systems – Seminar

03.02.2025

The conduct and assessment of the Course "Ancient Knowledge systems" conducted as a seminar will follow the following Process. (P23MBA207)

- Every Student is required to make two seminar presentations: one individual presentation and one team presentation. Each team can have a maximum of three members.
- The student team will be allocated with a topic by the course instructor and each team will have to meet a firm / organization / a community and collect relevant information on the Topic
- Each team will have to prepare a report of the study and make a team presentation of the same.
- The assessment will be as follows:

Review 1: The student needs to identify the firm / organization / a community present the problem statement (10 marks)

Review 2: Progress of the Work (20 marks)

Review 3: Individual presentation (20 marks)

Review 4: Final Report, Presentation and response to questions (50 marks)


The Passing Criteria for the course is 50% of all reviews together.

Review 1,2 and 3 will consist of a panel constituted by the Head of the Department. Review 4 will consist of a panel constituted by the office of Controller of Examinations consisting of 1 internal member and 1 external member from outside the college or from other departments.



Head of the Department
MBA

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Member Secretary
Academic Council-SCT



J. Dilan
Dean-Academics
SCT

P23MBA207	ANCIENT KNOWLEDGE SYSTEMS – Seminar					L	T	P	C
						0	0	4	2
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Explain the humanities and social sciences practices in ancient India.								
CO2:	Discuss the Values, ethical behavior and ethical decision making.								
CO3:	Practice team building and strategic decision making.								
CO4:	Apply Self-Management tools and practice mindfulness.								
Pre-requisite: NA									

CO/PO, PSO Mapping									
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	1	1	3		2				
CO2	2	2	3	2			1		
CO3	2	2		1	2				
CO4	1				2				
Course Assessment methods									
Direct					Indirect				
Review I (10) Review II (20) Review III (20) Review IV (50)			Total CIE: 100 marks Semester End Examination: Nil			Course end survey			
Indian Knowledge System									
<ul style="list-style-type: none"> • Indian Knowledge System • Philosophical Systems and wisdom through ages • Humanities and Social Sciences in Indian Knowledge System • Health, Wellness and Psychology • Public Administration and Governance • Values, ethical behaviour and ethical decision making in Management 									
Management Lessons From Bhagavad Gita									
<ul style="list-style-type: none"> • Relevance of the Gita in modern management • Values from Mahabharata with focus on Trigunas • Leadership qualities & Inspirational Leadership 									

- Team Building and conflict resolution
- Work and Performance
- Decision Making and Strategic thinking

Ancient Practices

- Yoga and meditation as tools for self-management
- Inner Engineering – The Indian Perspective
- Stress management and work-life balance

Theory: –

Tutorial: -

Practical: 60

Total Hours: 60 Hrs

TEXT BOOKS

1. Mahadevan, B., Bhat, Vinayak Rajat, Nagendra Pavana R.N (2022) Introduction To Indian Knowledge System : Concepts And Applications, PHI Learning
2. Mahadevan, B, Timeless Gita-Endless Bliss (2019) Volume I Santi-Samrddham-Amrtam

REFERENCES

1. Swami Dayananda Saraswati, (2007), "The value of values", Arsha Vidya Research & Publication Trust, Chennai.
2. Mahadevan, B. (2017). "Karma Yoga & Global Sustainability: Perspectives from Bhagavad Gita", International Yoga Day Seminar, Indian Embassy, Paris, June 21, 2017.
3. Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gitā", Chapter 13 in Sanskrit and Development of World Thought, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
4. Swami Dayananda Saraswati, (2007). "The value of values", Arsha Vidya Research & Publication Trust, Chennai, pp. 1 – 54


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P23MBA208	DATA ANALYSIS USING SPREADSHEETS	L	T	P	C
		0	0	4	2

Course Outcomes

At the end of the course, the student will be able to

CO1:	Apply formulas and functions to perform calculations on organisational data
CO2:	Visualization of data through charts for decision making
CO3:	Interpret the data using a pivot table and create a dashboard.
CO4:	Validation of data using various tools.

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		2	2	
CO2	3	3		2	2	
CO3	2	3	1	2	2	1
CO4	3	3	1	2	2	1

Course Assessment methods

Direct		Indirect
CIE test I (20) Quiz-I (5) CIE test II (20) Quiz-II (5)	Assignment/seminar/Case study (10) Total CIE: 60 marks Semester End Examination (40)	Course end survey

List of Experiments:

60 Hours

1. Introduction to Excel, Entering & Editing the worksheet data, Shortcut Keys in Excel.
2. Working with Lookup Functions, Text Functions, Reference Functions
3. Measure of dispersion: variance, standard deviation, Coefficient of variation, Correlation, regression.
4. Financial Applications and working with dates.
5. Working with Pivot tables and charts.
6. Working with What-if analysis.
7. Apply Advanced Conditional Formatting and Filtering
8. Decision-making Models – Scenario analysis, data table, Goal seek
9. Apply formulas and functions for calculations and data analysis
10. Create and use charts and graphs to visualize data effectively.

11. Build simple financial models for forecasting.
12. Calculate and analyze key financial ratios for a company to assess its financial health.
13. Build a dynamic loan payment calculator considering different interest rates
14. Analyze sales data across regions and products to identify top performers and trends using charts and filters.
15. Analyze employee salary data across departments, positions, and experience levels (pivot tables, conditional formatting, boxplots) to identify discrepancies and assess pay equity.
16. Creating a Dashboard for Business Decision making – Case study.

Theory: 0 Hrs

Tutorial: -0

Practical: -60

Total Hours: 60 Hrs

TEXTBOOKS

1. Microsoft Excel 365 Bible, Michael Alexander, Dick Kusleika , 1st edition- 20th March 2022.

REFERENCES

1. Ahsan Sheikh, 2019, Microsoft Excel Advanced: Functions and Formulas, Amazon Asia-Pacific Holdings Private Limited
2. Ritu Arora , Mastering Advanced Excel, 21st July 2023, BPB Publications.
3. Conrad Carlberg, Business Analysis with Microsoft Excel, Pearson Publisher, 2019.



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P23CEM602	CONSTRUCTION ENGINEERING MANAGEMENT	3	0	0	0	3
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COURSE OUTCOMES

Upon completion of this course, the student will be able to...

CO1	Provide knowledge on the concepts of construction management.
CO2	Impart the basic knowledge in terms of planning and scheduling.
CO3	Know the importance on planning of resources.
CO4	Implement practices and techniques for evaluating performance, structuring teams, coaching and mentoring people.
CO5	Understand various methods of cost analysis on the time value of money with inflation effect.

CO/PO, PSO Mapping

(3-2-1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	2	2
CO2	3	3	2	3	2
CO3	3	3	3	3	3
CO4	2	2	2	2	1
CO5	2	2	2	2	2

Course Assessment methods

	Direct	Indirect
CIE test I (10)	Assignment/seminar/Problem-Solving (10) Total CIE: 40 marks Semester End Examination: 60 marks	Course end survey
CIE test II (10)		
CIE test III (10)		

UNIT-I: INTRODUCTION

9 Hrs.

Definition-Importance- Key areas of Project management- Definition of project management- Prime factors of construction - Pareto chart on Management - Objectives of construction management- Stages of construction management- Key functionalities- Project stages and process groups- Project life cycle- Types of organizations & hierarchy of organization.

UNIT -II: PLANNING AND SCHEDULING ON PROJECTS

9 Hrs.

Introduction - Network -Preparation of network - Network Analysis - Advantages of Network analysis - Activity and Event oriented network -Planning by CPM & PERT - Comparison between CPM & PERT - resource allocation

UNIT -III: RESOURCE MANAGEMENT PLANNING

9 Hrs.

Types of resources- Estimating resource requirements-Material management-Effective utilization of equipments-Manpower planning -Planning for materials, machines, men and organization.

UNIT -IV: PERSONNEL MANAGEMENT

9 Hrs.

Introduction - Manpower Planning- Organizing- Staffing- directing- controlling- Factors influencing supply and demand of human resources-Role of HR manager- Personnel Principles

UNIT -V: BASIC PRINCIPLES ON FINANCE MANAGEMENT

9 Hrs.

Time Value of Money - Cash Flow diagram - cash flow statement -Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis. Benefit/Cost Analysis. Break Even Analysis- Working Capital Management, Inventory valuation- Value Added Tax (VAT) - Inflation

Theory: 45 Hrs	Tutorial: -	Practical: -	Project: -	Total Hours: 45 Hrs
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REFERENCE BOOKS:

1. Chitkara, K.K., Construction Project Management, Tata McGraw Hill, New Delhi, Fourth Edition, 2019
2. Prasanna Chandra, "Project Planning, Analysis, Selection, Implementation and review", Tata McGraw Hill, 2019.
3. Shrivastava, U.K., Construction Planning & Management, Galgotia Publications, New Delhi, Third Edition, 2014.
4. Kumar Neerajha, Construction Project Management, Pearson Education, New Delhi, Second Edition, 2015
5. Punmia, B.C. and Khandelwal, K. K., Project Planning and Control with PERT and CPM, Laxmi Publications, New Delhi, Fourth Edition, 2016

P23MCA601	AI FOR BUSINESS TRANSFORMATION				L	T	P	J	C					
					3	0	0	0	3					
Course Outcomes														
At the end of the course, the student will be able to														
CO1:	Explore the Technology Landscape of AI in Business.													
CO2:	Describe the concept of Supervised Machine Learning and Model Evaluation.													
CO3:	Examine the various components that make up a decision support system.													
CO4:	Analyse the impact of AI in core business functions like marketing, finance and HR.													
CO5:	Explain the importance of AI in industry applications like tourism, insurance and healthcare industry.													
Pre-requisite:														

CO/PO, PSO Mapping														
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3	2	3	3	1	3	3	1	2	2	1	1	2
CO2	3	3	2	3	3	1	3	3	1	2	2	1	1	2
CO3	3	3	2	3	3	1	3	3	1	2	2	2	3	3
CO4	3	3	2	3	3	1	3	3	3	2	2	3	3	3
CO5	3	3	2	3	3	1	3	3	3	2	2	3	3	3
Course Assessment methods														
Direct										Indirect				
CIE Test I (10) - T CIE Test II (10) - T CIE Test III (10) - T Assignment/Problem-solving/ Seminar (10)						Total weightage for CIE : 40 marks Semester End Examination : 60 marks				Course end survey				
Unit 01: ARTIFICIAL INTELLIGENCE CONCEPTS FOR BUSINESS												9 Hours		
Artificial Intelligence for Business- Introduction - AI Origin and Commercialization - Big Data Fueling Artificial Intelligence - Technology Landscape of AI in Business - Business Perspectives on Artificial														

Intelligence - Big Data Powering Business Intelligence- Business Process and Big Data - Big Data Analytics - Business Analytics - Business Intelligence - Cloud Technology and Big Data Analytics - Artificial Intelligence Technologies for Business Applications - Expert Systems - Robotic Process Automation- Interactive Decision Support Systems- Time Series Forecasting- Voice Chatbot.

Unit 02: MACHINE LEARNING FOR BUSINESS APPLICATIONS	9 Hours
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The Supervised Machine Learning Process - Popular Machine Learning Algorithms- Linear Regression - Decision Trees- Ensemble Learning Methods - Deep Learning -Natural Language Processing- Computer Vision - Reinforcement Learning - Machine Learning Model Evaluation - Evaluating Regression Models- Evaluating Classification Models - Evaluating Multi-classification Models- Common Pitfalls of Machine Learning.

Unit 03: DECISION SUPPORT SYSTEM	9 Hours
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Decision Making, Systems, Modeling, and Support - Decision Modeling at HP Using Spreadsheets - Models - Phases of the Decision-Making Process- Intelligence Phase- Design Phase- Choice Phase - Implementation Phase - How Decisions are Supported - Decision Support System Configurations and Description - Characteristics and Capabilities - Classifications - Components of Decision Support Systems - Data Management Subsystem - Model Management Subsystem - User Interface (Dialog) Subsystem - Knowledge-Based Management Subsystem.

Unit 04: ARTIFICIAL INTELLIGENCE FOR CORE BUSINESS FUNCTIONS	9 Hours
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Artificial Intelligence in Marketing and Sales - Development of AI Technologies in Marketing - AI Technologies for Marketing - Application Areas of AI in Marketing- Artificial Intelligence in Finance- Development of AI in Finance- AI Technologies in Finance and Banking- Features of AI Applications in Financial Services- Artificial Intelligence in Human Resources- Development of AI in HRM- AI Technologies in HR- AI Applications for HR Functions.

Unit 05: ARTIFICIAL INTELLIGENCE FOR INDUSTRIAL APPLICATIONS	9 Hours
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Artificial Intelligence in Insurance- The Development of Insurance Technology- Enabling Technologies of AI for Insurtech- AI Applications in the Insurance Industry- Artificial Intelligence in Credit, Lending, and Mortgage- Artificial Intelligence in Tourism and Hospitality- Development of AI in Tourism- Enabling Technology for AI in Tourism- Applications of AI in Tourism- Artificial Intelligence in Healthcare- Evolution of AI in Healthcare- Current AI Technologies in Healthcare- Major Categories of AI in Healthcare- Artificial Intelligence in Fashion.


Theory: 45 Hrs	Tutorial: --	Practical: --	Project:--	Total Hours: 45 Hrs
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TEXT BOOKS

1.	Leong Cha, Liliya Hogaboam, Renzhi Cao "Applied Artificial Intelligence in Business Concepts and Cases", Springer, 2023 (Unit 1,4,5).
2.	Tobias Zwingmann, "AI-Powered Business Intelligence Improving Forecasts and Decision Making with Machine Learning", 1st Edition, Oreilly, 2022 (Unit 2).

REFERENCES

1. Efraim Turban, Ramesh E Sharda, Dursun Delen, "Decision Support And Business Intelligence Systems", 9th Edition Pearson, 2010. (Unit 3).
2. Stuart J. Russell and Peter Norvig, " Artificial Intelligence A Modern Approach", 3rd edition, Prentice Hall Series In Artificial Intelligence, 2010.
3. Kavitha Ganesan, "The Business Case for AI: A Leader's Guide to AI Strategies, Best Practices & Real-World Applications", Opinosis Analytics Publishing, 2022
4. I. Almeida , "Artificial Intelligence Fundamentals for Business Leaders: Up to Date With Generative AI", Now Next Later AI,2023.


Professor and Head
Dept. of Master of Computer Applicati-
Sona College of Technolo-
SALFM-636 00-
BOS-Chairman/MCA





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Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester III under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type ^a
Theory courses									
1.	P23MBA301	Strategic Management	4	0	0	4	PC	60	T
2.	P23MBA302	Environment, Social and Governance	3	0	0	3	PC	45	T
3.	P23MBA5xx	Elective:1	3	0	0	3	PE	45	T
4.	P23MBA5xx	Elective:2	3	0	0	3	PE	45	T
5.	P23MBA5xx	Elective:3	3	0	0	3	PE	45	T
6.	P23MBA5xx	Elective:4	3	0	0	3	PE	45	T
7.	P23MBA5xx	Elective:5	3	0	0	3	PE	45	T
8.		Elective:6							
	noc25_mg96	1. NPTEL-Product and Brand Management							
	noc25_mg86	2. NPTEL-Working Capital Management	3	0	0	3	PE	45	T
	noc25_mg92	3. NPTEL - Training of trainers							
Practical courses									
9.	P23MBA303	Summer Internship (6 weeks at end of second semester)	0	0	6	3	EEC	90	I
Total Credits						28			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L- Laboratory, LT- Laboratory with Theory, I - Internship.

Approved by

			
Chairperson, MBA BoS	Member Secretary, Academic Council	Dean-Academics	Chairperson, Academic Council & Principal
Dr. P.K. Anjani	Dr. R. Shiyakumar	Dr. J. Akilandeswari	Dr. S.R.R. Senthil Kumar

Copy to:-

HOD/MBA, Third Semester MBA Students and Staff, COE

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester III under Regulations 2023 (CBCS)
Branch: Master of Business Administration

MARKETING MANAGEMENT ELECTIVES						
Theory						
Course Code	Courses	Category	L	T	P	C
P23MBA501	Services Marketing	PE	3	0	0	3
P23MBA502	Consumer Behaviour	PE	3	0	0	3
P23MBA503	Integrated Marketing Communication	PE	3	0	0	3
P23MBA504	Retail Management	PE	3	0	0	3
P23MBA505	Sales and Distribution Management	PE	3	0	0	3
P23MBA506	Digital Marketing	PE	3	0	0	3
P23MBA507	Product and Brand Management	PE	3	0	0	3
P23MBA508	Customer Relationship Management	PE	3	0	0	3
P23MBA509	Marketing Research	PE	3	0	0	3
P23MBA510	Marketing Metrics	PE	3	0	0	3
P23MBA511	International Marketing	PE	3	0	0	3
FINANCE MANAGEMENT ELECTIVES						
Theory						
P23MBA512	Financial Services	PE	3	0	0	3
P23MBA513	Security Analysis and Portfolio Management	PE	3	0	0	3
P23MBA514	Banking Management	PE	3	0	0	3
P23MBA515	Financial Modelling	PE	2	0	2	3
P23MBA516	Derivatives Management	PE	3	0	0	3
P23MBA517	Risk Management	PE	3	0	0	3
P23MBA518	Personal Finance and Financial Planning	PE	3	0	0	3
P23MBA519	FINTECH	PE	3	0	0	3
P23MBA520	International Finance	PE	3	0	0	3
HUMAN RESOURCE MANAGEMENT ELECTIVES						
Theory						
P23MBA521	Performance Management	PE	3	0	0	3
P23MBA522	Talent Acquisition	PE	3	0	0	3
P23MBA523	Industrial Relations and Labour Welfare	PE	3	0	0	3
P23MBA524	Strategic Human Resource Management	PE	3	0	0	3
P23MBA525	Compensation Management	PE	3	0	0	3
P23MBA526	Organizational Change and Development	PE	3	0	0	3
P23MBA527	Conflict and Negotiation Skills	PE	3	0	0	3

Sona College of Technology, Salem
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Courses of Study for MBA Semester III under Regulations 2023 (CBCS)
Branch: Master of Business Administration

OPERATIONS MANAGEMENT ELECTIVES						
Theory						
P23MBA528	Total Quality Management	PE	3	0	0	3
P23MBA529	Logistics and Supply Chain Management	PE	3	0	0	3
P23MBA530	Services Operation Management	PE	3	0	0	3
P23MBA531	Business Process Transformation	PE	3	0	0	3
P23MBA532	Project Management	PE	3	0	0	3
P23MBA533	Enterprise Resource Planning	PE	3	0	0	3
FAMILY BUSINESS MANAGEMENT ELECTIVES						
Theory						
P23MBA534	Family Business and Entrepreneurship	PE	3	0	0	3
P23MBA535	Professionalisation of Family Business	PE	3	0	0	3
P23MBA536	Entrepreneurial Finance and Venture Capital	PE	3	0	0	3
P23MBA537	Business Plan and Proposal Writing	PE	3	0	0	3
P23MBA538	Social Entrepreneurship	PE	3	0	0	3
P23MBA539	International Business Management	PE	3	0	0	3
P23MBA540	Technology Management	PE	3	0	0	3
P23MBA541	Startup Business Incubation	PE	3	0	0	3
BUSINESS ANALYTICS						
P23MBA542	R Programming	PE	2	0	2	3
P23MBA543	Social & Web Analytics	PE	3	0	0	3
P23MBA544	Business Intelligence	PE	3	0	0	3
P23MBA545	Business Forecasting and Econometrics (Using R)	PE	3	0	0	3
P23MBA546	Healthcare Data Analytics	PE	3	0	0	3
P23MBA547	Predictive Analytics	PE	3	0	0	3
P23MBA548	Data Warehouse and Mining	PE	3	0	0	3
NPTEL						
noc25_mg96	NPTEL - Product and Brand Management	PE	3	0	0	3
noc25_mg86	NPTEL - Working Capital Management					
noc25_mg92	NPTEL - Training of Trainers					


HOD - MBA

P23MBA301	STRATEGIC MANAGEMENT			L	T	P	C
				4	0	0	4
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Understand the basics of strategy and its implications in an organization and community.						
CO2:	Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.						
CO3:	Formulate strategies for exploiting domestic and international business opportunities including foreign entry strategies.						
CO4:	Evaluate the implementation of strategies w.r.t different organizational structure and control systems.						
CO5:	Devise strategic approaches to managing a business successfully in the current environment.						
Pre-requisite:							
CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3	2	3	2	3	1	
CO2	3	2	2	1	2	1	
CO3	2	2	2	3	2	3	
CO4	2	1	1	2	2	1	
CO5	3	1	2	2	1	3	
Course Assessment Methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: Strategy and Process						12 Hours	
Concept of Strategy -Levels of strategy- Strategic Management- Characteristics – Process – Role of Stakeholders in Strategic Management - Strategic Intent, Vision, Mission, Objectives and Goals - Business Definition using Abell's Framework, Linking Vision, Mission and Objectives- Critical Success factors(CSF), Key Performance Indicators(KPI), Key Result Areas(KRA)-Corporate Governance-Role of corporate governance in Strategy Management.							
Unit02: Competitive Advantage						12 Hours	

Analyzing Company's Internal Environment: - Evaluating company's Resources, Capabilities, Core Competencies, Distinctive Competencies, Competitive advantage and its sources- Durability of Competitive advantage-Building Blocks of Competitive advantage-National Context and Competitive advantage- Analyzing Company's External Environment – Porters Five Force Model - Analyzing Macro environment- Preparing an Environmental Threat and Opportunity Profile-Strategic Group Analysis-Value Chain-Portfolio analysis-BCG Matrix- GE9 Cell Model			
Unit 03: Strategies			12 Hours
Functional Strategies:- Efficiency, Quality, Innovation and Customer Responsiveness - business Strategies:- Low cost, Differentiation, Focus- Global Strategies:- Competitive pressure and its types – International, multidomestic, Global, Transnational Strategies - Corporate Strategies:- Stability, Growth Strategies – Diversification – Joint Venture – Merger- Acquisition – takeover – Vertical and Horizontal Integration - Strategic alliances – Green Field Development-Building and Restructuring Strategies – Exit Strategies– Retrenchment Strategy-Turnaround Strategy			
Unit04: Strategy Implementation & Evaluation			12 Hours
Strategy Implementation: – Process – Barriers to implementation, McKinsey's 7S Framework – Mintzberg's 5P's - Organizational Structure - Entrepreneurial, Functional, Divisional, SBU, Matrix, Network – Organizational Control System – Levels of control system - Matching structure and Control to Strategy - Implementing Strategic Change – Corporate Culture- Change-Resistance to change-Managing Politics, Power and Conflict –Resolution Strategies- Strategy Evaluation:- Balance Scorecard approach			
Unit05: Other Strategic Issues			12 Hours
Blue & Red Ocean Strategy – Meaning, Principles of blue ocean strategy – Difference between blue and red ocean strategy - Business Models: -Meaning and Components of business models – Internet Strategies for Modern business - Not-Profit-Organization: - Various forms of Not-for-profit-organization and its strategies-Corporate Social responsibility- Business Ethics.			
Theory:60Hrs	Tutorial:-	Practical:-	TotalHours:60 Hrs
TEXTBOOKS			
1.	Strategic Management: An Integrated Approach: Theory & Cases Paperback – November 2020 by Charles W. L. Hill/Melissa A. Schilling/Gareth R. Jones - Cengage learning		

2.	Charles W.L. Hill & Gareth R. Jones, Strategic Management Theory An Integrated approach, Cengage Learning, 9 th edition, January 2012
REFERENCES	
1.	Strategic Management: Theory & Cases: An Integrated Approach, 13th Edition Paperback – August 2023 by Charles W. L. Hill/Melissa A. Schilling/Gareth R. Jones (Author)- Cengage Learning.
2.	Azar Kazmi, Strategic Management & Business policy, Tata McGraw Hill, 2015
3.	Thomas Wheelan, David Hunger & Krish Rangarajan, Strategic Management and Business Policy, Pearson Education, 2006
4.	Hitt, Ireland, Hoskisson, ManiKuntty -Strategic Management-A South Asian Perspective, Cengage Learning, 9 th edition
5.	Thompson, Strickland, Gamble and Gain, Crafting and Executing Strategy-The Quest for Competitive advantage, Tata McGrawHill-16th edition

(this is for a Theory course)



Prof. Dr. P. K. ANJANI,
 Head of the Department,
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P23MBA302	ENVIRONMENT, SOCIAL AND GOVERNANCE			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO 1	Explain the significance, and key principles of sustainability and sustainable development.						
CO 2	Analyze the evolution and relevance of corporate social responsibility (CSR) in national & global perspective;						
CO 3	Examine the evolution of ESG and ESG investing.						
CO 4	Analyze sustainable business processes and strategies.						
CO 5	Evaluate ethical concerns in social impact organizations and environmental impact assessment						
Pre-requisite:							

CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	2	1	1				1
CO2	2	3					2
CO3	1	3	1				1
CO4	1	2	1		2		1
CO5	2		1	1	2		1
Course Assessment Methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test-II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit 01: Sustainability and Sustainable Development						8 Hours	
Introduction to Sustainability, Meaning, Approaches to Sustainable Development, Theoretical Background and Conceptualizations – The triple bottom line approach- Importance, Principles, Pillars of Sustainability and Environmental Awareness							
UNIT – II Corporate Social Responsibility (CSR)						9 Hours	
Purpose of CSR-Relevance, Strategies, Types, Characteristics of CSR-Evolution-CSR and Ethics, Criteria behind CSR- Corporate Governance and Social responsibility							
UNIT – III Environment, social and Governance						9 Hours	
Evolution of ESG, Need & Significance of ESG, Framework of ESG - Environment, Social & Governance Concern, Challenges of ESG, ESG Investing, ESG Investing vs Impact							

Investing.			
UNIT – IV Green Strategies			9 Hours
Sustainable Development and UNCTAD (United Nations Conference on Trade and Development) – The TED initiative (Trade, Environment and Development) – Green Strategies in Business Operations, Vision 2030- Elements in Marketing and Human Resource Management towards Green strategies			
UNIT – V Social Impact Leadership , Governance and environmental concerns			10 Hours
Ethical concerns in social impact organizations and the role of leadership in mitigating ethical concerns, constitutional Provisions for environmental protection in India - Public Interest litigation + Environment Protection Act, 1986 including, Environment Protection Rules, Coastal Zone Regulation, ECO-Mark, Environment Impact Assessment, Environmental Audit, ISO-19011, Public Participation in Environmental decision making			
Theory:45 Hrs	Tutorial:--	Practical:--	Total Hours:45 Hrs
TEXT BOOKS			
1.	Debra L. Brown and David A. H. Brown , ESG Matters; How to Save the Planet, Empower People, and Out per form the Competition.Ethos Collective Publishers, 2021		
REFERENCES			
1.	Karlheinz Spitz, John Trudinger, Matthew Orr, Environmental Governance: Managing Risk and Expectations, First Edition, CRC Press, Routledge, 2022		
2.	Sri Urip,CSR Strategies-Corporate Social Responsibility for acompetitive Edgein Emerging Markets, John Wiley,1 st edition		
3.	UwemEssia, Fundamentals of ESG(ESG101):Environmental, Social and Governance (ESG)Criteria Book 1,Kindly Edition, Amazon2021		

(this is for a Theory course)



Prof. Dr. P.K. ANJANI,
 Head of the Department,
 Management Studies,
 Sons College of Technology,
 Salem-636 006.

P23MBA501	SERVICES MARKETING		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to:						
CO1:	Explain the role of services marketing and service consumption					
CO2:	Apply the concepts of service design and development					
CO3:	Design Blueprint for the services.					
CO4:	Apply the concepts of building customer relations and service recovery.					
CO5:	Analyse service quality by using relevant tools.					
Pre-requisite: Marketing Management						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1		2		
CO2	3	1		1		1
CO3	1	3		1		1
CO4	1	2		1	1	1
CO5	1	2		1	1	1
Course Assessment Methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
Unit 01: Introduction					9 Hours	
Evolution and growth of service sector –Four Broad Categories of Services-7P's of Services Marketing-Characteristics of Services-Challenge in services Marketing. Understanding Service consumers –Three Stage model of Service consumption –service market segmenting, targeting and positioning.						
Unit 02: Service Design and Development					9Hours	
Creating Service Products-The Flower of Service-Branding Service Firms, Products, and Experiences-Service Facility location -The Role of Intermediaries –Franchising-Service Pricing Strategy -Ethical Concerns in Service Pricing - The Services Marketing Communication Mix						
Unit 03: Managing The Customer Interface					9 Hours	
Service Process - Services Blueprint - Service Process Redesign - Customer Participation in Service Processes - Self Service Technologies (SST) - Managing Demand and capacity-Service environment - cycles of failure, mediocrity and success.						

Unit 04. Customer Relationship			9 Hours
Understanding the customer-the wheel of loyalty-Customer Relationship Management - Data privacy and security-Complaint Handling and service recovery-service recovery system - service guarantees.			
Unit 05: Service Excellence			9 Hours
Service Quality-Gap Model-Measuring Service Quality-Tools to Analyze and Address Service Quality Problems-creating a world-class service organization			
Theory: 45Hrs	Tutorial:0	Practical:-0	Total Hours:45
TEXTBOOKS			
1.	Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services marketing People, Technology, Strategy. Pearson, 9th edition, 2022		
REFERENCES			
1.	Vinnie Jauhari, Kirti Dutta, Services Marketing Text and Cases, Oxford University Press, 2nd Edition, 2017.		
2.	Valarie A Zeithmal, Mary Jo Bitner, Dwayne D.Gremler, Ajay Pandit, Services marketing-Integrating customer focus across the firm, McGraw Hill Education, 7th edition, 2018		
3.	Dr.Subramaniam Seshanlyer Marketing of Healthcare Services: A reference book. Notion Press 2021		

(this is for a Theory course)


Prof. Dr. P.K. ANJANI,
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 Salem -636 005.

P23MBA502		CONSUMER BEHAVIOUR				
		L	T	P	C	
		3	0	0	3	
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Examine concepts, models and applications of consumers					
CO2:	Evaluate consumer perception, its elements and study about learning theories, attitudes					
CO3:	Examine consumer personality and motivation w.r.t consumer decision making					
CO4:	Analyze process of opinion leadership, adoption and influence of culture, subculture and cross-culture on consumer Behaviour					
CO5:	Assess the dynamics, challenges of online consumer behavior and consumer protection					
Pre-requisite: Nil.						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		
CO2	3	1		1		
CO3	3			2		
CO4	2	2		2		1
CO5		3		2		2
Course Assessment Methods						
Direct			Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: Introduction to Consumer Behaviour					8 Hours	
Consumer Behaviour-concepts, challenges and need for studying Consumer Behaviour- Consumer Research Process-Ethics in Consumer Research-Models of Consumer Behaviour- Applications of Consumer Behaviour in Marketing Decisions.						
Unit02: Consumer as Individual					10 Hours	
Consumer perception -Elements of perception-Dynamics of perception-Consumer imagery -Perceived risk-Consumer Learning, Behavioural learning theory, Cognitive Learning theory, Attitude, Structural Models of attitude, Cognitive Dissonance Theory and Attribution theory- eco-consciousness among consumers-ethical consumption and the impact of Sustainability on						

consumer choices			
Unit03: Consumer Personality and Motivation			9Hours
Motivation as a psychological force- Types and System of needs- Personality- Nature of personality-Theories of personality-Brand personality-Self and Self-Image-Bias of Consumers as Individuals and Group			
Unit04: Consumer as group			9 Hours
Reference Groups and Family Influences-Opinion Leadership-Dynamics of opinion Leadership Process - The Motivation behind Opinion Leadership - Social Class - Cultural influences on Consumer Behaviour - Subcultures - Cross Cultural Consumer Behaviour			
Unit05: Online Consumer Behaviour and Consumer Protection			9 Hours
The Diffusion Process - the Adoption Process - Levels of consumer decision making- Online consumer behaviour- Challenges in Predicting online consumer behavior-Consumerism and consumer protection.			
Theory:45. Hrs	Tutorial:0	Practical:0	TotalHours:45
TEXT BOOKS			
1.	LeonG. Schiffman, Joseph Wisenblit and S.Ramesh Kumar, Consumer Behaviour, Pearson Education India, 15th Edition, 2022		
REFERENCES			
1.	Zubin Sethna and Jim Blythe, Consumer Behaviour SAGE Publications India Pvt Ltd,2024		
2.	Roger D. Blackwell, PaulW. Miniard, James F.Engel, Zillur Rahman, Consumer Behaviour, Cengage Learning ,10th edition, 2018		
3.	Sarah Zaraket Consumer Behaviour and Social Network Sites: The Impact of Negative Word of Mouth Routledgem,2022		
4.	DavidL. Loudon, Albert J DellaBitta, Consumer Behaviour, McGrawHill, New Delhi 2017.		
5.	Michael R. Solomon, Tapan Kumar Panda, Consumer Behaviour, Pearson education, 2020.		

(this is for a Theory course)

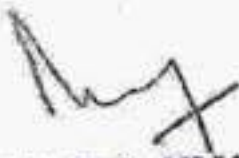

Prof. Dr. P. K. ANJANI,
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 Sona College of Technology,
 Sateff -635 005.

P23MBA503	INTEGRATED MARKETING COMMUNICATION			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Examine the promotional mix and the role of participants in integrated marketing communication.						
CO2:	Discuss the objectives, budgets and the ethical aspects of Integrated Marketing Communication						
CO3:	Devise media plan and creative strategies for promotions						
CO4:	Design Sales Promotion and Direct Marketing strategies						
CO5:	Discuss Public relations, publicity and the effectiveness of promotional programs						
Pre-requisite: Marketing Management							

CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3	1	1	1			
CO2	2	1		2			
CO3	1	3		2			
CO4	2	2		1	1		
CO5	2	1	1	1	1		
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: Introduction to Integrated Marketing Communication						9 Hours	
The Role of Integrated Marketing Communications-The Promotional Mix-IMC Planning Process-Participants in the Integrated Marketing Communications Process-advertising Agencies-Agency Compensation-Evaluating Agencies-Specialized Services.							
Unit 02: Objectives Budgeting for Integrated Marketing Communication and Ethical Issues in Advertising						9 Hours	
Integrated Marketing Communications Objectives-Sales versus Communications Objectives-DAGMAR-Problems in Setting Objectives. Establishing and Allocating the Promotional							

Budget, Advertising and Promotion Ethics- Social and Ethical Criticisms of Advertising- Economic Effects of Advertising			
Unit03: Media Planning, Strategy, Creativity and Advertising			9 Hours
Media Plan-Media Mix-Media Strategy and scheduling. Design and execution of Advertisements -types of advertisement- Appeals-advertisements-Print-Radio-TV and web advertisements			
Unit04: Sales Promotion and Direct Marketing			9 Hours
The Scope and Role of Sales Promotion-The Growth of Sales Promotion-Consumer-Oriented Sales Promotion-Consumer-Oriented Sales Promotion Techniques--Trade-Oriented Sales Promotion, Direct Marketing-Direct Selling.			
Unit05: Public Relations, Publicity and Effectiveness of the promotional program			9 Hours
Public Relations-The Process of Public Relations-Publicity-Corporate Advertising - Measuring Advertising Effectiveness-The Testing Process-Measuring the Effectiveness of Other Program Elements			
Theory:45 Hrs	Tutorial: --	Practical:--	TotalHours:45
TEXTBOOKS			
1.	George Belch, Michael A Belch, and Keyoor Purani, Advertising and Promotion, Tata McGraw Hill, 12th edition,2021.		
REFERENCES			
1.	Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 11th Edition, 2020.		
2.	Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, 9th Edition, 2022.		
3.	Shah, Dezeo, Advertising Integrated Marketing Communication McGrawHill,1st Edition,2017.		
4.	Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 12 th edition 2021.		
5.	Jerome M, Juska, Integrated Marketing Communication: Advertising and Promotion in a Digital World, Routledge, 3 rd edition 2021		


(this is for a Theory course)


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P23MBA504	RETAIL MANAGEMENT			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Analyze the strategic perspective of the retailing industry.						
CO2:	Discuss the dynamics of various retail formats						
CO3:	Identify appropriate store location for effective merchandising						
CO4:	Apply the techniques to enhance the effectiveness of category management and retail promotion						
CO5:	Evaluate the impacting factors of retail shopper behaviour towards effective customer management						
Pre-requisite: Marketing Management							
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3	1		2			
CO2	3			2	1		
CO3	3	2		2			1
CO4		2	1	1			1
CO5	1	1	2	1	1		1
Course Assessment Methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: INTRODUCTION TO RETAILING							9 Hours
Definition & Scope - Key Drivers of Retailing in India - Size of Retailing in India - Challenges to Retail Development in India - Opportunities in Retailing - Policy-Implications on Retail-Global Integration of Indian Retail-Structure of Retail Industry in Some Key Countries.							
Unit02: RETAIL FORMATS							9 Hours
Theories in Retailing-Organized and Unorganized Formats-Different Organized Retail Formats-Characteristics of Each Format-Emerging Trends in Retail Format-sources of competitive advantage in retail							
Unit03: LOCATION STRATEGY AND MERCHANDISE MANAGEMENT							9 Hours
Choice of Retail Locations-potential site for store location- Internal and External Atmospherics -Visual Merchandise Management-Retail Franchising-Building-Retail Store							

Image-Retail Service Quality Management-Retail Supply Chain Management-Retail Pricing Decisions			
Unit04: CATEGORY MANAGEMENT AND RETAIL PROMOTION STRATEGY			9 Hours
Category Management - Retail Store Brands - Retail-Advertising and Promotions - Management Information Systems - Online Retail -Emerging Trends-Role of a Store Manager-Customer Service and Shopping Experience- International Retail Operations-Atmospherics-Store Space Management—Atmospherics in the Context of Internet			
Unit05: RETAIL SHOPPER BEHAVIOUR			9 Hours
Understanding of Retail Shopper Behaviour - Shopper Profile Analysis - Shopping Decision Process - Factors Influencing Retail Shopper Behaviour - Complaints Management - Customer Relationship Management Strategies in Retailing-Customer Service in Retailing- Loyalty Programmes			
Theory:45 Hrs	Tutorial: –	Practical:--	TotalHours:45.
TEXT BOOKS			
1.	Swapna Pradhan, Retailing Management Text and Cases, McGrawHill Education, 6th Edition, 2020		
REFERENCES			
1.	Arinangshu Giri, Pradip Paul, Satakshi Chatterjee, Retail Management: Text And Cases, PHI Learning, PHI Learning, 1st edition,2021		
2.	Michael Levy and Barton Weitz and Dhruv Grewal, Retailing Management McGraw Hill, 11 th Edition,2023		
3.	Gibson G Vedamani, Retail Management, Pearson,5 th edition,2017		
4.	Bajaj, Tuli,Srivastava, RetailManagement,OxfordHigherEducation,3rd Edition, 2016		

(this is for a Theory course)



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P23MBA505	SALES AND DISTRIBUTION MANAGEMENT			P	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Apply the selling skills and concepts of Personal selling.						
CO2:	Examine the concept of forecasting, budgeting, territories and quotas in sales.						
CO3:	Apply the concept to sales force planning, recruitment and selection.						
CO4:	Discuss distribution channel and the role of intermediaries.						
CO5:	Apply the concepts of channel design and its management.						
Pre-requisite: Marketing Management							

CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3		1	2	1		
CO2	2	2		1			1
CO3	1	1	1	2	2		1
CO4	2	1	1	1			2
CO5	1	1	2	1			2
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: Sales Management and Selling Process						9 Hours	
Evolution of Sales Management-Roles of Sales Manager- Selling Skills-Strategic Sales Management- Emerging Trends in Sales Management- Steps in the Selling Process- Qualifying- Pre-Approach- Approach-The Sales Presentation- Demonstrating the Product- Handling Objections- Trial Close and Closing the Sale-Closing Techniques-Follow-Up- Negotiation Skills,							
Unit02: Strategic Planning and Management of Sales Territories and Quotas						9 Hours	
Strategic Planning- Role of Marketing and Sales-Strategic Issues-Selling Skills- Developing Sales Forecast-Types of Sales Forecasts- Forecasting Approaches-Sales Forecasting Methods- Sales Budget-Sales Territory-Reason for setting sales territory- Designing the Sales territory- Sales Quotas-Purpose and type of sale quotas-Methods of setting-Administration of sales quotas							

Unit 03: Staffing the Sales Force, Sales Force Planning Evaluating and Controlling the Salespeople.		9Hours	
Size of the Sales Force- Staffing -Recruiting - Selecting the Sales Force- Sales Training- Identifying Training Needs- Designing and Executing-a Sales Training Program-Motivating the Salespeople- Selecting an Effective Mix of Motivational Tools Compensating the Sales force- Designing an Effective Sales Compensation Plan Leadership and Supervision of a Sales Force- Leadership Effectiveness- Supervising Salespeople- Controlling salesforce-Salesforceexpenses- Marketing Audit-Sales Audit-SalesForceAutomation-Ethical, Social, and Legal Responsibilities of Sales Personnel.			
Unit 04: Distribution Management Marketing Channels and Channel Institutions: Retailing, Wholesaling		9 Hours	
Marketing Channels an Overview of Distribution Channels- Relationship between Sales Management and Distribution Management- Marketing Channels- Concept of Channel Flows- Evolution of Marketing Channels.			
Channel Institutions: Definition of Retailing- The Retailer as a Salesman- The Retailing in India- Trading/Retail Formats and Types of Retail- The Role of the Retailer- Retail Management Strategies-Foreign Direct Investment (FDI) in Retail in India- Franchising and E-tailing- Functions of Wholesalers- Classification of Wholesalers- Strategic Issues in Wholesaling- Major Wholesaling Decisions-Cash and Carry Wholesale-imitations of Wholesalers-- Distributors/Dealers/Stockiest.			
Unit05: Channel Management		9 Hours	
Channel Objectives-Channel Design-Channel Alternatives-Evaluation of Major Alternatives- Selecting Channel Partners-Channel Design Implementation-Channel Conflict-Conflict Resolution.			
Theory:45 Hrs	Tutorial: --	Practical: --	Total Hours:45
TEXT BOOKS			
1.	Richard R Still, Cundiff W Edward ,Govoni A P Nitman, Sandeep Puri Sales and Distribution Management: Decisions, Strategies, and Cases,7th Edition Pearson,2024		
2.	Krishna K Havaldar and Vasant M Cavale, Sales and Distribution Management McGrawhill, 3rd edition 2018.		
REFERENCES			
1.	Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Basin, Sales Force Management, Cengage Learning, 2 nd edition, 2022.		
2.	Rupa Rathee, Pallavi Rajain Sales and Distribution Management, PHI Learning,2023		
3.	SL Gupta Sales and Distribution management, Scholar Tech Press,2020		
4.	Tapank.Panda and Simil Sahadev, Sales and Distribution Management, Oxford University Press,3 rd edition, 2019.		

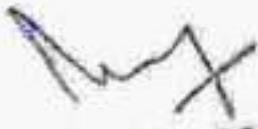
(this is for a Theory course)

Prof.Dr.P.K. ANJANI,
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P23MBA506		DIGITAL MARKETING				
		L	T	P	C	
		3	0	0	3	
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Analyze the importance of Digital Marketing in contemporary organizations					
CO2:	Develop strategies to market product/services using search engines					
CO3:	Design websites and email that support marketing strategies and enable sales.					
CO4:	Create campaigns in social media to build relationships.					
CO5:	Use web analytics to capture the insights of online consumer behaviour.					
Pre-requisite: NIL						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1		2		
CO2	1	3		2		
CO3	1	3	1		1	1
CO4	1	2		2		2
CO5	1	3		2		2
Course Assessment Methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: Digital Marketing Landscape					8 Hours	
Introduction to Digital Marketing Landscape-Need and importance-History of Digital Marketing - Offline vs Online- Advantages of digital medium- Digital Marketing Strategy, plan.						
Unit02: Display Advertising					10 Hours	
Display Advertising-Types-Buying Models-Analytics tools-Search Engine Marketing Understanding Search Engine Advertising, placement, ranks & campaigns-search engine- An Overview-Paid vs Organic Search-Search engine optimization techniques- Do's and don'ts of SEO-Google Ad Words-On-page and off-page optimization						
Unit03: Email Marketing					9 Hours	
Email marketing-Introduction-software-metrics-Email marketing strategies-building list-crafting email to reduce SPAM-Analyzing and Tracking- Website Development-Website development and design-Content Management-Tips for increasing web sales-web						

traffic enhancement			
Unit04: Social Media Marketing			9 Hours
Contemporary social media-Marketing of Product and Services using social media like Facebook, Twitter, LinkedIn, YouTube and blogs - to connect with the audience & convert them to a call of action - Influencer marketing			
Unit05: Web and Mobile analytics			9 Hours
Web Analytics -Key Metrics -Tracking codes -Google analytics- Social media analytics - Mobile analytics- Privacy concerns and data protection-Analyzing the behavior of visitors- website through reports based on traffic source, referring sites, page views, and Conversion rates of website.			
Theory: 45Hrs	Tutorial:0	Practical:0	TotalHours:45
TEXT BOOKS			
1. Seema Gupta, Digital Marketing, McGraw Hill Education, 3 rd Edition, 2022			
REFERENCES			
1. Raff T. Kreuzer Online-Marketing, Publisher Springer Gabler, 2021			
2. Puneet Bhatia, Fundamentals of Digital Marketing, Pearson Education, 2023			
3. Ian Dodson, The art of Digital Marketing, Wiley, 2018			
4. Richard Gay, Alan Charles worth and Rita Esen – Online Marketing-A consumer led approach – Indian Edition, Oxford Publications			
5. Jeremy Kagan, Digital Marketing: Strategy & Tactics, Wiley 2020			
6. Seth Godin, Permission Marketing: The Marketing Classic for the Internet Age, Pocket books			

(this is for a Theory course)


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P23MBA507	PRODUCT AND BRAND MANAGEMENT			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Apply the fundamental concepts of product and understand competition at product level						
CO2:	Design and implement marketing programmes with successful interfaces with sales, advertising & channel functions						
CO3:	Evaluate brand extension and its contribution to parent brand.						
CO4:	Analyze brand performance and conduct brand audit						
CO5:	Evaluate the Brand equity measurement						
Pre-requisite: Marketing Management							

CO/PO Mapping *							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3	1		2			
CO2	2	1		1			1
CO3	2	1	1	1			
CO4	2	1		2			
CO5	1	2		1			
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: PRODUCT CONCEPTS						9 Hours	
Introduction to Product; Product Mix concepts, Product Classification-Competition & Product Strategy, Product life cycle, product portfolio-New product development process, New product strategy- commercialization, managing Growth, Managing the mature product							
Unit02: BRAND BUILDING AND POSITIONING						9 Hours	
Branding concepts -Difference between product and a brand –Functions, Elements of a brand -Types of Brands - Need and Challenges of Changing Brand Identity- Strategic Brand Management Process-Brand knowledge -Brand Awareness-Brand image building -Brand positioning vs Product Positioning -guidelines- Identifying and implementing brand positioning, - Four stages of Brand building by Keller-Brand Architecture Strategy-Brand Portfolio and Brand Hierarchies							

Unit03: BRAND EXTENSION			9 Hours
Brand Extension-Different types of brand extension-Extension Guidelines-Reinforcing and Revitalizing brands - Marketing and Branding of Services: Role of Employees in Brand Building-Re-branding and Re-launching-Brand loyalty programmes-Brand promotion methods			
Unit04: BRAND PERFORMANCE			9 Hours
Brand Performance-Measuring Brand Performance-Customer Centered Brand Management -Conducting brand audit -Brand tracking studies -Brand Equity Management System -The New Media Environment and Brand Building- Global Branding strategies			
Unit05: MEASURING BRAND EQUITY			9 Hours
Measuring sources of Brand equity -Qualitative and Quantitative research technique. Anker Model-Brand Asset Valuator - Young & Rubicam- Online Branding-Branding challenges& Opportunities			
Theory:45 Hrs	Tutorial: --	Practical: --	Total Hours:45
TEXT BOOKS			
1.	Kevin Lane Keller, Isaac C Jacob, Ambi M.G Parameswaran and Vanitha Swaminathan, Strategic Brand Management Pearson Education, 5 th edition, 2020		
REFERENCES			
1.	Tapan K. Panda, Product and Brand Management, Oxford University Press, 1 st edition, 2016		
2.	Arijit Goswami, Dr. Bhavna Prajapati, Product and Brand Management, Walnut Publication, 2023		

(this is for a Theory course)

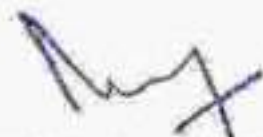


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P23MBA508	CUSTOMER RELATIONSHIP MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Acquire conceptual understanding of customer relationship management					
CO2:	Understand the Process of Acquisition of the customers					
CO3:	Analyze the Database management in CRM using various tools					
CO4:	Understand the concept of Customer Loyalty and Retention strategy					
CO5:	Apply various applications of CRM					
Pre-requisite: Marketing Management						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1		2		
CO2	1	2		1	2	
CO3	1	3		2		2
CO4	2	2		1		1
CO5		3		1		2
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case-Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
Unit01: INTRODUCTION TO CRM					9 Hours	
Introduction to Customer Relationship Management (CRM) – Evolution of Relationship Marketing – Concept of CRM – Evolution of CRM – Types of CRM – CRM models – Principles of CRM–Technological Components of CRM–Software Applications of CRM– A Roadmap to CRM– Need of CRM–CRM Concepts						
Unit02: CRM INTEGRATION					9 Hours	
Customer-Centric Approach –Factors responsible for Integration in CRM. Acquisition of Customers–Objective–Types of Customer Acquisition –Elements of Customer Acquisition –Strategies in acquisition-Factors for Customer Acquisition –Acquisition cost of customers –Calculating the Acquisition cost of Customers.						
Unit03: ANALYTICAL CRM					9 Hours	
Levels of Data Abstraction – Categorization of Database – Database Application – Data						

Warehousing – Integrating Data with Data Warehousing Technology – Data based Management Software – Customer Profiling and Database Management – Market Implications of Database Management, Introduction of Data Analysis and Data Mining– Data Analysis–Data Mining –Data Mining Tools and Techniques			
Unit04: CRM OPERATIONS			9 Hours
Introduction to Customer Loyalty and Retention Management – Segmentation of customers – Customer Lifetime Value – Loyalty Program – Recovery Management – Customer Complaint Management system – Customer Experience Management – Customer Retention Management–Managing a Waiting customer–Increasing Wallet share–RFM Analysis– Customer Retention Strategies–Customer Recall Management, CRM in Marketing Channel			
Unit 05: TECHNOLOGY, IMPLEMENTATION, AND APPLICATIONS			9 Hours
Introduction – E-CRM– Difference between CRM and E-CRM – CRM Solution and its Components – CRM Software– Sales Force Automation and Mobile CRM, CRM implementation – Need – Framework – Implementing CRM Projects – Evolving Technology in CRM Implementation –Choosing an Appropriate CRM Solution – ERP – Operational Issues in CRM Implementation, Applications of CRM–Assessment of CRM–ROI– Hurdles–Failure of CRM–Cross Functional Strategy			
Theory:45 Hrs	Tutorial: --	Practical:--	TotalHours:45
TEXT BOOKS			
1. V.Kumar, WernerReinartz.Customer Relationship Management, Springer,2018			
REFERENCES			
1. Don Peppers and Martha Rogers Managing Customer Experience and Relationships: A Strategic Framework, Wiley, 2022			
2. Daniel D. Prior, Francis Buttle, Stan Maklan, Customer Relationship Management Concepts, Applications and Technologies, Taylor and Francis, 2024			
3. Peelen, Customer Relationship Management, Pearson Education, 1 st ed, 2022			
4. Stan Maklan Daniel D. Prior, Francis Buttle, Customer Relationship Management, Taylor & Francis, 2024			
3. K C Bhanu (Author), G Mokesh Rayalu (Author), K Vasu Customer Relationship Management, Scholars' Press, 2020			

(this is for a Theory course)



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P23MBA509		MARKETING RESEARCH				
		L	T	P	C	
		3	0	0	3	
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Identify the scope and importance of marketing research					
CO2:	Examine the steps and process of marketing research process					
CO3:	Discuss the types and methods of scales for data collection					
CO4:	Demonstrate the analytical abilities, research skills for drafting research report					
CO5:	Apply the methods for product launch after a market analysis					
Pre-requisite: Marketing Management						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1		2		
CO2	1	3		2		1
CO3	1	3		1		2
CO4		3	1	1		2
CO5	1	2	1	1	1	2
Course Assessment methods						
Direct			Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit01: Overview Of Marketing Research					8 Hours	
Meaning, Nature, Scope Importance and Limitations of Marketing Research, Marketing Research Vs. Market Research - Organization of Marketing Research Department, Career opportunities in Marketing Research, Marketing Research Agencies –definition, functions, Organizational structure-merits and demerits of Marketing Research Agencies						
Unit02: Marketing Research Process					10 Hours	
Characteristics of a good Marketing Research Plan, Steps in Marketing Research, Types of Research design –exploratory, descriptive, causal –their importance and limitations, Special techniques of Marketing Research – Panel Research, Retail/Shop research, Image Research, Omni bus surveys, Trade Research.						
Unit03: Data Collection					9Hours	
Primary and Secondary data–meaning and types-Nominal, Ordinal, Interval, Ratio, Specific						

scales for measuring attitudes–Rating scales, Semantic, Thurston–Likert’s, Guttman, Q-sort, Stapel scale, Methods of collecting Primary data– observation, personal interview, telephone and mail survey – Designing of questionnaire, distinction between questionnaire and interview schedule, Methods of sampling, Basic consideration in deciding Upon sample size, Sampling error			
Unit04: Multivariate Analysis			9 Hours
Multivariate Analysis –Preliminary steps– editing, coding, tabulation – Multivariate analysis – Discriminant Factor and Cluster analysis, multi-dimensional scaling, Multiple Regression – Presentation of research findings–factors to be considered while drafting a Marketing Research report–contents of Marketing Research report,			
Unit05: Applications Of Marketing Research			9 Hours
Product research, Packaging, Pricing, Customer satisfaction, Sales and distribution, Advertising, Media and Brand research, Ethical issues in Marketing Research, Future of Marketing Research, Case studies in the above areas			
Theory:45. Hrs	Tutorial:0	Practical:0	TotalHours:45
TEXT BOOKS			
1.	Joseph Hair, David Ortinau and Dana E. Harrison, Essentials of Marketing Research, McGraw Hill Education, 6th Edition, 2024		
REFERENCES			
1.	Rajendra Nargundkar, Marketing Research, Mc Graw Hill Education, 4 th edition, 2019.		
2.	Steve D’Alessandro, Hume Winzar, Ben Lowe, Barry J Babin, William Zikmund, Marketing Research, Cengage Learning, 5th Edition, 2020		
3.	Geberli, Arunkaushik ,Zillurrahman Marketing Research, Megraw Hill 6th Edition,2020		

(this is for a Theory course)



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P23MBA510	MARKETING METRICS			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Explain the concepts of Marketing Metrics						
CO2:	Analyse and identify suitable margin for profitability						
CO3:	Analyse and develop a suitable marketing metrics for business decision						
CO4:	Apply the use of sales force for decision making						
CO5:	Understand the challenges and opportunities to provide critical decisions based on marketing metrics.						
Pre-requisite: Marketing Management							

CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	2	2		1		2	
CO2	2	2		2		2	
CO3	2	3		2		2	
CO4	2	3		2		1	
CO5	1	2		2		2	
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit 01: INTRODUCTION						9 Hours	
Introduction to Marketing metrics – Linking Marketing to financial consequences – Share of heart – Share of mind and share of market, Role and importance of marketing metrics in strategic decision making – Offline and Online Data – Types of Media and Data Type – Analysis of User Behaviour							
Unit 02: MARGIN, PROFIT AND CUSTOMER PROFITABILITY						9 Hours	
Selling Price – Variable cost – Average Variable cost – Market spending – Breakeven point and Target volume – Customer Recency, Retention, customer-lifetime value – Prospect lifetime value – acquisition versus retention spending.							
Unit 03: METRIC SYSTEM OF PRODUCT, PRICE AND PORTFOLIO						9 Hours	
Absolute indicator for new product – Relative indicators for product – Indicators for Product category – Product Evaluation Indicator – Indicator of selling price – Indicator of change in Price – Indicators for service Quality, Customer Acquisition – Lead generation metrics –							

Customer Activity metrics – Customer value metrics			
Unit 04: METRIC SYSTEM OF SALES FORCE			9 Hours
Sales teamwork load – Indicators of sales activity – Indicators of Sales results – Pipeline Analysis – Facings – Share of shelf – Price Premium – Reservation – Price Elasticity – Optimal, Own, Cross and residual Elasticity			
Unit 05: ADVERTISING, PROMOTION AND WEB METRICS			9 Hours
Base sales – Incremental – Lifts – Redemption – Rebate – Deals – Pass through – Waterfall – Impression – GRP – OTS – CPM – Reach – Frequency – Share of voice – Click through rates – cost per impression – Clicks – Acquisitions – Visitors – Abandonment.			
Theory: 45 Hrs	Tutorial: --	Practical:	Total Hours: 45 Hrs
TEXT BOOKS			
1.	The manager's guide to measuring marketing performance – 4 th Edition: Neil T. Bendle, Paul W. Farris, Phillip E. Pfeifer and David J. Reibstein Pearson India Publishing, 2021		
REFERENCES			
1.	103 Key Metrics Every Marketer Needs Philip Kotler, Ned Roberto John Wiley & Sons Inc December 2006, ISBN-10: 0470821329.		
2.	Managing Customers for Profit: Strategies to Increase Profits and Build Loyalty, Iq. V. Kumar Pearson Education 2008, ISBN No. 9788131719800.		
3.	Paul W Farris (2016), Marketing metrics, NXB Pearson Education AND RESEARCH METHODS, World Scientific, Wiley 2020		

(this is for a Theory course)


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P23MBA511		INTERNATIONAL MARKETING				L	T	P	C
						3	0	0	3
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Discuss the evolution and the concept of International Marketing								
CO2:	Identify the International Marketing Environment								
CO3:	Apply Market entry and product strategies for global market								
CO4:	Analyse branding and pricing strategies for global market								
CO5:	Analyse the various international distribution channels								
Pre-requisite: Marketing Management									

CO/PO Mapping									
(3/2/1) indicates the strength of correlation 3-Strong, 2-Medium, 1-Weak									
Programme Outcomes (POs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	3	1		2					
CO2	3	1		2					
CO3	2	1		2		2			
CO4	1	2		2		2			
CO5	2	2		2		1			
Course Assessment methods									
Direct					Indirect				
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)					Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit01: Introduction to International Marketing							9 Hours		
Globalization–The Concept of International Marketing–Evolution–Adaptation– Internationalization of Indian Firms– Process, Background of International Trade – World Trade Outlook – An Overview of India’s Foreign Trade									
Unit02: International Marketing Implications							9 Hours		
GATT – WTO – Functions and Structures of WTO – Principles – WTO Agreements- RFA India’s Participation in RTA – RTAs under the WTO. International Marketing Research – Ethic Vs Ethic Dilemma. Identification of International Markets–Segmentation–Selection– Tools.									
Unit03: International Market Entry and Product strategy							9 Hours		
Concept of International Market Entry –Modes–Factors affecting selection of Entry Mode Choosing Market Entry Mix, Standardization Vs Adaptation in International Markets – Factors Influencing product adaption – Trade-Off Strategy – Product Quality Decisions									

Packaging and Labelling-Product launch and Lifecycle-International Product strategy- Product promotion strategy.			
Unit04: International Brand Building and Pricing			9 Hours
Branding- Types of Brands-Benefits- Selecting Brand name for International Marketing - Branding Concepts - Strategies for Brand Building - Strategy - Life cycle concept and Product categories - International Branding strategy. Pricing Decisions - Pricing Approaches -Factor: Influencing Pricing decisions-Terms of payment-Types of Credit according to Methods of payment			
Unit05: International Logistics and Distribution			9 Hours
International Logistics - Value chain concept - Channels of International Distribution - Types of Channels - International Retailing - International Franchising - Managing International Logistics. Process of International Marketing communication - Tools - Framework. India's EXIM Policy-Prohibitions and restrictions-ICD and CFS-EOU, STP, EHTP-MDA-MAI-IBEF Trust. Documentation-Procedure-Electronic Processing			
Theory:45 Hrs	Tutorial: --	Practical: --	TotalHours:45
TEXT BOOKS			
1.	Michael R. Czinkota/Iikka A. Ronkainen/Annie PengCui. International Marketing. Publisher. Cengage Learning India Pvt. Ltd. 11 th Edition 2023		
REFERENCES			
1.	Ralph Berndt, Claudia Fantapie Altobelli, Matthias Sander. International Marketing Management, Springer Links 2023.		
2.	Philip R. Cateora, John L. Graham, Mary C. Gilly International Marketing, Mcgraw Hill 2021.		
3.	Dr.Garima Bansal International Marketing Mahavir Books,2024		

(this is for a Theory course)



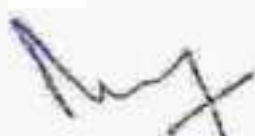
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P23MBA512	FINANCIAL SERVICES				L	T	P	C
					3	0	0	3
Course Outcomes:								
At the end of the course, the student will be able to								
CO1:	Examine Merchant Banking and its structure.							
CO2:	Analyse the Pre and Post issue management mechanism and SEBI guidelines.							
CO3:	Examine the Fund based financial services.							
CO4:	Apply the concept of Credit rating and Securitization.							
CO5:	Analyse the operations of depository services and mutual funds.							
Pre-requisite:								

CO/PO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes (POs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	2			2				
CO2	2	1		1	1			
CO3	2	2		1				
CO4	2	2		1				
CO5	3	1		2	1			
Course Assessment methods								
Direct					Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey marks			
Unit01: Introduction to Merchant Banking						9Hours		
Introduction – Concept and Evolution of Merchant Banking – Functions -Types – Qualities required for Merchant Banker - Recent Development & Challenges in Merchant Banking - Legal Regulatory framework of Merchant Banking- Code of Conduct for Merchant Banker- General obligations and Responsibilities of Merchant Banker-SCRA-FEMA-SEBI Guidelines to the Merchant Banker –Merchant Banking in India.								
Unit02: Issue Management						9Hours		
Pre & Post Issue Management –Issue Pricing –Designing of capital Structure, Brokers in Issue Management& Their Responsibilities-Register-Underwriters–Types-Boughtout Deals, Best Effort Deal, Underwriting Commission and Underwriting agreement – Devolvement- Assessment of an issue for underwriting-Green shoe option- E-IP0- Shore Issues-Issue Marketing–NRI Marketing.								
Unit03: Fund Based Financial Services						9Hours		


Leasing: Meaning and Types of Leasing- Legislative Frameworks related to leasing- Introduction to Hire Purchasing: Concept and features of Hire Purchase – Problems - Factoring: Types, Mechanism, Advantages and Disadvantages of Factoring, Forfeiting: Types, Mechanism, Advantages and Disadvantages of Forfeiting- Bill Discounting- Venture capital: Process, Methods of Venture Financing- Dis-investment mechanisms- Venture capital Industry in India and Future prospects of Venture Financing- Housing Finance.			
Unit04: Fee Based Financial Services			9 Hours
Meaning and Process of Credit rating of financial instruments, Rating Methodology- Introduction to various Rating Agencies, Rating Symbols of different companies- Securitization of Debts- Meaning and Features, Special Purpose Vehicle, Pass through certificate and mechanism, Benefits of Securitization, Issues of Securitization – Insurance.			
Unit05: Depository Services and Mutual Funds			9Hours
Depository services: Role and Advantages of the Depository system, NSDL and CDSL, Depository participants and their roles, Stock broking services including SEBI guidelines, Mutual Fund: Structure of Mutual Funds, Types of Mutual Funds, Exchange Traded Funds, Hedge Funds and Advantages of Mutual Funds, Accounting Aspects and Performance Evaluation of Mutual Funds and Regulations.			
Theory: 45Hrs	Tutorial: --	Practical: --	TotalHours:45
TEXT BOOKS			
1.	Dr.S. Gurusamy, Merchant Banking and financial services, TataMcGrawHill, 4 th Edition, 2013.		
REFERENCES			
1.	Mishkin, Financial Markets and Institutions, 8/e, 2017, Pearson India Education Services		
2.	Machiraju, Indian Financial System, Vikas Publishing House, 5th edition, 2019.		
3.	Bhote, L.M. and Jitendra Mahakud "Financial Institutions & Markets–Structure, Growth & Innovations", TMH 6 th edition 2017.		
4.	Pathak, Indian Financial System, 5e, 2017, Pearson India Education Services		

(this is for a Theory course)


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P23MBA513	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Discuss the theoretical and practical background in investments.					
CO2:	Apply the concepts of fundamental and technical analysis in investment decisions.					
CO3:	Apply the theory and practice Portfolio management.					
CO4:	Identify, assess and value equity using various models.					
CO5:	Apply theories and techniques in making sound investment decisions in the portfolio.					
Pre-requisite:						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		1
CO2	3	2		1	1	1
CO3	3	2		2	1	1
CO4	3	2		2	1	1
CO5	3	2		1	1	1
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
Unit 01: Nature and Scope of Investment Management					9 Hours	
Meaning and Nature of Investment- Objectives and Process of Investment- Investment versus Speculation, Investment Alternatives and Their Evaluation. Investment Avenues - Basics of stock markets- Securities Trading-Recent Developments in Stock Market.						
Unit 02: Fundamental and Technical analysis					9 Hours	
Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis Framework Technical Analysis: Basic Tenets of Technical Analysis – Dow Theory – Behavior of Stock Prices – Major Trends – Charts and Trend Lines – Resistance and support Lines – Different Patterns, Elliot Wave Theory, Moving Averages- Breadth of Market Momentum-Market						

Indicators-Technical) vs Fundamental Analysis-Efficient market theory.			
Unit 03: Modern Portfolio Theory			9 Hours
Portfolio Theory: Introduction to portfolio management, Meaning of Portfolio Management- Phases of Portfolio Management-Evolution of Portfolio Management-Role of Portfolio Manager - Risk and Return of Portfolio-Diversification-Portfolios with more than two securities - The Benefits of Diversification, Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Co movements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio, Capital Asset Pricing Model – Assumptions – Inputs Required for Applying CAPM, The Capital Market Line – Security Market Line, Markowitz portfolio theory.			
Unit 04: Equity Valuation			9 Hours
Equity Valuation: Balance Sheet Techniques- Book value, Liquidation value, Replacement cost, Discounted Cash Flow Techniques: Dividend discount model, free cash flow model, Relative Valuation Techniques: Price-earnings ratio, Price book value ratio, Price-sales ratio.			
Unit 05: Portfolio Revision, Selection and Evaluation			9 Hours
Selection of optimal Portfolio-Meaning of portfolio Revision- Need for Revision - Portfolio Revision Strategies- Meaning of Portfolio Evaluation - Need for Evaluation- Performance Evaluation: Sharpe's, Treynor's and Jensen's - Measure for Portfolios Performance - Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision.			
Theory: 45 Hrs	Tutorial: –	Practical: –	Total Hours: 45 Hrs
TEXT BOOKS			
1.	Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 19th Edition, 2013 New Delhi.		
REFERENCES			
1.	Investment Analysis and Portfolio Management, Chandra, P (Tata McGraw Hill Publishing Co. Ltd.) 6th edition, 2017.		
2.	S. Kevin, Security analysis and Portfolio Management, PHI, 2010, 2nd Edition, New Delhi.		
3.	Dr P V V Sathyanarayana Security Analysis & Portfolio Management, Discovery Publishing house 2018		
4.	Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education (India) Private Ltd., 5th Edition, 2019.		


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P23MBA514	BANKING MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Explain the working of Indian Banking system and regulatory framework of Banks in India.					
CO2:	Identify the Banking products and services and develop suitable strategies for effective risk management.					
CO3:	Analyse branch operations in the face of Changing technology.					
CO4:	Compare and contrast different payment and settlement of Indian banks.					
CO5:	Analyze the evolving trends and challenges faced by the Indian banks.					
Pre-requisite:						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2	1	
CO2	3	3		2	1	
CO3	3	2		1	1	
CO4	3	2		1	1	
CO5	3	2		1	1	1
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Introduction to Indian Banking System					9 Hours	
Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector – Economic Concepts related to Banks – Role of Banks in the Financial System - Central Banking – Bank Nationalization in India - RBI Act 1934/ 2006 – Banking Regulation Act 1949– Negotiable Instruments Act 1881/ 2002 – Insolvency and Bankruptcy Code 2016 – Asset Liability Management - Financial Statements of banks – Balance Sheet – Income Statement - CAMEL analysis – BASEL -						
Unit 02: Managing Bank Funds/ Products & Risk Management					9 Hours	
Types of Banking - Deposit and Non-deposit sources – Types of Customers - Various credit Products/ Facilities – Fund and Non Fund based products - Principles of Lending - Document						

and procedures - Priority Sector Financing and Government initiatives – Ancillary services- Know your Customer Guidelines – Different modes of charging – Types of collaterals and their characteristics - Banker-Customer relationship - Banking Ombudsman scheme - Financial Distress –Signal to borrowers – NPA Management - Risk Management – Credit Risk - Market Risk – Operational and Solvency risks - SARFAESI Act.			
Unit 03: Branch Operation and Banking Technology			9 Hours
Core banking – Branch Computerization – Banking software - Bank back-office management –Inter branch reconciliation – Treasury Management – Data Centre Management – Network Management – Knowledge Management – Customer Relationship Management – AI in Banking.			
Unit 04: Payment and Settlement System			9 Hours
Paper based and e payments - National Payments Corporation of India - High value Payments - Real-time gross settlement – SWIFT- CFMS- Electronic Clearing Service (ECS)- National Electronic Fund Transfer (NEFT)- Money Transfer Service Scheme (MTSS) - Retail Payments :- Automated Teller Machines (ATMs) - Electronic Funds Transfer - Immediate Payment Service (IMPS) - Bharat Bill Payment System (BBPS) – Card Payments – POS - Mobile Payments – BHIM Aadhar Pay - UPI Payments - Bharat QR Code - Digital Wallets – Bank Wallets – Private Wallets – *99# service – Payment Gateways - Aadhar Payment Systems – Micro Payments - Micro ATM - Cheque Truncation, MICR Cheques.			
Unit 05: Contemporary Issues in Banking			9 Hours
Recent trends in Indian banking – Neo Banks - Rural banking – Problems and Prospects in Rural banking – Green Banking - Financial Inclusion – Microfinance institutions - Digital Lending - Cybercrime – Cyber criminals – Internet crime, Frauds – Computer Hacking & Hackers- Cyber security – Fraud detection and Prevention Mechanisms - Implementation of hardware and software-based firewalls – RBI Initiatives on Digital disruptions – Central Bank Digital Currencies.			
Theory: 45 Hrs	Tutorial: –	Practical: –	Total Hours: 45
TEXT BOOKS			
1.	Indian Institute of Banking – Principals and Practices of banking – Indian Institute of banking finance – Macmillan education – January 2023.		
REFERENCES			
1.	Indian Institute of banking – retail banking wealth management - Indian Institute of banking finance – Macmillan education – January 2023.		
2.	R.K. Gupta Himanshu Gupta, Credit Appraisal & Analysis of Financial		

	statements, Notion press, January 2023.
3.	Rabi Narayana Misra, E-Banking Management, Discovery publishing house pvt ltd., ISBN:9789350567883.
4.	Suresh Padmalatha, Justin Paul – Management of Banking & Financial services – Pearson education, 4 th edition.
5.	Kanhajya Singh and Vinay Dutta - Commercial Bank Management – McGraw-Hill Publishing House, Reprint edition 2017.

(this is for a Theory course)



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P23MBA515	FINANCIAL MODELLING				L	T	P	C
					2	0	2	3
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Design and construct useful and robust financial modeling applications.							
CO2:	Examine the valuation modeling in Finance.							
CO3:	Create Models using spread sheet tools and techniques in Excel.							
CO4:	Identify the models and analyse the impacts of financial decisions related to Financial statement analysis and DCF analysis.							
CO5:	Develop various Portfolio Models.							
Pre-requisite: Data Analysis using Spread Sheets								

CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes (POs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	3	2		1		1		
CO2	3	3		2	1			
CO3	3	2		1	1	1		
CO4	3	3		1	2	1		
CO5	3	3		1	1	1		
Course Assessment Methods								
Direct				Indirect				
CIE test I (10) - Theory		Assignment / Quiz / Seminar (10)			Course-end survey			
CIE test II (10) - Theory		Total CIE: 50 marks						
CIE test III (10) - Theory		Semester End Examination: 50 marks						
CIE test IV (10) - Laboratory		[SEE- Theory (25 marks), Laboratory (25 marks)]						
Unit 01: Introduction to Financial Modelling & Built in Functions Using Spread Sheets						6 Hours		
Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling, financial modelling dos and don'ts - Excel formulas for financial applications-Time value of Money Models: EMI with Single & Two Interest rates-Loan Amortization modelling.								
Unit 02: Valuation						6 Hours		

Introduction to Valuation- The importance of Valuation–Understanding Enterprise value and Equity value – Comparable Company Analysis – Discounted Cash Flow analysis- Understanding unlevered free cashflow – Forecasting free cash flow–FCFF and FCFE – Forecasting terminal value – Present value and discounting Performing sensitivity analysis– Estimating cost of debt–Understanding and analyzing WACC.			
Unit03: Building an Integrated Cash Flow Model			6 Hours
Understanding the links between the financial statements – Understanding circularity – Setting up and formatting the model – Selecting model drivers and assumptions – Modelling and projecting the financial statements – Analyzing the output – Testing the model – Fixing modeling errors – Advanced modeling techniques–Using the model to create DCF analysis– Scenario analyses with Microsoft Excel–Business Forecasting.			
Unit04: Corporate Financial Modelling			6 Hours
Financial Break even modelling: -Corporate valuation modelling (Two stage growth)- Business Modelling for capital budgeting evaluation: Payback period, NPV, IRR and MIRR - Calculating profits from a firm's cash flows: using Excel's Solver tool to determine the sales volume needed to break even; evaluating a firm's operating, financial, and combined leverages-understand the inputs and outputs of capital budgeting-Using Excel's tools for Monte Carlo simulation.			
Unit05: Portfolio Modelling			6 Hours
Risk, Beta and Annualized Return–Probability–Normal, Log normal distribution properties –Decision making uncertainty–Simple Linear Model–Multiple Linear Model.			
Theory: 30Hrs	Tutorial:--	Practical:30	Total Hours:60
TEXT BOOKS			
1.	Wayne L. Winston, "Microsoft Excel 2021-Data Analysis and Business Modelling", 7th edition, PHI publications, (Microsoft Press), New Delhi, 2017.		
REFERENCES			
1.	Mastering Financial Modelling in Microsoft Excel, Alistair I. Day, Pearson Education, 3rd Edition, 2012.		
2.	Excel 2019 Data Analysis and Business Modelling, Wayne L. Winston, Microsoft.		
3.	Soubeiga, E.; Mastering Financial Modelling :A Professional's Guide to Building Financial Models in Excel, 1st edition, 2013, McGraw-Hill Education.		
4.	Craig W Holden, "Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc. New Jersey, 5th Edition 2015.		

S. No.	List of Experiments using MS Excel-30hours	CO
1	Time Value of Money Applications-Future value of Single cash flow: Future value of annuity	1
2	Present value of Single cash flow, Present value of annuity, Present value of uneven cash flow	1
3	Lease Amortization, Multi period compounding	1
4	FCFF and FCFE	2
5	Discounted Cashflow	2
6	WACC, Sensitivity analysis	2
7	Comparative Financial Statements, Ratio analysis, Intrinsic growth, Scenario analysis	3
8	Corporate valuation modeling (Two stage growth)	3
9	Capital budgeting techniques -NPV, IRR, Payback period	3
10	Using Excel Solver to BEP	4
11	Excel's tools for Monte Carlo simulation.	4
12	Risk, Beta and Annualized Return	5
13	Simple Linear Model, Multiple Linear Model.	5
14	Leverages	5
15	Case study	5



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P23MBA516	DERIVATIVES MANAGEMENT			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Examine the nature of Derivative contracts and settlement.						
CO2:	Describe the futures contract, its operation and payoff.						
CO3:	Analyse the importance of Options, types and valuation.						
CO4:	Identify the significance of different types of Swaps and commodities derivatives.						
CO5:	Examine the important regulations in Derivative market in India.						
Pre-requisite:							

CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3	2		1	1		
CO2	3	2		1	1	1	
CO3	3	2		1	1	1	
CO4	3	2		1	1	1	
CO5	3			2	1		
Course Assessment methods							
Direct					Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit 01: Introduction to Derivative market						9 Hours	
Financial Derivatives: An Introduction to Financial Derivative Markets, Concept and Purpose, Types of Financial Derivative Instruments – Forwards, Futures, Options, Swaps and other Derivatives; Difference between Cash and Future market, Types of Traders, Difference between Exchange Traded and OTC Derivatives.							
Unit 02: Forward and Futures Contract						9 Hours	
Financial Forward and Futures Contracts: Specifications of Forwards and Futures contract, Concept, Characteristics, Types of Financial Forward Contract; Equity Forward, Currency							

Forward, Bond and Interest Rate Forward, FRA's, Hedging using Futures, Types of Futures Contracts – Stock Future, Index Future, Currency Future, Interest Rate future and Commodity future market: Margin requirements.			
Unit 03: Options Contract			9 Hours
Financial Options: Concept, Characteristics and Types of Financial Options: Stock Options, Index Options, Currency Options, Commodity Options, Interest Rate Options, Exchange Traded Options, OTC Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option Pricing models, Difference between Future and Option contracts.			
Unit 04: Swap Contract			9 Hours
Swap Contract: Meaning, Difference between Swaps and Futures contract, Types of Swap Contracts: Interest Rate Swaps, Currency Swaps, Commodity Swaps, Role of Financial Intermediary, Floating Rate Notes, Credit Risk.			
Unit 05: Derivatives: Indian Context			9 Hours
Evolution of Derivatives Market in India, Regulations – Framework, Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.			
Theory: 45 Hrs.	Tutorial: –	Practical: –	Total Hours: 45
TEXT BOOKS			
1.	John C. Hull, Options, Futures and other Derivative Securities, PHI Learning, 10 th Edition, 2018.		
REFERENCES			
1.	S.S.S.Kumar, Financial Derivatives, PHI Publications, 5th edition Jan 2012.		
2.	Chugh Maheshwari, Financial Derivatives: The Currency and Rates Factor, 1e, Pearson, 2012.		
3.	S.L.Gupta, Financial Derivatives – Theory, concepts and problems, PHI publishers, 2nd editions, 2017.		
4.	N.R.Parasuraman, Fundamentals of Financial Derivatives, Willey India, 3rd Edition, 2014.		

(this is for a Theory course)


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P23MBA517		RISK MANAGEMENT				L	T	P	C
						3	0	0	3
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Apply the concepts of risk and risk management.								
CO2:	Analyse and evaluate various risk exposures.								
CO3:	Apply a suitable risk assessment technique for qualitative risk analysis in various situations.								
CO4:	Evaluate the strategies that can be employed to manage threats and opportunities.								
CO5:	Explore corporate governance, risk oversight, internal control, and assurance issues in a global marketplace.								
Pre-requisite:									

CO/PO Mapping									
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	3			1	1				
CO2	3	2		1	1				
CO3	3			1	1				
CO4	3	2		1	1				
CO5	3			2					
Course Assessment methods									
Direct					Indirect				
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks			Course end-survey		
Unit 01: Introduction to Risk and Risk Management							9 Hours		
Meaning of Risk and Uncertainty, loss, perils, hazards -Types of Risks [Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk - Risks for Financial Institutions - Classifying Pure risks- Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting- Risk Management by Individuals and Corporations.									
Unit 02: Risk Identification and Measurement							9 Hours		
Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability - Exposure to									

Work-Related Injury-Basic concepts form probability and Statistics - Evaluating the Frequency and Severity of Losses- Risk Control- Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk - Risk Assessment, Analysis, Evaluation, Risk Control and Treatment - Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk.

Unit 03: Financial Market Risk	9 Hours
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Overview of the markets for interest bearing instruments, Time value of money and discounted cash flow analysis, Identifying and assessing interest rate risk, Evaluating interest rate risk, Managing interest rate risk, Interest rate risk management Instruments: short term, Interest rate risk management Instruments: longer term, Identifying and assessing foreign exchange risk, Evaluating foreign exchange rate risk, Identifying and assessing liquidity risk, Evaluating liquidity risk, Managing liquidity risk

Unit 04: Risk Treatment	9 Hours
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Introduction to risk treatment, Evaluating and selecting risk control mechanisms, Identifying, allocating, and resourcing risk controls, Monitoring, reviewing, and reporting on risk controls, Risk financing mechanisms, Business continuity management

Unit 05: Risk, Governance and Culture	9 Hours
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Corporate governance, risk oversight, internal control and assurance, Strategic planning and risk management, Risk perception and human behaviour, Risk culture, business ethics and organisational change, Risk management performance, Reputation risk management

Theory: 45 Hrs	Tutorial: -	Practical: -	Total Hours: 45 Hrs
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TEXT BOOKS

- | | |
|----|---|
| 1. | George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 13 th Edition, 2017. |
|----|---|

REFERENCES

- | | |
|----|---|
| 1. | Harrington and Niehaus, Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 2 nd Edition, 2017. |
| 2. | Nason, R., and L. Fleming, Essentials of Enterprise Risk Management: Practical Concepts of ERM for General Managers, 2018, Business Expert Press. |
| 3. | Nason, R. and B. Chard, Essentials of Financial Risk Management: Practical Concepts for the General Manager, 2018, Business Expert Press. |
| 4. | Mark S. Dorfman & David A. Cather, Introduction to risk management & Insurance, Pearson, 10 th edition, 2013. |

(this is for a Theory course)


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P23MBA518	PERSONAL FINANCE & FINANCIAL PLANNING		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Apply financial principles to demonstrate sound, practical decision-making in personal financial situations.					
CO2:	Analyse the various types of insurance and relate this information to personal needs.					
CO3:	Evaluate various types of credit, understand costs and how to utilize them to the best advantage.					
CO4:	Examine investment strategies considering asset allocation.					
CO5:	Discuss the basic principles of taxes and implement effective tax planning.					
Pre-requisite:						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		1	1	1
CO2	3	2		1	1	
CO3	3	2		1	1	
CO4	3	2		1	1	1
CO5	3	2		2	1	1
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Introduction to Financial Planning					9 Hours	
Financial Planning – Need and Importance – Determinants of Personal income - Process of financial planning - Investment Objective - Time value of money and its applications - Personal financial statements - Cash flow and debt management - Finance education.						
Unit 02: Risk Analysis & Insurance Planning					9 Hours	
Risk management - Insurance decision in personal financial planning – Benefits - Various Insurance Policies - Strategies for General Insurance: Life Insurance, Motor Insurance, Medical Insurance.						

Unit 03: Managing Credit & Retirement Planning			9 Hours
Basic concepts of credit – Credit statements – Understanding how instalment loans work – Calculation of interest - Computation of Finance charges - Retirement need analysis and techniques - Development of retirement plan - Various retirement schemes - Employees Provident Fund (EPF) - Public Provident Fund (PPF) Superannuation Fund - Gratuity- Other Pension Plan and Post-retirement counselling.			
Unit 04: Investment Planning			9 Hours
Affordable Housing – Managing Health expenses - Risk Return Analysis - Mutual Fund – Stock Market- Derivatives- Asset Allocation - Investment strategies - Portfolio construction and Revision.			
Unit 05: Tax Planning			9 Hours
Income-tax computation for Individuals - Statutory provisions pertaining to Capital Gains and indexation - House Property - Deduction and Allowances - Non-Resident Indian tax laws and Tax Management Techniques.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45
TEXT BOOKS			
1.	E. Thomas Gorman and Raymond E. Forgue, Personal Finance, publisher: Southwest-Western Cengage Learning, 13th edition 2011.		
REFERENCES			
1.	Gitman, Joehnk & Billingsley, Personal Financial Planning, CENGAGE Learning, 14th edition 2011.		
2.	Jack R Kapoor, Les R Dlabay, Robert J Hughes, Personal Finance – Mc Graw Hill Education, 12th Edition, 2017.		
3.	Manish Chautan, How to be Your Own Financial Planner in 10 Steps - Network 18 Publications Pvt. Ltd in hardcover in 2013.		
4.	National Insurance Academy, Basics of Personal Financial Planning – Cengage Learning, 1 st edition 2010.		

(this is for a Theory course)




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P23MBA519	FINTECH				L	T	P	C
					3	0	0	3
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Apply the concepts of FinTech and critically evaluate its role in financial services.							
CO2:	Discuss the concept of new operating models in banks.							
CO3:	Use the concepts of FinTech in wealth management, personal finance, Management and insurance technology.							
CO4:	Examine cryptocurrencies, risk associated with crypto market and cost involved.							
CO5:	Discuss the various analytics tools used in the financial service industry.							
Pre-requisite:								

CO/PO, PSO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	3			1	1			
CO2	3	2		1	1			
CO3	3			1	1			
CO4	3	2		1	1			
CO5	3	2		1	1			
Course Assessment methods								
Direct					Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey marks			
Unit 01: Introduction to Fintech and its applications							9 Hours	
FinTech, prospects and potential issues with FinTech - History and Global FinTech investments Digital banking -Impact of digital technology on banking sector- Changes in customer buying behavior -new age payments and remittances-social media based remittances-Digital Mortgages-Global Financial Instruments, Asset Management and Capital Markets,								
Unit 02: Digital Payment							9 Hours	
New Generation Commerce-Point of sale evolution (POS)- m-POS business model-m Wallets-Smart credit cards -I-commerce- Crowd funding and Crowd investing -P2P lending Robo advising- FinTech and Global Economy-New operating models for banks-Banking as service and Open APIs-Cloud implementation - Neo banks-Challenger banks- CBDC								

(Central Bank Digital Currencies)			
Unit 03: Internet of Things			9 Hours
Big data in the Financial services Industry-Internet of Things (IOT) - IOT in Financial Services-Innovative wealth management-Personal Finance Management-InsurTech-P2P insurance-Block chained insurance-Risk associated with crypto market-Cost associated with crypto market investment-Crypto currency wallets-			
Unit 04: Block Chain Technology			9 Hours
Blockchain-Components of Blockchain -Public and private keys-Crypto currencies Distributed ledgers- Impact of Blockchain in Financial Services - Applications of Blockchain in Financial Services-Clearing and Settlement -Anti Money Laundering-AI and Generative AI (GEN AI) technology			
Unit 05: Financial Analytics			9 Hours
Financial analytics applications in corporate finance- predicting continuous variables – costs, production, revenues, profit-Financial analytics applications in banking- credit evaluation using classification, cross-selling and upselling financial products using recommendation systems, identifying at-risk customers in lending, reducing churn in credit card customers.			
Theory: 45 Hrs	Tutorial: –	Practical: --	Total Hours: 45 Hrs
TEXT BOOKS			
1.	Sanjay Phadke (2020), Fintech Future: The Digital DNA of Finance, SAGE Publications.		
REFERENCES			
1.	Inclusive FinTech: Blockchain, Cryptocurrency and ICO, David Lee Chuen and Linda Low, World Scientific Publishing, 2018.		
2.	Parag Y Arjunwadkar (2018). FinTech: The Technology Driving Disruption in the Financial Services Industry, Auerbach Publications.		
3.	Susanne Chishti and Janos Barberis (2016), The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Wiley.		
4.	Blockchain Application in Finance, Peter Borovyklt, Blockchain Driven, 2 nd Edition, 2018.		

(this is for a Theory course)


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P23MBA520	INTERNATIONAL FINANCE		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Examine the nature and structure of international finance.					
CO2:	Analyse the importance of Exchange Rate in Foreign Exchange transactions.					
CO3:	Analyse the structure and functions of Foreign Exchange Market.					
CO4:	Discuss the significance of various market instruments in global markets.					
CO5:	Analyse the risk factors and exposures involved in Foreign Markets.					
Pre-requisite:						

CO/PO, PSO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1	1	
CO2	2			1	1	
CO3	2			1	1	
CO4	2	1		2	2	
CO5	2	1		2	2	
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
Unit 01: Overview on Global Financial Environment					9 Hours	
Nature and Scope of International Finance – Structure of Balance of Payments – Equilibrium and Disequilibrium, International Monetary System – Special Commodity Standard – International Monetary System: Gold Standard- Bretton Woods System of Exchange Rate – IMF - Flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU) – Interest rates in the Global Money markets.						
Unit 02: International Parity Relationships & Forecasting Foreign Exchange rate					9 Hours	
Measuring exchange rate movements -Exchange rate equilibrium – Factors effecting foreign						

exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage.			
Unit 03: Foreign Exchange Market			9 Hours
Function and Structure of the Forex markets, foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Exchange rate behavior-Cross Rates - Arbitrage profit in foreign exchange markets. Swift Mechanism.			
Unit 04: International Financial Markets and Instruments			9 Hours
Foreign Portfolio Investment, International Bond & Equity market, GDR, ADR, International Financial Instruments; Foreign Bonds & Eurobonds, Global Bonds, Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches, Forward Rate Agreements.			
Unit 05: Foreign Exchange Risk Exposure			9 Hours
Foreign Investment Decisions – FDI and FII, Type of Risk – The Risk management process - Foreign Exchange Exposure –Transaction exposure - Translation exposure- Economic exposure- Political Exposure- Management of Interest rate exposure.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45
TEXT BOOKS			
1.	International Financial Management – Bhalla, V.K, 2014, sultan chand publishers.		
REFERENCES			
1.	International Financial Management – S.Keyin, PHI Publishers, 2012.		
2.	International Financial Management – Vyuptakesh Sharan, 6/e, PHI publishers, 2012.		
3.	International Financial Management – Jain, Peyard& Yadav, Macmillan 2010.		
4.	International Financial Management – Apte P. G. 6/e. TMH. 2011.		

(this is for a Theory course)


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P23MBA521	PERFORMANCE MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Examine the framework of competency mapping.					
CO2:	Apply effective competency models for various positions in organizations.					
CO3:	Analyze the role and challenges of performance managers.					
CO4:	Evaluate the performance of individuals and groups in an organisation.					
CO5:	Design and implement an effective Performance Management System.					
Pre-requisite:						
CO/PO, PSO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3			2	
CO2	2		3	2	1	
CO3	2	2		2	3	3
CO4	2		1	1	3	
CO5	3					
Course Assessment methods						
Direct			Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10).			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Introduction to Competency			9 Hours			
Concept and meaning of competency, five characteristics of competency, Iceberg theory, Need and building Competency framework, Classification of competencies, Traditional HRM vs. competency based HRM, Competency Indicators, Competency Assessment, and Case Study.						
Unit 02: Application of Competency in Various HR Functions			9 Hours			
Competency-Based Selection, Competency-Based training and development, Competency-Based Performance Management, Competency Based succession Planning, Competency-Based compensation, Case Study						
Unit 03: Performance Management			9 Hours			
Performance management vs. performance Appraisal, Aim and of Performance Management						

to the organization success, Role of HR in performance management. Characteristics of good performance management system, Case Study			
Unit 04: Performance Management			9 Hours
Performance Management Process, Performance Planning, Execution, Assessment, Review, Renewal and Reconstructing, Linking Performance management with Strategic planning, Case Study			
Unit 05: Measuring Performance			9 Hours
Performance dimensions, Approaches of Measuring Performance, Measuring Result and Behavior, Performance Standard, KRA's and KPI's, Case Study			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXTBOOKS			
1.	Sudhir Warrior, Competency Management - A Practitioner Hand Book, Notionpress.com, 2021		
2.	Herman Aquinis, Performance Management, Sage Publication, 5th Edition, 2023.		
REFERENCES			
1.	Seema Shanghi, The handbook of competency mapping, sage publication, New Delhi, 3rd Edition 2022		
2.	A.S.Kohli & T.Deb, Performance Management, Oxford publication, 2023		
3.	Ganesh Shermon, Competency-based HRM, Tata McGraw Hill, 1 st edition 2023		

(this is for a Theory course)



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P23MBA522	TALENT ACQUISITION				L	T	P	C
					3	0	0	3
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Understand the concepts of Talent Acquisition.							
CO2:	Analyze and evaluate the jobs at various levels in an organization.							
CO3:	Formulate the policies and procedures for the Talent Acquisition function.							
CO4:	Apply the various tools in Talent Acquisition							
CO5:	Brand the employer with various sources.							
Pre-requisite:								

CO/PO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	3	2	1	2	2	3		
CO2	3		2		2	1		
CO3	2	3		2				
CO4	2		1	3	2	2		
CO5	2	2	1	1	3			
Course Assessment methods								
Direct					Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey			
Unit 01: INTRODUCTION							9 Hours	
Talent Acquisition and Recruitment – Differentiation – Policy- E-Recruitment – Outsourcing - Induction – Steps in Induction – Onboarding – Recruitment metrics – Generation Y- Generation Z - Recruitment and Selection in India – Strategic Recruitment and Selection. Case Study								
Unit 02: UNIT – II JOB ANALYSIS AND PROCEDURES FOR TA							9 Hours	
Job Analysis – Profile Matching – Position Analysis Questionnaire (PAQ) - Job Analysis method – Performance Intelligence Test – Ethical Guidelines for Psychological Testing - Steps for Developing Effective Recruitment and Selection Strategies - Connecting								

Recruitment and Selection with Business Plans and Strategies. Case Study			
Unit 03: TOOLS AND ISSUES IN TALENT ACQUISITION			9 Hours
Introduction – Traditional and Modern Recruitment Tools - E-Recruitment- Personality Test - Emotional Intelligence: The Five domains - Benefits of Legal complaint - Snapshots on Labor Laws governing - Dimensions of Ethics in Recruitment and selection- social media and Recruitment Ethics. AI-based recruitment tools. Case Study			
Unit 04- EMPLOYEE RETENTION			9 Hours
Introduction – Importance of Retention – Turnover Vs Attrition – Voluntary and Involuntary Turnover – Causes and Reasons for high attrition – Factors Influencing Retention – Determinants of Employee retention – Job design – SMR model (Satisfy-Motivate-Reward)- Key retention practices strategies and best practices. Case Study			
Unit 05: EMPLOYER BRANDING			9 Hours
Introduction- Meaning of Employer Branding – Importance of Employer Branding in Modern Scenario – Brand Positioning and Differentiation – Brand Vision & Reality – Benefits of Employer Branding – Brand Identity – Employer Brand Proposition – Employee Value Proposition – Employer Brand Management. Employer branding Strategy. Case Study			
Theory: 45 Hrs		Tutorial: 0	Practical: 0
Total Hours: 45			
TEXTBOOK			
1.	Dipak Kumar Bhattacharyya. Recruitment and Selection. Cengage Learning India Pvt Ltd. 2023		
REFERENCES			
1.	Robert D. Gatewood and Hubert S. Field, Murray Barrick. Human Resource Selection. Cengage Learning, 8 th edition, 2021		
2.	Herbert G. Heneman III, Timothy A. Judge, John Kammeyer-Mueller. Staffing Organization, 9th Edition, McGraw Hill, 2021		
3.	Dr.P N Harikumar, Dr.Bindya M S, Employer Branding, Publisher: Abhijeet Publications, 2023		

(this is for a Theory course)



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P23MBA523	INDUSTRIAL RELATIONS AND LABOUR WELFARE		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Examine the various aspects affecting industrial relations in India					
CO2:	Apply Industrial Disputes Act to Prevent and settle industrial disputes amicably in their business environment.					
CO3:	Develop skills to effectively handle labour management with maturity, objectivity and understanding					
CO4:	Administer labour legislations and maintain harmonious relations in organizations.					
CO5:	Comply with the labour welfare provisions in industries.					
Pre-requisite:						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	
CO2	3		2	2	2	
CO3	2	3	1			2
CO4	1	2	1	3	2	
CO5	3	2	1	3		
Course Assessment methods						
Direct				Indirect		
CIE: Test I (10) Quiz I (5) CIE: Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Introduction to Industrial Relations					9 Hours	
Concept of Industrial Relations - Factors and Actors in IR- Importance of IR-Golden Rules of Industrial Relations- Role and functions of Trade Union - Collective Bargaining-Workers' participation in Management - High Court/Supreme Court Landmark Cases.						
Unit 02: Settlement Mechanisms For Industrial Disputes					9 Hours	
Meaning of dispute-conflict-Lay off, Lock out-Retrenchment & Dismissal - Strikes-Forms of Strike and its prevention -Settlement mechanisms under ID Act-High Court/Supreme Court Landmark Cases.						

Unit 03: Domestic Enquiry, Grievance Resolution & Workplace Counselling			9 Hours
Domestic Enquiry - Reasons for taking disciplinary action - Steps in disciplinary procedure - Grievance Resolution - Need, Importance & Grievance handling procedure -WorkPlace Counseling -Types & Importance- High Court/Supreme Court Landmark Cases.			
Unit 04: Labour Legislations			9 Hours
Important Labour Legislations: Factories Act -Industrial Dispute Act -Payment of Wages Act- Minimum Wages Act -Industrial Employment (Standing Orders) Act - Employee Compensation Act - ESI Act - Payment of Gratuity Act- Employees Provident Fund Act - Labour Codes –ILO and its impact on Indian Labour Legislations- High Court/Supreme Court Landmark Cases			
Unit 05: Labour Welfare			9 Hours
Concept & Objectives of Labour Welfare-Labour Welfare Officer - Classification of Welfare; Statutory and Non-Statutory Welfare Facilities – Health, Safety and Welfare Provisions under Factories Act- High Court/Supreme Court Landmark Cases.			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXTBOOKS			
1.	R.Sivarethnamohan, Industrial Relations & Labor Welfare, Text and Cases, PHI, 2017.		
2.	Mamoria, Mamoria, Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, 16 th Edition 2021.		
REFERENCES			
1.	ArunMonappa, Nambudiri and Selvaraj, Industrial Relations and Labour Laws, McGraw Hill, 2nd edition 2017.		
2.	C.S. VenkataRatnam, Industrial Relations, Oxford University Press, 2 nd edition, 2017.		

(this is for a Theory course)




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P23MBA524	STRATEGIC HUMAN RESOURCE MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Understand the perspective of strategic HRM					
CO2:	Explain the process of Strategic Management Process					
CO3:	Link the HRP and designing work systems with the company's strategy					
CO4:	Implement strategically the functions of HRM					
CO5:	Understand the global perspective of SHRM					
Pre-requisite:						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1		2		
CO2	2	1		3	2	
CO3	1		2		3	3
CO4	2	1		3		
CO5	1		3		3	
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Introduction					9 Hours	
Adopting an investment perspective of Human Resource Management-Measuring Human Capital-HR issues and challenges in Strategic Human Resource Management-Workforce Demographic changes and diversity.						
Unit 02: Strategic Management Process:					9 Hours	
Strategic HR Versus Traditional HR- Process of Strategic Management-Barriers to Strategic HR						
Unit 03: Human Resource Planning and Design and Redesign of Work Systems:					9 Hours	
Objectives of Human Resource Planning-Types of Planning- Design and Redesign of Work						

Systems- Understanding Change and Managing change.			
Unit 04: Implementation of Strategic Human Resource Management:			9 Hours
Staffing- Training and Development- Performance Management-Compensation- Labor Relations- Employee Separation			
Unit 05: Global Human Resource Management:			9 Hours
International HRM Versus Domestic HRM- Culture Assessment- Strategic HR Issues in Global Assignments- Building multicultural organizations.			
Theory: 45 Hrs	Tutorial: –	Practical: --	Total Hours: 45
TEXT BOOKS			
1.	Jeffrey A. Mello - Strategic Human Resource Management, 5th Edition Cengage Learning India Pvt. Ltd., 20 July 2023, Noida Uttar Pradesh- 201303		
2.	Feza Tabassum Azmi, Strategic Human Resource Management – Text and Cases Cambridge University Press, 2019		
3.	Jeffrey A.Mello; Strategic Human Resource Management. Cengage Publications. 3rd edition.		
REFERENCES			
1.	Strategic Human Resource Management, Paperback by Dr. Muralidhar L.B, Dr. Ayan Das Gupta,Dr. B.S. Mishra,Mrs. S. Shriv.		
2.	Strategic Human Resource Management- An International Perspective, 3rd edition, Edited by Gary Rees and Paul E. Smith, Sage Books, 2021.		
3.	Agarwala, Strategic Human Resource Management, Oxford Publications, 2015		
4.	Randall.S. Schuler and Susan E. Jackson; Strategic Human Resource Management, Blackwell Publishing,2015.		
5.	Pulak Das, Strategic Human Resource Management. Cengage Publications, 3rd edition 2012.		

(this is for a Theory course)


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P23MBA525	COMPENSATION MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Recognize the pay decision that helps the organization achieve competitive advantage.					
CO2:	Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.					
CO3:	Demonstrate comprehension by constructing a compensation system encompassing: 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.					
CO4:	Design rational and contemporary compensation systems in modern organizations.					
CO5:	Explore the global pay practices with various industries.					
Pre-requisite:						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		1	3		
CO2	1	3	2			3
CO3	2	1		3	2	
CO4	2		3		1	
CO5	3	1		3		
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Introduction to Compensation Management					9 Hours	
Introduction, types of compensation, conceptual framework of compensation management, Theories of wages criteria of wage fixation Institutional and cultural factors on compensation practices National differences in compensation Compensation system design issues, Compensations Philosophies, compensation approaches, Case Study						
Unit 02: Strategic Compensation Planning					9 Hours	
Developing a total compensation strategy Competitive Advantage Job evaluation systems, the						


compensation structure Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues, Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans group incentive plans team compensation, ESOPs - Performance measurement issues, incentive application and globalization. Case Study			
Unit 03: Managing Employee Benefits:			9 Hours
Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package. Case Study			
Unit 04: Executive compensation			9 Hours
Elements of executive compensation and its management, Executive compensation in an international context - Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India; wage boards: structure, scope and functions-Pay Commissions. Case Study			
Unit 05: International Compensation			9 Hours
International Compensation global convergence of compensation practices Pay for performance for global employee's practices in different industries Employee benefits around the world CEO pay in a global cor Beyond compensation. Case Study			
Theory: 45 Hrs		Tutorial: 0	Practical: 0
Total Hours: 45			
TEXTBOOKS			
1.	Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 12th Edition, 2020 Edition		
2.	B D Singh, Compensation and Reward Management, Excel Books, 3 rd edition, 2017		
REFERENCES			
1.	Compensation Management (HR Elective-I) MBA (OU) II-Year III-Sem (As Per The Latest (2022-23) Syllabus (CBCS & AICTE) Latest 2023-24 Edition (Paperback, SIA Team Of Experts)		
2.	Dipak Kumar Bhattacharyya. - Compensation Management, 2Edn., Oxford		
3.	Richard L. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.		
4.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.		

(this is for a Theory course)

P23MBA526	ORGANIZATIONAL CHANGE AND DEVELOPMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Explain the need, forces and resistance to Organizational Change					
CO2:	Describe the process of organizational change					
CO3:	Discuss the Organizational Development and its interventions					
CO4:	Analyse the Organizational Development intervention techniques in practice					
CO5:	Apply the solutions for contemporary issues in Organizational Development					
Pre-requisite:						
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			3		
CO2	2	1	2			2
CO3	3	3		3	2	
CO4	2		2	2		
CO5	1	2	3		1	
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey.	
Unit 01: INTRODUCTION TO ORGANIZATIONAL CHANGE					9 Hours	
Organizational Change-Need and Philosophy of organizational change -Forces and resistances to Organizational Change-Types of organizational change: Role of organizational change consultants.						
Unit 02: ORGANIZATIONAL CHANGE PROCESS					9 Hours	
Theories of Organizational change- Lewin's model of change- Kotter's model of change- Action research model--Burke Litwin Model of organizational change-Influence of culture on						

change.			
Unit 03: NATURE OF ORGANIZATIONAL DEVELOPMENT			9 Hours
Definition of Organizational Development-History of OD-Values, Assumptions and Beliefs in OD-Characteristics of OD-Managing the OD process-Overview of OD interventions-typology of interventions based on target groups.			
Unit 04: IMPLEMENTATION OF OD INTERVENTIONS			9 Hours
Team interventions-Intergroup and Third-party peacemaking Interventions-Comprehensive Interventions-Structural Interventions-Organization mirroring, third party peacemaking interventions			
Unit 05: CONTEMPORARY ISSUES IN ORGANIZATIONAL DEVELOPMENT			9 Hours
Issues in Consultant- Client Relationships-. Recent trends in Organizational Change and Development-Future of OD.			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXT BOOKS			
1.	Organization Development: How Organizations Change and Develop Effectively By Julie Hodges. Red Globe press. First Edition, 2020.		
REFERENCES			
1.	Thomas G. Cummings/Christopher G. Worley, - Organization Development and Change with Mind Tap. 11th Edition Paperback – 15 May 2023 Cengage Learning India Pvt. Ltd., Noida Uttar Pradesh-201 303.		
2.	Wendell L. French & Cecil H. Bell, Jr. Organization Development: Behavior Science Interventions for Organizational improvement. Pearson 6th edition, 2017.		
3.	Deepak Kumar Bhattacharyya. Organizational Change and Development, Oxford Publications, 2015.		
4.	Sharma, Change Management and Organizational Transformation, Megraw hill Publications, 2015.		
5.	Gareth R. Jones. Organizational Theory Design and Change, Pearson Publications, 7th edition, 2013.		

(this is for a Theory course)


Prof. Dr. P. K. ANJANI,
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P23MBA527	CONFLICT AND NEGOTIATION SKILLS		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Comprehend the basics of Conflict management, approaches, and process					
CO2:	Analyse the concepts of interpersonal, group, and organizational conflict					
CO3:	Apply skills to resolve conflicts in organizations					
CO4:	Examine the fundamentals of Negotiation, Types, processes and techniques					
CO5:	Develop strategies and tactics in Negotiation					
Pre-requisite:						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	2	2	
CO2	3	3	3	2	2	
CO3	3	3	3	2	2	
CO4	3	2	3	1	1	
CO5	3	3	3	1		
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem-solving/ Seminar/Case Study/Field work (10)			Total CIE: 40 marks Semester-End Examination: 60 marks		Course end survey	
UNIT – I INTRODUCTION TO CONFLICT MANAGEMENT						9 Hours
Understanding conflict, Perspectives of conflict- Types of conflict -Sources of conflict- conflict management process-Advantages & Disadvantages of Conflict.						
UNIT – II MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT						9 Hours
Individual difference- Personalities & abilities- Interpersonal conflict- Group Conflict- Organizational conflict - organizational conflict strategies.						
UNIT – III CONFLICT RESOLUTION						9 Hours
Conflict resolution models-framework model-classical ideas- new developments in conflict						

resolution-Environmental conflict resolution-gender and conflict resolution			
UNIT – IV FUNDAMENTALS OF NEGOTIATION			9 Hours
Nature, Characteristics of negotiation-Structure-Types of Negotiation- Negotiation process- Communication and its importance-Techniques of Negotiation- Issues in negotiation			
UNIT – V NEGOTIATION STRATEGIES			9 Hours
Strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative Negotiation-Negotiation power- Alternative Dispute Resolution- Source of power- Cross culture Negotiation-Ethics in negotiation.			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXT BOOKS			
1.	Negotiation - Lewicki, Saunders, Barry, TMGIL 8 th edition, 2020		
REFERENCES			
1.	Michael Benoliel, Wei Hua , Negotiating (Essential Managers), DK Publication, December 2021, New edition.		
2.	The 7 principles of Conflict Resolution, Louisa Weinstein, Pearson Education, 2019		
3.	Joe Miller, Negotiation : Negotiation Techniques In Your Daily Life To Get What You Want, 2017		
4.	Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2012		
5.	Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 4 th edition, 2011		

(this is for a Theory course)



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P23MBAS28	TOTAL QUALITY MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Understand the various principles and practices of TQM to achieve quality.					
CO2:	Identify various tools on Quality.					
CO3:	Apply the various techniques of quality.					
CO4:	Discuss the importance of ISO Certifications.					
CO5:	Apply six sigma and Agile manufacturing.					
Pre-requisite: Operations Management						

CO/PO, PSO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	3		2
CO2	3	3	2	2	2	2
CO3	3	3	3	3	3	3
CO4	3	2	3	3	2	2
CO5	3	3	3	3	3	3
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Evolution of Quality Dimensions				9 Hours		
Difference between products and services Quality Gurus and their contribution - Quality statement - Quality Analysis - Quality costs - Quality control - Quality Assurance- Quality measurement						
Unit 02: Total Quality Management				9 Hours		
Introduction - Philosophy and pillars of TQM - Concepts & Principles - Obstacles/barriers of TQM. Tools of Quality: Seven tools of Quality- Seven tools of Management						

Unit 03: Techniques of quality			9 Hours
Quality Function Deployment (QFD) –Failure Modes and Effect Analysis (FMEA) – KANBAN -5S Principles - Poka Yoke, Design Control and Conformity, Tolerance and Variability, PDCA Cycle, Juran Trilogy, Crosby's 10 points and Deming's 14 Points Customers Requirements			
Unit 04: ISO 9001:2008 and ISO 14001:2004			9 Hours
ISO 9001:2008 and ISO 14001:2004: Philosophy - Elements - Requirements - Benefits – Procedure – Documentation – Certification – Auditing – Implementation			
Unit 05: World class manufacturing			9 Hours
Six Sigma – Lean Manufacturing – Lean Six Sigma – Theory of Constraints – Agile Manufacturing, Self-Assessment, International/National Quality Awards, Projects on comparing 3 TQM models worldwide, American MBNQA, Japanese JUSE Deming, European EFQM, Indian models, Indian ZED, IMC RBNQA.			
Theory: 45 Hrs	Tutorial: 0 Hrs	Practical: –	Total Hours: 45 Hrs
TEXT BOOKS			
1.	Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield and Mary Besterfield-Sacre Total Quality Management, Third edition, Pearson Education, 2020		
REFERENCES			
1.	James R.Evans& William M.Lidsay, The Management and Control of Quality, South-Western (Thomson Learning) Fifth Edition, 2018.		
2.	Zeiri, "Total Quality Management for Engineers Wood Head Publishers, 2019.		
3.	Besterfield D. H. – 'Total Quality Management' – Pearson Education Asia – 2019- 6 th Edition		
4.	Evans J. R, and Lidsay W. M. – 'The Management and Control of Quality' – Southwestern (Thomson Learning) – 2020 – 7 th Edition		
5.	Gryna, Richard Chim Hai Chua, Joseph A. DeFeo, Juran's Quality Planning and Analysis for Enterprise Quality, Sixth Edition Tata McGraw-Hill, 2018.		

(this is for a Theory course)



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P23MBA529	LOGISTICS AND SUPPLY CHAIN MANAGEMENT			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Explain the concepts and importance of logistics and supply chain.						
CO2:	Evaluate the characteristics and different modes of transportation.						
CO3:	Analyse purchasing strategies and process in supplier evaluation.						
CO4:	Plan for operational decisions in supply chains.						
CO5:	Examine the current trends in supply chain practices.						
Pre-requisite: Operations Management							
CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	2			3	3		2
CO2	3	2	3	3	2		3
CO3	3		3	3	3		3
CO4	3	2	3	3	3		3
CO5	3	2	2	3	3		2
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit 01: Introduction to Logistics				9 Hours			
Customer Service and Logistics Management - A Perspective Concepts in Logistics and Physical Distribution. Export solution vendors. Types of services							
Unit 02: Transportation and Modes				9 Hours			
Role of transportation in logistics - Transportation selection decision - Rail, Road, Water, Air, Pipeline - Characteristics of different modes - Inter modal operations							
Unit 03: Supply Chain Introduction				9 Hours			
Supply Chain – Fundamentals, Importance-Decision Phases - Types of supply chains - Process view - Supply chain models - Structuring supply chain Drivers							

Unit 04: Strategic Sourcing			9 Hours
In-sourcing and Out-sourcing - Types of Purchasing Strategies - Hub and Spoke supply chain – e-marketplaces, e-procurement, e-logistics - Supplier evaluation and selection			
Unit 05: Current Trends			9 Hours
E-Business- supply chain IT framework - Role of Supply Chain in b2b practices – Supply chain IT in practice - the future of IT in the supply chain			
Theory: 45 Hrs	Tutorial: 0 Hrs	Practical: --	Total Hours: 45 Hrs
TEXT BOOKS			
1.	Sunil Chopra, Supply Chain Management-Strategy Planning and Operation. Pearson Education, 7th edition, 2021		
REFERENCES			
1.	Monezka et al., Purchasing and Supply Chain Management, Cengage Learning. Second edition, Reprint, 2018 Vinod Kumar, Enterprise Resource Planning, Tata Mc Graw Hill, 2 nd edition, 2018		
2.	Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2017.		
3.	Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint, 2020		
4.	Gregory L, Schlegel, Robert J, Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov 2014.		
5.	Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics & Transport, U.K, 2017		

(this is for a Theory course)



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P23MBA530	SERVICES OPERATION MANAGEMENT					L	T	P	C
						3	0	0	3
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Examine the role of service operations in the overall business								
CO2:	Identify and evaluate process design in effective operating systems.								
CO3:	Determine Capacity and Demand by appropriate planning								
CO4:	Analyse decision making problems related to forecasting and performance measurement								
CO5:	Practice standards by measuring the service quality								
Pre-requisite: Operations Management									

CO/PO Mapping									
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	2		2	3	3	2			
CO2	2	3	3	3	2	3			
CO3	2	2	3	3	3	3			
CO4	3	3	3	3	3	3			
CO5	3	3	3	3	3	3			
Course Assessment methods									
Direct					Indirect				
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)					Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit 01: Understanding Service Products, Consumers, and Markets					9 Hours				
Four broad categories of services - The Services Marketing Mix - The Three - stage Model of Service Consumption- Service Facility Design, Layout & Location, Off-shoring & Outsourcing;									
Unit 02: Introduction to Services					9 Hours				
Nature of services - Role of services in the economy Service operations - new service development Service Blueprint - Technology in services Process design.									

Unit 03: Managing capacity and demand		9 Hours	
Front office / Back-office Interface Resource scheduling - Service supply relationship - Capacity Planning-Capacity and Demand Management: Customer Expectations and the Planned Provision in Service Delivery:			
Unit 04: Forecasting demand for services		9 Hours	
Forecasting - Techniques of forecasting - Service productivity and Performance measurement - Tools for evaluating services-Inventory Management for Improved service Delivery			
Unit 05: Service Quality and Strategy		9 Hours	
Revenue Management Yield Management - Managing of service projects –Delivery Gaps: Service Waiting Line and Customer Relationship Management- Principles of Effective service recovery systems, Lean, 5s, six sigma adoption and projects in TN			
Theory: 45	Tutorial: 0 Hrs	Practical: --	Total Hours: 45
TEXT BOOKS			
1.	John McManus, Mats Winroth, Jannis Angelis, "Service Operations Management, A Strategic Perspective", Bloomsbury Publishing India Pvt. Ltd., New Delhi, 2023.		
2.	Robert Johnson Nigel Slack, "Services operation management", Pearson 5 th Edition, March 2023.		
REFERENCES			
1.	Johnston & Clark (2019), Service Operations Management, Pearson Education		
2.	Hollins (2017), Managing Service Operations, Sage Publications		
3.	Fitzsimmons, J.A and Fitzsimmons, Moon J, "Service Management Operations, Strategy and Information Technology", Sixth edition, McGraw-Hill, New Delhi, 7 th edition, 2019		
4.	David W. Parker, "Service Operations Management", 2nd edition, Edward Elgar Publishing Ltd., UK.		
5.	Mettters, King Metters and Pullman, "Successful Service Operations Management", Thomson Learning, New Delhi, 2018		

(this is for a Theory course)

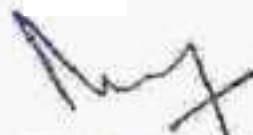


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P23MBA531	BUSINESS PROCESS TRANSFORMATION				L	T	P	C
					3	0	0	3
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Understand the concepts of business process							
CO2:	Identify key elements behind reengineering and formulate the methodologies to implement process changes.							
CO3:	Develop measures and benchmarks for business processes through sustainability.							
CO4:	Determine the success factors of BPR and its implications in implementation.							
CO5:	Analyse process related data so as to understand and counter the barriers in reengineering.							
Pre-requisite: Operations Management								
CO/PO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	2			3	2			
CO2	2	3	3	3	2	3		
CO3	3		3	3	3	3		
CO4	3	2	3	3	2			
CO5	3	3	2	3				
Course Assessment methods								
Direct					Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey			
Unit 01: Introduction					9 Hours			
Business Process - Definition-Dimensions + Basic need for Reengineering – Benefits of BPR- Key targets of BPR-Focuses of BPR								
Unit 02: BPR Implementation Methodology					9 Hours			
Reasons for implementation of BPR - Necessary attributes of BPR methodologies – BPR team characteristics - Different phases of BPR - Different BPR methodologies -Technical Implementation-Steps to reduce risk								
Unit 03: Success Factors of BPR through Sustainability					9 Hours			

Framework for business sustainability- Transformation Process Model - Executive Leadership and Sustainable Management-Top Management Strategies and Sponsorship-Strategic Alignment			
Unit 04: Business vision and process objectives			9 Hours
Processes to be redesigned- measuring existing processes- Role of information Technology (IT) and identifying IT levers- criticality of IT in Business process			
Unit 05: Barriers to Business Process Reengineering			9 Hours
Barriers to BPR implementation - A framework for Barrier management in business - Problems Encountered During BPR- Issues in BPR-Disruption to operations, Case studies of BPR in our country.			
Theory: 45 Hrs		Tutorial: –	Practical: --
Total Hours: 45 Hrs			
TEXT BOOKS			
1.	Sethi, Organizational Transformation Through Business-Process Reengineering. Pearson Education, 2020		
REFERENCES			
1.	Bhatt, Business Process-Reengineering, Himalaya Publishing House ,2018		
2.	Dey, Business Processing Re Engineering & Change Management, Biztantra 2019		
3.	Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2019.		
4.	Siddiqui Moid&Khwaja R.H. (2015). The Acrobatics of Change. 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi.		
5.	Roger S, Pressman Software Engineering – A Practitioners Approach, 7th Edition, Megraw- Hill International Edition, 2010		
6.	Business Process Reengineering: Automation Decision Points in Process Reengineering (Management for Professionals) Sanjay Mohapatra 2012		

(this is for a Theory course)



Prof. Dr. P.K. ANJANI,
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P23MBA532		PROJECT MANAGEMENT				L	T	P	C
						3	0	0	3
Course Outcomes									
At the end of the course, the student will be able to									
CO1:	Understand the purpose and importance of project management.								
CO2:	Schedule a plan for a given project and estimate the cost of it.								
CO3:	Discuss different roles and responsibilities of a manager and his team.								
CO4:	Identify different risks in a project.								
CO5:	Implement a project.								
Pre-requisite: Clear Project Objectives and Scope Definition; Project Planning and Effective Communication and Stakeholder Management									

CO/PO Mapping									
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	3	2	2		3	2			
CO2	3	3	3	3	2	3			
CO3	2	3	3	3	3	3			
CO4	2	2	3	3	3	3			
CO5	3	3	3	3	3	3			
Course Assessment methods									
Direct					Indirect				
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey				
Unit 01: Introduction							9 Hours		
Definition - classification - Scope - Concepts – Importance of project Management - Project Management Knowledge Areas - Processes - The Project Life cycle									
Unit 02: Project Identification Process							9 Hours		
Project Feasibility - Market and demand analysis - Project cost estimation-source of Finance – Break - even point Selection									
Unit 03: Need of Project Planning							9 Hours		
Roles - Responsibility - Team Work - Project planning process - Human factors in Project management - Organizing Human resources Project manager and the team - Project communication and documentation									

Unit 04: Project Risk Management			9 Hours
Managing Risk in Projects - Risk Identification- Risk Analysis- Reducing - Risks Environmental impact assessment –project cost estimation			
Unit 05: Project audit and Implementation			9 Hours
Project Monitoring and control- Planning for project Evaluation-Project Execution - Project scheduling-Project audits			
Theory: 45 Hrs	Tutorial: 0 Hrs	Practical: --	Total Hours: 45 Hrs
TEXT BOOKS			
1.	Jack Gido and James P. Clements, Successful Project Management, Cengage Learning, 6th Edition, 2015		
REFERENCES			
1.	Jack R.Meredith, Samuel J. Mangel,Jr., Project Management-A Managerial approach, Wiley India, 6th Edition, 2015,		
2.	Panneerselvam and SenthilKumar, Project Management, PHI learning Private Ltd., 2017		
3.	Harold R. Kerzner . <i>Project Management: A Systems Approach to Planning, Scheduling and Controlling</i> , 11 th ed. New Jersey; John Wiley & Sons 2013		

(this is for a Theory course)

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P23MBA533	ENTERPRISE RESOURCE PLANNING		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Understand the functionality that ERP systems deliver					
CO2:	Analyse ERP systems from a process perspective.					
CO3:	Apply the ERP systems to the requirements of the process and the organization.					
CO4:	Apply the tools required for understanding and tailoring ERP systems					
CO5:	Implement the functional modules of ERP.					
Pre-requisite: Operations Management						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2	3	2	3
CO2	2	3			3	3
CO3	3	3	3	2	3	3
CO4	3	3	2	2	2	3
CO5	2	2	3	3	3	3
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey marks	
Unit 01: ERP overview				9 Hours		
Introduction - Business Function and Business Processes + Integrated Management Information - Business modelling -Integrated Data Model - Future of ERP packages - ERP and Business - value creation						
Unit 02: Risks and Benefits of ERP				9 Hours		
Risks Factors of People - Process - Technological Issues - Implementation Issues Operational and Managerial risks - Benefits of ERP - Quantifiable-Intangible - P & G						
Unit 03: ERP and Related Technologies				9 Hours		

Business Process Reengineering - Management Information system, Decision Support System --			
Executive Information System - Integrated data model - To ERP or not to ERP			
Unit 04: ERP Implementation			9 Hours
Basics -- Technological -- Operational - Business Reasons for ERP implementation - ERP Implementation			
Life Cycle -Objectives -- Phases -- success and failure in implementation - Implementation methodologies.			
Unit 05: Functional Modules and e-Business			9 Hours
Operation and Maintenance of an ERP system - Functional Modules of ERP software - Integration			
of ERP, SCM and CRM - e-Business - SCM Process Model. SAAS cloud vendors vs ERP vendors			
Theory: 45 Hrs	Tutorial: 0 Hrs	Practical: --	Total Hours: 45 Hrs
TEXT BOOKS			
1.	Alex Leon, Enterprise Resource Planning, Tata Mc Graw Hill, 4 th edition, 2019		
REFERENCES			
1.	Vinod Kumar, Enterprise Resource Planning, Tata Mc Graw Hill, ,2 nd edition, 2018		
2.	Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning, Cengage learning, Third edition, 2019.		
3.	Daniel E.O' Leary, Enterprise Resource Planning Systems, Cambridge University Press, 2015		
4.	Enterprise Resource Planning -- Alexis Leon -- Second Edition -- TMH, 2019		
5.	Christian N. Madu, ERP and Supply Chain Management . Publisher: CHI, 2017		

(this is for a Theory course)



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P23MBA534	FAMILY BUSINESS AND ENTREPRENEURSHIP		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Discuss the dynamics of family business management.					
CO2:	Analyse the growth strategy of family business and assess the importance of entrepreneurship.					
CO3:	Apply the emerging trends in entrepreneurial ventures.					
CO4:	Determine the way to venture expansion.					
CO5:	Analyse the ways of venture success through innovation.					
Pre-requisite: NIL						
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1			1		2	
CO2	1		2		2	
CO3	1			1	3	
CO4	2			3		2
CO5	1				1	
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Family business uniqueness.					9 Hours	
Family business dynamics with People and System – Developing a strategic vision – Articulating values and shared vision – Family emotional intelligence – Use of facilitators and advisors–Strong relationships with vendors, suppliers and customers–Models of family business.						
Unit 02: Family Firms and Entrepreneurship: A different point of view.					9 Hours	
Founding phase – Growth phase – Innovation and renewal – Bottomline: Family business not entrepreneurial - Relationship between entrepreneurship and the family business - Encouraging entrepreneurship in the family business.						
Unit 03: Emerging trends in Entrepreneurial ventures.					9 Hours	
Into the Future: Start-ups Drive the Economy - Changing Demographics Create						

Entrepreneurial Diversity - Preparing for Tomorrow's Workplace Skills - What does it really take to become an entrepreneur - Team Activity - Ethical Activity - Creative Thinking - Fostering Entrepreneurship in Unlikely Places.			
Unit 04: Routes to new entrepreneurship expansion.			9 Hours
Expansion model – Geographical/Franchising/Licensing routes to new market expansion - Maximizing Profits- Testing price elasticity, Cost reduction through scaling up, Expanding offerings, other revenue streams (partnerships).			
Unit 05: Success through Innovation.			9 Hours
Servitization - Experience Economy - Service Digitalization - Service Transformation.			
Theory: 45 Hrs	Tutorial: –	Practical: --	Total Hours: 45
TEXTBOOKS			
1.	The 10 Commandments for Family Business, Kavil Ramachandran, Sage Publishing, (2015).		
REFERENCES			
1.	Family Business, Ernestol. Poza, Mary S Daugherty, Cengage Learning, 5th edition, (2017).		
2.	Indian Family Business Mantras, Peter Leach, Tatwames, Dixit, Rupa Publishing, (2015).		
3.	Family enterprises: the essentials. A new edition of the classic guide to running a successful family business, Peterlach, Profile books Ltd., (2016).		
4.	Build Your Legacy Business: Solopreneur to Family Business Hero Sajjad Hamid Mikkell Khan, (2022).		

(this is for a Theory course)



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 Salem-636 005.

P23MBA535	PROFESSIONALISATION OF FAMILY BUSINESS		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Identify the complex nature of family business and find a way to professionalism.					
CO2:	Apply the process of professionalisation.					
CO3:	Create the structure for ownership and to channelize the flow of wealth.					
CO4:	Build a long-term relationship with the diverse peers for enabling the best practices.					
CO5:	Demonstrate the effective governance of family business.					
Pre-requisite: NIL						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak.						
COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2			
CO2			3	1	2	
CO3			1	1	1	
CO4			3			1
CO5	2	1	2			
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
Unit 01: Growing Complexity in Family Business.					9 Hours	
Ideal types of family business firms - Emotions Unique Within Families - Entitlement - Employment - Succession.						
Unit 02: Process of Professionalisation.					9 Hours	
Leaders' clarity of the road ahead - Recruiting non-family managers to the executive suite - Team's preparedness for change - Cognizance of the "Degree of Freedom" - Deploying the founding members in strategizing the business rather than in operations - Create a strong board of directors.						
Unit 03: Dynamics of a Family Business.					9 Hours	
Establish a family office separate from the operating business - Managing the expectations						

for the family's involvement with the business - Find better ways to reach common goals and address conflicts - Structure ownership and distribution of family wealth - Build-on the business strengths and minimize vulnerabilities.			
Unit 04: Building value based long-term relationships.			9 Hours
Build relationships with a diverse group of peers - ambitions, expectations and vision of the internal team and the family members - internal rules and procedures - values and beliefs of the family may in the succession plan.			
Unit 05: Governance and Integration.			9 Hours
Shareholders assembly - Holding Company BoDs. - Operating Companies BoDs. - Family Council - Family assembly - Foundation BoDs - Career Development Committee - Family - Family office - Family constitution.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45
TEXTBOOKS			
1.	Perpetuating Family Business: 50 Lessons learned from long-lasting successful families in business, Ward, J.L., Palgrave Macmillan 2004.		
2.	https://home.kpmg/ng/en/home/insights/2017/07/professionalising-the-family-business.html		
REFERENCES			
1.	Why can't a family business be more like a nonfamily business? Modes of professionalization in family firms. Family Business Review, 25(1), 58-86. Stewart, A., & Hill, M. A. (2012).		
2.	Family Business in India: 'A National Asset that needs to Professionalize' by Raju Swamy (2021)		

(this is for a Theory course)


Prof. Dr. P.K. ANJANI,
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P23MBA536	ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Understand the concept of Venture Capital and Modes of Financing.					
CO2:	Evaluate the different funding options for better growth.					
CO3:	Evaluate the different methods of valuation techniques.					
CO4:	Develop knowledge and understanding on enterprise venture operation strategies.					
CO5:	Justify the best combination of funding to leverage maximum benefits.					
Pre-requisite: NIL						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1		1	1	1
CO2		1		2		
CO3	1	1		3		
CO4	1			1		1
CO5		2		2		2
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Entrepreneurial Finance.					9 Hours	
Introduction – Financing choices for Startups – Seed Capital – Angel Funding - Venture Capital – Project Finance – Crowd Funding - Government Schemes.						
Unit 02: Opportunity Assessment and Creation.					9 Hours	
Opportunity Assessment Process - Zero Down Approach -Scanning the markets –Types of Opportunity assessments- Types of Investments and Funding sources – Tools for Analysis - Sources of Funding.						
Unit 03: Venture Capital Funding and Valuation.					9 Hours	
Pros and Cons of Venture Capital – Examine Venture Capital and how it works – Due Diligence – Funding stages – Venture lending.						
Unit 04: Growth and Exit Strategies.					9 Hours	

Challenges of managing and funding growth – Technology Transfer – Corporate and strategic venture funds.			
Unit 05: Entrepreneurial Financing Sources.			9 Hours
Assessing Financial needs – Structuring finance – Debt-Equity financing alternatives – Evaluation of Venture capitalists – Stock market options – Private equities.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45
TEXTBOOKS			
1.	Philip J. Adelman & Alan M. Marks, Entrepreneurial Finance, 6th edition, Published by Pearson (July 14, 2021)		
2.	Entrepreneurship 11th Edition Paperback – 6 August 2020 by Robert D. Hisrich (Author), Michael P. Peters (Author), Dean A. Shepherd (Author), Sahyasachi Sinha (Author)		
3.	Janet Kiholm Smith (Author), Richard L. Smith (Author), Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation, Second Edition Hardcover – Import, 16 July 2019 : Stanford Business Books,US		
4.	Marco DA RIN Thomas Hellmann, Fundamentals of Entrepreneurial Finance, Oxford University press.		
REFERENCES			
1.	Entrepreneurial Finance, Leach & Melicher, Southernwestern / Cengage Learning, 4th edition, (2011).		
2.	Entrepreneurship, Rajeev Roy, Oxford University Press, 2nd edition, (2011).		
3.	Entrepreneurial Finance, 6th edition Pearson (2013) Philip J. Adelman		
4.	Entrepreneurship, Hisrich, Manimala, Peters, Shepherd, Mc. Graw Hill, 9th edition (2014).		
5.	Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation, Janet Kiholm Smith, Richard L. Smith 2nd Edition (2019)		
6.	Finance and Business Strategies for the Serious Entrepreneur, Steven Rogers, Roza Makonnen, 3rd edition, (2012).		

(this is for a Theory course)




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P23MBA537	BUSINESS PLAN AND PROPOSAL WRITING			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Discuss the prerequisites for a business plan						
CO2:	Organize a business plan or proposal into a appropriate structure.						
CO3:	Write and revise a full-length business plan or proposal.						
CO4:	Evaluate the various important aspects of analysing the project.						
CO5:	Educate the start-up entrepreneur on feasibility and environmental sensitivity.						
Pre-requisite: NIL							
CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
COs	Programme Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	1	2		2		3	
CO2		1				2	
CO3	1	2		1		1	
CO4		3		1		1	
CO5	1	1			1	2	
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Pre-requisites of Business plan.						9 Hours	
Format of Business plan proposal – Aims and objectives – Conceptual research – Development process – Market analysis – Market planning – SWOT analysis – Risk factors.							
Unit 02: Format of Business plan proposal.						9 Hours	
Title page – Executive summary – Background – Marketing – Operations and production – Financial projections – Implementation of Timetable.							
Unit 03: Detailed Project Report DPR).						9 Hours	
Detailed analysis of the project – report before the investment – assessment of the demand for proposed product/service – cost of investment and profitability.							
Unit 04: Elements of Project Formulation.						9 Hours	
Feasibility Analysis – Techno-Economic Analysis – Project Design and Network – Analysis – Input Analysis – Financial Analysis – Social Cost- Benefit Analysis – Project Appraisal –							

Project Formulation vs. Detailed Project Report.			
Unit 05: Feasibility Analysis and Environmental Impact Analysis (EIA).			9 Hours
First stage in project formulation - Examination to see whether to go in for a detailed investment proposal or not - Screening for internal and external constraints - History of EIA - Concept of EIA - Definition of EIA - Methods of EIA.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45
TEXTBOOKS			
1.	How to Write a Winning Business Plan. Walter Grant, Michael Azevedo, YH Publications (2020).		
REFERENCES			
1.	Business Planning: The Ultimate Step-By-Step Guide. Gerardus Blokdyk. Paperback (2018).		
2.	The One Page Business Plan for the Creative Entrepreneur. Jim Horan. Paperback, (2015).		
3.	Business Plan Template and Example; How To Write A Business Plan. Business Planning Made Simple, Alex Genadinik. Paperback, (2015).		

(this is for a Theory course)

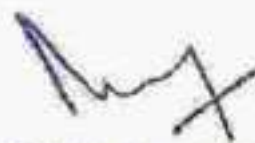


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P23MBA538	SOCIAL ENTREPRENEURSHIP			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Discuss the dimensions, working and impact of social entrepreneurship.						
CO2:	Explore the characteristics and competencies of social entrepreneurship.						
CO3:	Explore the opportunity of NGOs, Micro financing.						
CO4:	Examine the role of Women in Social Entrepreneurship in Indian Context.						
CO5:	Analyse the various aspects in social venture creation and establishment.						
Pre-requisite: Nil.							
CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
COs	Programme Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	1		2	1	1		
CO2	1		3	2	2	1	
CO3	1	1			2		
CO4				1	1	2	
CO5	2		1		3	2	
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit 01: Dimensions of Social Entrepreneurship.						9 Hours.	
Social entrepreneurship – dimensions of social entrepreneurship – social change theories – equilibrium and complexity – theory of social emergence. Understanding Social Entrepreneurship and Organizational form, Evolution of Social Entrepreneurship in India. Process and Types of Social Entrepreneurship. Challenges, Strategies and future of social entrepreneurship.							
Unit 02: Mindset of a Social Entrepreneur.						9 Hours.	
Social entrepreneurs – mindset, characteristics and competencies – developing a social venture sustainability model – feasibility study – planning – marketing challenges for social ventures. New Directions for Social Entrepreneurship: Managing startup social enterprises. Measuring performance of social enterprises. Governance of Social Enterprises. Corporate Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship, Case Studies.							
Unit 03: Insights into Micro Finance and NGO.						9 Hours.	

Microfinance- MFI (Micro Finance Institutions) in India – regulatory framework of MFI – Banks and MFIs – sustainability of MFI – Self Help Groups– successful MFI models. Building blocks of social enterprise: Social enterprise as a business model, types of Business Model. Understanding the Pricing Models, Creating the Delivery Channels, Financing the social enterprise. Making social enterprise competitive, Communication strategies for social enterprises, Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.			
Unit 04: Women Entrepreneurship.			9 Hours
Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur, Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs, Challenges of Women entrepreneur.			
Unit 05: Social Venture Establishment.			9 Hours
Corporate entrepreneurship – behavioral aspects – identifying, evaluating and selecting the opportunity – venture– location – organization – control – developing social business plan – funding the venture – implementing corporate venturing in organization.			
Theory:45 Hrs	Tutorial: --	Practical: --	Total Hours: 45
TEXTBOOKS			
1.	Teresa Chahine Social Entrepreneurship: Building Impact Step by Step, Routledge, 2nd ed,2022		
2.	Constant Beugre, Social Entrepreneurship: Managing the Creation of Social Value, Routledge, (2016).		
REFERENCES			
1.	BjörnBjerke, Mathias Karlsson, Social Entrepreneurship: To Act as If and Make a Difference, Edward Elgar Publishing, (2013).		
2.	David Bornstein, Susan Davis, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, (2010).		
3.	Gurnani P.S. Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India, Education, (2016).		
4.	Robert Hisrich, Claudine Kearney, Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company, McGraw Hill Professional, (2011).		

(this is for a Theory course)

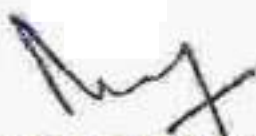


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P23MBA539	INTERNATIONAL BUSINESS MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Understand international trade environment affecting business ventures.					
CO2:	Discuss International Trade policy in India.					
CO3:	Explain the procedures of EXIM documentation.					
CO4:	Identify and discuss the different documentation and steps involved in export business.					
CO5:	Analyse the opportunities for incentivizing the export business through various schemes.					
Pre-requisite: NIL						
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					
CO2	1	1		1		
CO3	1			1		
CO4	1	1				1
CO5				1	2	
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course-end survey
Unit 01: International Trade (IT) Environment and WTO.					9 Hours	
Global economic scenario – Historical development – GATT, UNCTAD, WTO and India – Globalisation and its impact – Regional Economic Cooperation EU, ASEAN, NAFTA SAFTA and Economic regionalization – Evolution of WTO and its different agreements – New International economic order and WTO.						
Unit 02: India Trade Policy.					9 Hours	
Trade policy since 1991 – Instruments of import policy, Import substitution, restrictions, Licensing, Tariffs, Anti-Dumping, Duties – Export promotion policies – Trade promotion institutions.						
Unit 03: Export procedures.					9 Hours	
Significance of exports, prospects, guidelines, IE Code – Risks in export trade, export finance, markets, ECGC – Export: logistics, freight forwarding, excise, customs, foreign						

exchange, transportation, L/C, invoicing.			
Unit 04: Export Documentation.			9 Hours
Bill of lading – auxiliary documents – mate's receipt - inspection certificate - insurance certificate – place of origin – packing / shipping note – antiquity – blacklist certificate – Master document – I and II.			
Unit 05: Export Incentives.			9 Hours
Subsidies - Tax concessions - Duty remissions - post-Export replenishment of duty - Credit facilities - Financial guarantees – Revisions covering bad loans.			
Theory: 45 Hrs	Tutorial: –	Practical: –	Total Hours: 45
TEXTBOOKS			
1.	Charles W. L. Hill, G. Tomas M. Hill, Rohit Mehtani International Business: Competing in the Global Marketplace (SIE), 11th Edition, McGraw Hill, 2018		
2.	Pramod Kumar Rai, Foreign Trade Policy of India, Paperback (2021).		
REFERENCES			
1.	S. Tamer Cavusgil , Gary Knight, John Riesenberger, International Business. Fourth Edition, Pearson, 2017		
2.	Foreign Trade (Development & Regulation) Act, 1992, Bare Act (Print/eBook) by EBC. (2014).		
3.	Anil Agashe, India and International Trade. Paperback, (2013) International Trade.		
4.	Dr. S. Sankaran, International Trade, Margham Publication, (2016)		


(this is for a Theory course)


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P23MBA540	TECHNOLOGY MANAGEMENT		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Examine the role of technological innovation in managing changes.					
CO2:	Demonstrate different approaches in managing innovation.					
CO3:	Identify the drivers and barriers to technological innovation in an organization.					
CO4:	Evaluate various technologies and innovations and select appropriate strategies.					
CO5:	Explore the readiness to eternal impacts towards the business.					
Pre-requisite: NIL.						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1		2		
CO2		1		1		
CO3		2				1
CO4		1				1
CO5	2		3		2	1
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field-work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
Unit 01: Introduction/ Strategizing Technology.					9 Hours	
Concept and Meaning - Evolution of Technology - Invention - Innovation - Diffusion - Forms of Technology - Process: Product - Types and patterns of Innovation - Technology driven strategies - Convergent and Divergent Cycle - Time of entry - Organizational direction and balanced approach.						
Unit 02: Technology Assessment / Technology Acquisition					9 Hours	
Sources of Technology Acquisition - Methods of Acquisition - Technology creation - The role of R&D - Acquisition - Sources of Technology Acquisition - Methods of Acquisition - Technology creation - The role of R&D.						
Unit 03: Technology Diffusion / Technological Forecasting.					9 Hours	
Rate of Diffusion: Innovation Time and Innovation Cost - Innovation adoption - Geoffrey Moore's crossing the Chasm - Exploratory: Intuitive, Extrapolation, Growth curves, Technology monitoring - Normative: Relevance Tree, Morphological Analysis, Mission						

Flow Diagram.			
Unit 04: Technology Transfer / Organizational Implications of Technology.			9 Hours
Technology Transfer vs. Acquisition - Methods and Models of Technology Transfer - Transfer processes and price negotiation - Relationship between Technical Structure and Organizational Infrastructure - Flexible Manufacturing Management system (FMMS).			
Unit 05: Financial Aspects / Social Issues / Human Aspects in Technology Management			9 Hours
Improving Traditional Cost Management System - Barriers to the Evaluation of New Technology - Technological Change and Industrial Relations - Technology Assessment and Environmental Impact Analysis - Integration of People and Technology - Organizational outcome.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45 Hrs
TEXTBOOKS			
1.	Dr S.N. Singh Technology Management: "Influencing Factors and Their Significance" Notion Press,2018		
2.	Tarek M Khalil, Ravi Shankar, Management of Technology-The key to competitiveness and wealth creation, McGraw Hill, 2nd Edition, 2017		
REFERENCES			
1.	IOD's Handbook on BOARD'S PREPAREDNESS ON TRANSFORMATIVE TECHNOLOGIES Condensed guide for Corporate Professionals, Academician & Executive Management (Latest Edition) by the Institute of Directors, India, 2023		
2.	IOD's Handbook on CYBER SECURITY Condensed guide for Corporate Professionals, Academician & Executive Management . 2021		
3.	Abraham Silberschatz (Author), Henry F. Korth (Author), S. Sudarshan Database System Concepts (7th Edition),2021		
4.	Manish M. Valechha ,ITSM Information Technology & Strategic Management Memory, 2019		
5.	Robert Szakonyi, Handbook of Technology Management, Viva Books Private Limited, 2015		
6.	Gerard H. Gaynor, Handbook of Technology Management, McGraw Hill, 2015.		
7.	Betz, Frederic, Strategic Technology Management, New Delhi, McGraw Hill, 2015.		

(this is for a Theory course)


Prof. Dr. P.K. ANJANI,
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P23MBA541	STARTUP BUSINESS INCUBATION			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Identify the strategies and models fitting incubation eco-system.						
CO2:	Discuss the financial components required for business incubation.						
CO3:	Apply the go to market strategies for entrepreneurial venture.						
CO4:	Analyse the avenues for funding the business plan and execution.						
CO5:	Describe the legal formalities of business incubation.						
Pre-requisite: NIL							
CO/PO Mapping (3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
COs	Programme Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	2	1		3		2	
CO2		1		2		1	
CO3		2		1	2		
CO4	1	2			1		
CO5	1		1				
Course Assessment methods							
Direct					Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
Unit 01: Strategy and Planning.						9Hours	
Validate your business model, profile your customers and activate your plan - Business psychology and the benefits of good teamwork - Learn how to develop a business culture that continuously fosters innovation, align your product with a vision within a product and market context. Experiment to gain new insights and fresh perspectives - Help define and shape the value you offer your customers - The Art of the Pitch.							
Unit 02: Business Operations, Hiring and Accounting.						9 Hours	
Statutory accounting requirements – Banking – Budgeting - Filing GST – Recruiting – Payroll - Terminating contracts - Hiring contractors–Labour laws and hiring employees – Understanding the financial health of your business.							
Unit 03: Business Prospect Development.						9 Hours	

Go-to-market strategies - Defining your sales process - Defining your ideal customer profile - How to prospect using email& social media - How to structure your meeting or call - Interpreting customer-speak - What to do next – Short term & long-term strategy building.			
Unit 04: Startup and Grow up Financing.			9 Hours
Financing plan–Specialised financial services institutions - IRAP – STEM – DST - how does it work? - Other Govt. Schemes &Programs.			
Unit 05: Legal Formalities,			9 Hours
Valuing Founders’ Shares - Board of Directors and Advisor Agreements - Corporate Governance - Licensing deals–Domestic &International sales contracts.			
Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45
TEXTBOOKS			
1.	<u>Avokunle Mathew Akinbi</u> From Idea to Startup: The Ultimate Guide to Launching Your Dream Business, 2020		
2.	Mowen A Khalil, Ellen Olafsen, Enabling Innovative Entrepreneurship through Business Incubation, the Innovation for Development Report 2009–2010 pp 69–84.		
REFERENCES			
1.	<u>Adam Novotny, Einar Rasmussen, Tommy H. Clausen, Johan Wiklund,</u> Research Handbook on Start-Up Incubation Ecosystems Edward Elgar Publishing Ltd, 2021		
2.	<u>Ambreen Jabeen Shah</u> Starting A Business Incubator: From Scratch to Sky, 2020		
3.	<u>John I. Ward,</u> Perpetuating the Family Business: 50 Lessons learned from long-lasting successful families in Business, Palgrave Macmillan, 2004.		

(This is for a Theory course)



Prof. Dr. P.K. ANJANI,
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P23MBA542		R Programming			L	T	P	C
					2	0	2	3
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Explain the basics of R Programming							
CO2:	Describe the ways to import data and visualize the data							
CO3:	Discuss the various data manipulation techniques and basic analysis							
CO4:	Analyse the Linear model problem using R							
CO5:	Apply the Non-Linear problem using R							
Pre-requisite:								

CO/PO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	3			3				
CO2	2		2				2	
CO3	3	3		2	2			
CO4	2		2					
CO5	1							
Course Assessment methods								
Direct					Indirect			
CIE test I (10) - Theory CIE test II (10) - Theory CIE test III (10) - Theory CIE test IV (10) - Laboratory		Assignment / Quiz / Seminar (10) Total CIE: 50 marks Semester End Examination: 50 marks [SEE- Theory (25 marks), Laboratory (25 marks)]			Course end survey			
Unit 01: Basics of R							6 Hours	
Installing R - The R environment - Data Types - Operators - Data Structures - Writing R functions - Control Statements (if and else, switch, if else; compound tests) - Loops in R (for, while, controlling loops)								
Unit 02: READING AND VISUALIZING DATA							6 Hours	
Reading data into R – CSV File – XLSX File – From Database – Runtime Data entry – Data Visualization – Bar chart – Line Chart – Pie Chart – Histogram – Point Chart								
Unit 03: DATA MANIPULATION AND ANALYSIS							6 Hours	
Group manipulation - Data Reshaping - Manipulating Strings - Basic Statistics using R								

(Summaries, Correlation, t-tests, ANOVA)			
Unit 04: LINEAR MODELS USING R			6 Hours
Linear Models - Simple and Multiple regression, GLM - Logit Regression, Model diagnostics - Residuals, Cross validation, Boot strapping.			
Unit 05: NON-LINEAR MODELS, TIME SERIES AND CLUSTERING USING R			6 Hours
Nonlinear Models - Non-Linear least square, Splines, Generalised Additive Models, Decision trees, Random forests. Time Series - Autoregressive moving average, VAR, GARCH.			
Theory: 30 Hrs	Tutorial: 0	Practical: 30	Total Hours: 60 Hrs
TEXT BOOKS			
1	Introduction to R Programming Language, Mohsen Nady, Arcler Education Incorporated, December 2021.		
REFERENCES			
1.	R Programming: An Approach to Data Analytics, G. Sudhamathy, C. Jothi Venkateswaran, MJP publishers, 2019.		
2.	SandipRakshit, R Programming for Beginners, McGraw Hill Education, 2017		
3.	Jared P.L., R for Everyone - Advanced Analytics and Graphics, Addison Wesley Data and Analytics series, 2015		

S. No.	List of Experiments - 30 Hours
1.	Reading csv file & visualizing the results
2.	Importing dataset and plotting scatter plot
3.	Leap year function
4.	Generating prime number
5.	Reading csv file & filtering data
6.	Correlation & heatmap generation
7.	Simple linear regression (Residual)
8.	Multiple linear regression (Boot strap)
9.	Creating R package
10.	Creating R package & uploading to CRAN


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P23MBA543	SOCIAL & WEB ANALYTICS			L	T	P	C
				3	0	0	3
Course Outcomes							
At the end of the course, the student will be able to							
CO1:	Explain the basics of social web networks						
CO2:	Explore Modelling and visualization						
CO3:	Understand the concepts of Mining						
CO4:	Extract data and Opinions from web						
CO5:	Analyze using real time models						
Pre-requisite:							

CO/PO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	3						
CO2	2	3					2
CO3	2						
CO4	1	2					2
CO5	1	3					2
Course Assessment methods							
Direct				Indirect			
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field-work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey	
UNIT – I INTRODUCTION						9 Hours	
Introduction to Web - Limitations of current Web – Development of Semantic Web – Emergence of the Social Web – Statistical Properties of Social Networks -Network analysis - Development of Social Network Analysis - Key concepts and measures in network analysis - Discussion networks - Blogs and online communities - Web-based networks							
UNIT – II MODELLING AND VISUALIZATION						9 Hours	
Visualizing Online Social Networks - A Taxonomy of visualizations - Graph Representation - Centrality- Clustering - Node-Edge Diagrams - visualizing Social Networks with Matrix-							

Based Representations- Node-Link Diagrams - Hybrid Representations - Modelling and aggregating social network data – Random Walks and their Applications –Use of Hadoop and Map Reduce – Ontological representation of social individuals and relationships			
UNIT – III MINING			9 Hours
Mining Communities -Aggregating and reasoning with social network data- Advanced Representations - Extracting evolution of Web Community from a Series of Web Archive - Detecting Communities in Social Networks - Evaluating Communities – Core Methods for Community Detection & Mining - Applications of Community Mining Using KNIME Algorithms - Node Classification in Social Networks.			
UNIT – IV TEXT AND OPINION MINING			9 Hours
Text Mining in Social Networks -Opinion extraction – Sentiment classification and clustering - Temporal sentiment analysis - Irony detection in opinion mining - Wish analysis - Product review mining – Review Classification – Tracking sentiments towards topics over time			
UNIT – V APPLICATIONS			9 Hours
Tools for Social Network Analysis- UCINET – PAJEK – ETDRAW – STOCNET – Splus – R – NodeXL – SIENA and RSIENA – Real world Social Networks (Facebook- Twitteretc.)			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXT BOOKS			
1.	Social Media And Web Analytics , THAKUR PUBLICATION INHOUSE BOOK, HAKIUR PUBLICATION PVT LTD, 2023		
2.	Social Network Analytics - Computational Research Methods and Techniques, Nilanjan Dey, Samarjeet Borah, Rosalina Babo, Amira S, Ashour, Elsevier Science, 2018.		
REFERENCES			
1.	Digital Marketing and Social Media Web Analytics – Concepts and Examples, Prof. Ashish Dixit Dr. Jaishree Jain, Dr. Munawwer Hussain, Dr. Ankit Garg, Dr. Ritesh Singhal, Bharti Publications, 2024		
2.	The Analytics Playbook: Navigating Web and Social Media Strategies , B. Prabhanjan Yadav, Taneesha Publishers, 2024		
3.	Social Media Data Mining and Analytics, Gabor Szabo, Gungor Polatkan, P. Oscar Boykin, Antonios Chalkiopoulos, Wiley, 2018.		
4.	Harnessing the Power of Social Media and Web Analytics, Anteneh Ayanso, Kaveepan Lertwachara, IGI Global, 2014.		

(this is for a Theory course)


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P23MBA544	BUSINESS INTELLIGENCE		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to.						
CO1:	Explain the concepts of Business Intelligence					
CO2:	Understand the functions of Data Warehousing					
CO3:	Analyze the Business Performance Management (BPM)					
CO4:	Apply the Data mining concepts to Business Intelligence					
CO5:	Extract the data using Text mining					
Pre-requisite:						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	2			1		2
CO3	2		2			
CO4	2		2	2		2
CO5	3	3	2	2		2
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/ Field work (10)			Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey marks	
UNIT – I BUSINESS INTELLIGENCE					9 Hours	
Introduction-Framework of Business Intelligence- Definition-History- Architecture of BI- Benefits of BI-Intelligence creation and use of BI Governance, BI Implementation – Developing or acquiring BI- Justification and Cost-benefit Analysis-BI tools and Techniques- Major vendors						
UNIT – II DATA WAREHOUSING					9 Hours	
Definition-Concepts-Characteristics-Data Marts-Operational Data Stores-Enterprise data Warehouse-Metadata-Architectures, Data warehouse process overview, Data integration-ELT, Data warehouse development – Vendors-Development Approaches-Representation of						

data in data warehouse-OLAP Vs OLTP-OLAP & OLTP operations.			
UNIT – III BUSINESS PERFORMANCE MANAGEMENT (BPM)			9 Hours
Overview–Definition-BPM Vs BI-Strategize-Plan-Monitor-Act and Adjust of BPM- Performance management-BPM methodologies-technologies and applications- Performance dashboards and scoreboards.			
UNIT – IV DATA MINING FOR BUSINESS INTELLIGENCE			9 Hours
Definitions- Applications-Process-Methods-Clustering methods-meta heuristics- Artificial neural networks for data mining-data mining software tools.			
UNIT – V TEXT MINING			9 Hours
Concepts and Definitions-Natural Language Processing-Applications-Process-Tools. Web mining – overview-web content Mining-Web structure mining- Web usage mining. Connecting BI systems to databases and other systems-On demand BI-Issues of legality-privacy and ethics and new BI application opportunities.			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXT BOOKS			
1.	Business Intelligence-A Comprehensive Approach to Information Needs, Technologies and Culture, Rimvydas Skyrius, Springer International Publishing, 2021.		
REFERENCES			
1.	Business Intelligence and Analytics: Systems for Decision Support, 10/e. Author(s) Ramesh Sharda, Dursun Delen and Efraim Turban, Pearson Education.		
2.	Business Intelligence and Performance Management, Theory, Systems and Industrial Applications		
3.	Business Intelligence Strategy and Big Data Analytics-A General Management Perspective, Steve Williams, 2016.		
4.	Business Intelligence Practices, Technologies, and Management, Rajiv Sabherwal, Irma-Becerra-Fernandez, Wiley, 2011		

(this is for a Theory course).


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P23MBA545	BUSINESS FORECASTING AND ECONOMETRICS (USING R)		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Explain the concepts of Forecasting					
CO2:	Apply the concepts of trend analysis					
CO3:	Understand the Autocorrelation and auto regression model					
CO4:	Analyze the time-series forecasting					
CO5:	Apply various models based on applications					
Pre-requisite:						
CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		
CO2	1	2				2
CO3	2			2		
CO4	2	3		2		3
CO5	1	3				2
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
UNIT – I INTRODUCTION					9 Hours	
The Importance of Forecasting -Time Series Data-Component Factors of the Time- Series Model						
UNIT – II TREND ANALYSIS					9 Hours	
Definition – Concepts - Seasonal and Cyclical Behavior-Smoothing of Annual Time Series: Moving averages, Exponential smoothing -Least-Squares Trend Fitting and Forecasting; Linear, quadratic and exponential models						
UNIT – III AUTOCORRELATION AND AUTO REGRESSION					9 Hours	

Autocorrelation and Auto regression -Autoregressive Models – Applications - ARIMA time-series Model - Applications			
UNIT – IV TIME-SERIES FORECASTING			9 Hours
Time-Series Forecasting of Monthly or Quarterly Data-Accuracy Statistics and Forecast Model Selection-Families of Forecasting Models –Hierarchical Forecasting-Adjustments to Statistical Forecasts			
UNIT – V EVENT VARIABLES			9 Hours
Definition - Outlier Variables and Other Model Inputs-Using Event Variables Based on Calendar Effects-Combined Model Forecasts-Honest Assessment			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXT BOOKS			
1.	Using R for Introductory Econometrics, Florian Heiss, Independently published, 2020		
2.	Business Statistics with Solutions in R, Mustapha Abiodun Akinkunmi, De Gruyter, 2019.		
REFERENCES			
1.	Practical Time Series Forecasting with R, Galit Shmueli, Julia Polak, Axelrod Schnall Publishers, 2024		
2.	Financial, Macro and Micro Econometrics Using R, C.R. Rao, Hrishikesh D. Vinod, Elsevier Science, 2020		
3.	Introduction to Econometrics, James H. Stock, Mark W. Watson, Pearson, 2015.		
4.	Economic and Business Forecasting-Analyzing and Interpreting Econometric Results, John E. Silvia, Azhar Iqbal, Kaylyn Swankoski, Sarah Watt, Sam Bullard, Wiley,2014.		

(this is for a Theory course)



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P23MBA546	HEALTHCARE DATA ANALYTICS		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Understand the concepts of Healthcare Data Analytics					
CO2:	Analyze the data collected in healthcare					
CO3:	Extract data using NLP and Mining					
CO4:	Explore the analytics tools available in healthcare					
CO5:	Apply Analytics in various applications of healthcare					
Pre-requisite:						

CO/PO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	2	3		1		2
CO3	1	3				2
CO4	2	3		2		2
CO5	1	3		2		3
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
UNIT – I INTRODUCTION					9 Hours	
Introduction to Healthcare Data Analytics- Electronic Health Records– Components of EHR- Coding Systems- Benefits of EHR- Barrier to Adopting EHR Challenges.						
UNIT – II ANALYSIS					9 Hours	
Biomedical Image Analysis- Mining of Sensor Data in Healthcare- Biomedical Signal Analysis-Genomic Data Analysis for Personalized Medicine.						
UNIT – III ANALYTICS					9 Hours	
Natural Language Processing and Data Mining for Clinical Text- Mining the Biomedical -						

Social Media Analytics for Healthcare			
UNIT – IV ADVANCED DATA ANALYTICS			9 Hours
Advanced Data Analytics for Healthcare– Review of Clinical Prediction Models- Temporal Data Mining for Healthcare Data- Visual Analytics for Healthcare - Information Retrieval for Healthcare- Privacy-Preserving Data Publishing Methods in Healthcare			
UNIT – V APPLICATIONS			9 Hours
Applications and Practical Systems for Healthcare– Data Analytics for Pervasive Health- Fraud Detection in Healthcare- Data Analytics for Pharmaceutical Discoveries- Clinical Decision Support Systems- Computer-Assisted Medical Image Analysis Systems- Mobile Imaging and Analytics for Biomedical Data.			
Theory: 45 Hrs		Tutorial: 0	Practical: 0
Total Hours: 45			
TEXT BOOKS			
1.	Smart Healthcare Analytics: State of the Art, Prasant Kumar Pattnaik, Ana Hol, Satarupa Mohanty, Suneeta Mohanty, Ashlesha Vaidya, Springer Nature Singapore, 2021		
REFERENCES			
1.	Smart Healthcare Analytics in IoT Enabled Environment, Prasant Kumar Pattnaik, Satarupa Mohanty, Suneeta Mohanty, Springer International Publishing, 2020		
2.	Healthcare Analytics-Foundations and Frontiers, Edward M. Rafalski, Ross M. Mullner, Taylor & Francis, 2019		
3.	Analytics in Healthcare-A Practical Introduction, Christo El Morr, Hossam Ali-Hassan, Springer International Publishing, 2019.		

(this is for a Theory course)




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P23MBA547	PREDICTIVE ANALYTICS		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Understand the Concepts of Data Analysis and Visualization					
CO2:	Develop and Analyze a Linear Regression model using XL Miner					
CO3:	Develop and Analyze a Logistic Regression model using XL Miner					
CO4:	Understand the concept of Supervised Learning					
CO5:	Analyse and Apply the concepts of Trees and Neural Networks					
Pre-requisite:						

CO/PO, PSO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	2	3				
CO3	2	3				
CO4	1	3				
CO5	1	3				2
Course Assessment methods						
Direct				Indirect		
CIE-Test I (10) Quiz I (5) CIE-Test II (10) Quiz II (5) Assignment/Problem solving/ Seminar/Case Study/Field work (10)				Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey
UNIT – I EXPLORATORY DATA ANALYSIS AND VISUALIZATIONS					9 Hours	
Introduction - Why Exploratory Data Analysis is Important - Data Cleanup and Transformation - Dealing With Missing Values - Dealing with Outliers - Adding and Removing Variables - Common Graphs - What is Good Data Visualization? - Data Exploration.						
UNIT – II PREDICTING A CONTINUOUS VARIABLE					9 Hours	
Introduction to Linear Regression – Assessing Predictive Accuracy Using Cross-Validation –						

Multiple Regression – Improving Model Fit – Model Selection – Challenges of Predictive Modelling – How to Build a Model using XLMiner – Reflection on Statistical Techniques			
UNIT – III PREDICTING A BINARY OUTCOME			9 Hours
Introduction to Logistic Regression – Building Logistic Regression Model – Multiple Logistic Regression – Cross Validation and Confusion Matrix – Cost Sensitive Classification – Comparing Models Independent of costs and cutoffs – Building Logistic Regression Models using XLMiner – The Best Prediction Method			
UNIT – IV SUPERVISED LEARNING			9 Hours
Classification with Simple Rules – Learning Rules – Sequential Covering – From Rules to Trees – Entropy – Measuring Entropy – Using Information Gain to Build Trees – Building Trees: ID3 Algorithm – Building Trees: C4.5 Algorithm – Evaluation: Leave One Out Cross Validation – Nearest Neighbor- Similarity Functions – Curse of Dimensionality			
UNIT – V TREES AND OTHER PREDICTIVE MODELS			9 Hours
Introduction to Trees – Classification of Trees – Regression Trees – Bagging, Boosting, Random Forest – Neural Networks – Building Trees with XLMiner – Building Neural Networks with XLMiner – Reflection: Trees & Neural Networks			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXT BOOKS			
1.	Applied Predictive Modeling, Max Kuhn, Kjell Johnson (2019), Springer Publication		
REFERENCES			
1.	Predictive Analytics- Application with WEKA, Shuzhina Abdul Rahman, Sofianita Motalib (2021), Percetakan Info Meditasi Sdn. Bhd.		
2.	Predictive Analytics: The Secret to Predicting Future Events Using Big Data and Data Science		

(this is for a Theory course)


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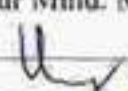
P23MBA548	DATA WAREHOUSE AND MINING		L	T	P	C
			3	0	0	3
Course Outcomes						
At the end of the course, the student will be able to						
CO1:	Explain the evolution, architecture, and role of data warehousing in business intelligence and decision-making.					
CO2:	Design dimensional models and evaluate data integration and quality strategies in data warehousing systems.					
CO3:	Describe the data mining process, key tasks, and the role of preprocessing in knowledge discovery.					
CO4:	Apply classification and clustering algorithms for data analysis and evaluate model performance using relevant metrics.					
CO5:	Implement association rule mining and understand advanced applications like text/web mining and ethical aspects of data mining.					
Pre-requisite:						
CO/PO, PSO Mapping						
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak						
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)						
COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	2	2		1		
CO3		2		2		1
CO4		2		2		
CO5		3		2		2
Course Assessment methods						
Direct				Indirect		
CIE Test I (10) Quiz I (5) CIE Test II (10) Quiz II (5) Assignment / Problem solving / Seminar / Case Study (10)		Total CIE: 40 marks Semester End Examination: 60 marks		Course end survey		
UNIT – I INTRODUCTION TO DATA WAREHOUSING					9 Hours	
Data Warehousing — Evolution — Scope — Purpose and Benefits — OLTP vs. OLAP Systems — Data Warehouse Architecture (e.g., Enterprise Data Warehouse, Data Marts, Operational Data Stores) — Data Lakes and Lakehouses — Introduction to ETL/ELT Processes — Role of Data Warehousing						
UNIT – II DATA WAREHOUSE DESIGN AND MODELING					9 Hours	

Data Warehouse Design Methodologies — Dimensional Modeling (Star Schema, Snowflake Schema) — Fact Tables (Additive, Semi-Additive, Non-Additive Measures) — Dimension Tables (Conformed Dimensions, Junk Dimensions) — Slowly Changing Dimensions (SCD Type 1, 2, 3) — Data Integration and Data Quality Management — Metadata Management — Implementation Considerations for Data			
UNIT – III INTRODUCTION TO DATA MINING			9 Hours
Data Mining — Evolution — Scope — Knowledge Discovery in Databases (KDD) Process — Data Preprocessing (Data Cleaning, Data Integration, Data Transformation, Data Reduction) — Data Mining Tasks (Classification, Clustering, Association Rule Mining, Prediction) — Data Mining System Architectures — Application of Data Mining in various domains.			
UNIT – IV DATA MINING TECHNIQUES: CLASSIFICATION AND CLUSTERING			9 Hours
Classification Techniques — Decision Trees (e.g., ID3, C4.5, CART) — Naive Bayes Classifiers — K-Nearest Neighbors (KNN) — Support Vector Machines (SVM) — Model Evaluation Metrics (Accuracy, Precision, Recall, F1-Score, ROC Curve) — Clustering Techniques — K-Means Clustering — Hierarchical Clustering — DBSCAN — Evaluation of Clustering Results.			
UNIT – V DATA MINING TECHNIQUES: ASSOCIATION AND ADVANCED TOPICS			9 Hours
Association Rule Mining — Apriori Algorithm — FP-Growth Algorithm — Frequent Itemset Generation — Rule Evaluation Metrics (Support, Confidence, Lift) — Anomaly Detection — Introduction to Text Mining — Introduction to Web Mining (Web Content Mining, Web Structure Mining, Web Usage Mining) — Ethical Considerations in Data Mining.			
Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45
TEXT BOOKS			
1.	Title: Data Warehousing and Data Mining. Author: G. K. Gupta. Publisher: PHI Learning Pvt. Ltd.		
REFERENCES			
1.	Title: Data Mining: Concepts and Techniques. Authors: Jiawei Han, Micheline Kamber, Jian Pei. Publisher: Elsevier (Morgan Kaufmann). Edition: 3rd Edition		
2.	Title: Building the Data Warehouse. Author: W. H. Inmon. Publisher: Wiley India. Edition: 4th Edition or latest		
3.	Title: Introduction to Data Mining. Authors: Pang-Ning Tan, Michael Steinbach, Vipin Kumar. Publisher: Pearson Education. Edition: Latest Edition		

(This is for a Theory course).

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noc25_mg96	NPTEL - Product and Brand Management	L	T	P	C
		3	0	0	3
About the course: The structure of this course is based on one of the most important learning required for all the students seeking to join professional life and all the professionals seeking to excel including heads and leaders of institutions and Non-Profit and even Government Organizations. Its a combined package of two subjects to give its readers a comprehensive knowledge.					
Pre-requisite: Basic understanding of Fundamentals of Marketing will be beneficial					
Course layout					12 weeks
Week 1 : Introduction to Product Management Week 2 : Product Planning Week 3 : Product Category Analysis Week 4 : Insight, Innovation and Design Thinking Week 5 : New Product development Week 6 : Brand and Brand Management Week 7 : Brand Equity and Value chain Week 8 : Brand Valuation and Brand Loyalty Week 9 : Brand Life cycles and Organizational Designs Week 10 : Brand Architecture Week 11 : Brand Equity Measurement Week 12 : Ethics and Spirituality for Product and Brand Management					
THEORY: -		PRACTICAL: -		TOTAL: 45 hrs.	
Link: https://onlinecourses.nptel.ac.in/noc25_mg96/preview					
TEXT BOOKS					
1.	Donald, R.L., & Russell S.W. (2002). Product Management (3rd Ed.). Tata McGraw Hill				
2.	Keller, K.L., & Swaminathan, V. (2019). Strategic Brand Management: Building, Measuring and Managing Brand Equity (5th Ed.). Prentice Hall				
3.	Trott, P. (2008). Innovation Management and New Product Development (4th Ed.). Prentice Hall				
4.	Kapferer, J. (2012). The New Strategic Brand Management: Advanced Insights and Strategic Thinking (5th Ed.). Kogan Page				
5.	Reis, A., & Trout, J. (2001). Positioning: The Battle for Your Mind. McGraw Hill Education				


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noc25_mg86	NPTEL - Working Capital Management	L	T	P	C
		3	0	0	3

About The Course:

Working capital management has gained the attention of industry and academia as an exclusive area of study after liberalization of Indian Economy. Management of working capital sometimes becomes more important than the management of long term funds because the day-to-day operations of any business largely depend upon this source of finance. Many firms have been seen in the past closing down for the want of short term finance. The profitability of any business to a larger extent is affected by this source of finance due to efficient management of current assets and current liabilities. Hence, learning about managing working capital has become more important and critical in the modern scenario.

Course layout

12 weeks

Week1: Introduction, meaning, concepts, classification and importance of working capital, Relevance of current assets and current liabilities in the balance sheet, Objectives of WCM. Over- capitalisation, under- capitalisation, zero working capital, Short-term v/s long term financing-A risk-return trade-off. Liquidity v/s profitability trade-off. Cost trade-off, Working capital approaches. Working capital management in some companies.

Week2: Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle, Weighted Operating cycle.

Week3: Relevance of current assets and current liabilities and their inter-relationship, Management of different current assets, Management of Inventory. Relevance and scope, Deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory.

Week4: Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management models.

Week5: Inventory management models, Determining stock levels and safety stocks, Types of organizations holding inventory, Inventory strategies & techniques, Inventory strategies & techniques.

Week6: Cases on Inventory Management, Management of Accounts Receivables, Creation and size of accounts receivables, Motives of extending credit, Limitations of A/Rs-Marginal tax considerations.

Week7: Limitations of A/Rs-Tax considerations, Determining maximum length of credit

period, Credit terms, opportunity costs, receivables at cost or sale price, Goals and functions of A/Rs management, Short-term changes in credit policy, Long-term changes in credit policy.

Week8: Financial statements analysis wrt. A/Rs, Financial statements analysis wrt. A/Rs, Financial, Cash management-meaning and concept statements analysis wrt. A/Rs, Cash management-meaning and concept, Cash v/s profit. Cash flow, cash stock and cash to current assets ratio.

Week9: Cash flow presentation as per IFRS, NOCF & priority outflows, Management of liquidity-Shiftability theory, Liquidity newly defined, liquidity crises 7 firm level action, Measurement of liquidity.

Week10: Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cash flow forecasting, Cash collection system.

Week11: Management of Accounts Payables, Trade credits-terms of purchase, stretching accounts payables, Cost of Stretching A/Ps, The model of cost of stretching A/Ps, Overtrading and the need of a good information system.

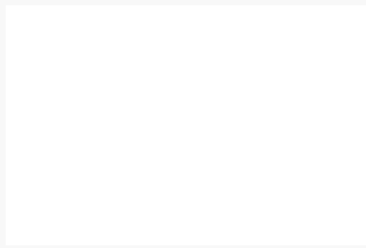
Week12: Financing Working Capital Gap, Sources of working capital finance, Bank finance, Tondon and Chore committees on Bank finance, Other sources of working capital finance and deciding a suitable mix.

THEORY: -	PRACTICAL: -	TOTAL: 45 hrs.
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Link: https://onlinecourses.nptel.ac.in/noc25_mg86/preview

TEXT BOOKS

- | | |
|----|--|
| 1. | Working Capital Management by Hrishikes Bhattacharya, PHI publication. |
| 2. | Working Capital Management by R.P. Rustagi, Taxman Publication. |
| 3. | Financial Management by Prasanna Chandra, McGraw Publications. |
| 4. | Financial Management by LM. Pandey, Vikas Publishing House. |




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noc25_mg92	NPTEL - Training of Trainers	L	T	P	C
		3	0	0	3

About The Course:

Today, Knowledge Management is responsible for new organization structures. Communication and workgroup technology create virtual organizations and electronic communities. Members of the organization are connected through networks that extend worldwide, allowing people to communicate easily. The challenge for us is to understand the changes and accommodate them at proper requirement. This challenge we can meet by understanding creation, Storage and Distribution of Knowledge.

Course layout

12 weeks

Week 1 : Introduction to Training

Week 2 : Training need assessment and its method

Week 3 : Training design and types of training

Week 4 : Design thinking and role of technology in training

Week 5 : Introduction to training methods and its selection process

Week 6 : Understanding training groups and its dynamics and training method – Case study

Week 7 : Training method – Business game

Week 8 : Training method – Role Play

Week 9 : Training method – Behavioral Modeling

Week 10 : Training method – decision making exercises

Week 11 : Introduction to group training methods – Brainstorming, group discussion and panel discussion

Week 12 : Research approach in training and training evaluation

THEORY: -

PRACTICAL: -

TOTAL: 45 hrs.

Link: https://onlinecourses.nptel.ac.in/noc25_mg92/preview


TEXT BOOKS

1. Pareek, U. (2012). Udai Pareeks Understanding organizational Behaviour, 3e. Oxford University Press
2. Training and Development: Enhancing Communication and Leadership Skills, by Steven A. Beebe, Timothy P. Mottet and K. David Roach, 2012
3. Design For How People Learn (Voices That Matter), by Julie Dirksen , 2011
4. Employee Training & Development Paperback Import, 1 Dec 2012 by Raymond Andrew Noe (Author)
5. Essentials of Online Course Design: A Standards-Based Guide, by Marjorie Vai and Kristen Sosulski, 2011

Prof. Dr. P. K. ANJANI,
Head of the Department

P23MBA303		SUMMER INTERNSHIP		L	T	P	C
				0	0	6	3
Course Outcomes							
At the end of the course, the student will be able to							
CO6:	Understand the organization and its structure						
CO7:	Identify the different departments and its interdependence in terms of operation						
CO8:	Overview of the operation of the Business organization						
CO9:	Prepare a Report						
Pre-requisite:							

CO/PO, PSO Mapping							
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak							
Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)							
COs	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	2				1		
CO2	3			2			
CO3	2	2					1
CO4	1	1		1			1
CO5	2				1		
Course Assessment methods							
Direct				Indirect			
Review I - 5 Marks Review II -10 Marks Review III-15 Marks Final Project Report- 10 Marks				Total CIE: 40 marks Semester End Examination -- 60 Marks			
<ol style="list-style-type: none"> The Course is an internship at the companies pursued for a period of 6 week after the completion of the Semester II and before the commencement of Semester III. Every student will be allocated with a project guide, faculty from the department. The identification of company to be completed by the end of II semester. Each student will identify an organisation and undergo internship after concurrence with the guide duly approved by the Head of the Department Student will study the functioning of the various departments in the organisation A report has to be submitted by the student at the end of 6 week internship. Three internal reviews shall be done by a committee of internal faculty members duly appointed by the Head of the Department. The end semester viva-voce shall be conducted by a committee duly appointed by the office of Controller of Examination. 							
THEORY: 0 hours		PRACTICAL: 6 Weeks			TOTAL: 90 hrs.		


Prof. Dr. P. K. ANJANI,
 Head of the Department,
 Management Studies
 MBA Regulations-2023
 Sona College of Technology,
 Salem-636 005.

Sona College of Technology, Salem
(An Autonomous Institution)

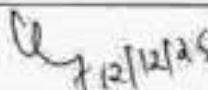
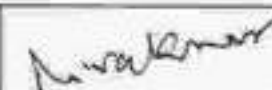
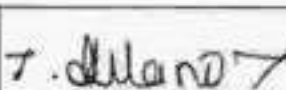
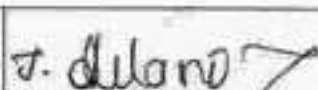
Courses of Study for MBA Semester IV under Regulations 2023 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
Practical courses									
1.	P23MBA401	Entrepreneurship Development	3	0	0	3	PC	45	T ✓
2.	P23MBA402	CAPSTONE (Project Work)	0	0	24	12	PC	360	P
Total Credits						15			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, TP- Theory with Project, TLP- Theory with Laboratory and Project, L-Laboratory, LT- Laboratory with Theory, LP- Laboratory with Project

Approved By

			
Chairperson, MBA BoS	Member Secretary, Academic Council	Dean-Academics	Chairperson, Academic Council & Principal
Dr.P.K.Anjani	Dr.R.Shivakumar	Dr.J.Akilandeswari	Dr.S.R.R.Senthil Kumar

Copy to:-

HOD/ MBA, Fourth Semester MBA Students and Staff, COE

P23MBA401	ENTREPRENEURSHIP DEVELOPMENT				L	T	P	C
					3	0	0	3
Course Outcomes								
At the end of the course, the student will be able to								
CO1:	Generate small business ideas from the existing gaps in the market.							
CO2:	Ascertain the opportunity from the idea, conduct feasibility studies in various micro and Macro aspects of small business development, select a type of ownership							
CO3:	Understand the finance required for business and prepare a business plan.							
CO4:	Explore the facilities and resources provided by central and state level institutions for small business development.							
CO5:	Analyze the critical situations and construct a viable option to solve emerging issues in sustaining the business.							
Pre-requisite:								

CO/PO Mapping								
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak								
Programme Outcomes(POs)								
COs	PO1	PO2	PO3	PO4	PO5	PO6		
CO1	3							
CO2	3	3		3	2		3	
CO3	3	3					3	
CO4	2		3				3	
CO5	2	3		3				
Course Assessment Methods								
Direct					Indirect			
CIE test I(10) Quiz-I (5)			Total CIE:40marks		Course end survey			
CIE test II(10) Quiz-II (5)			Semester End Examination(60)					
Assignment/seminar/Casestudy(10)								
Unit01: Entrepreneurship in the New Era						9 Hours		
Entrepreneurs / Small-Business Owners: Emerging trends: The Internet & E-commerce, Types of entrepreneurs; Corporate Entrepreneurship, Women entrepreneurs–Nature, Growth, Concepts and Sustainability.								
Unit02: Entrepreneurial Perspectives						9 Hours		
Entrepreneurial Individual, Sources of research on Entrepreneurs, Common Entrepreneurial characteristics, Confrontation with risk, Stress & Entrepreneurial Ego; Entrepreneurial Motivation; Developing Individual Innovation, Imagination & Creativity, Creative Problem Solving, Ethics, Entrepreneurship, & Law, Social Responsibility challenge, Learning about resources, Technology/Knowhow-Sources/Plans, Funding - various options, Infrastructure, Mentoring, Planning.								

Unit03: Entrepreneurial Venture Creation			9 Hours
Opportunity Assessment, Opportunity mapping, Idea validation, introduction to Lean Canvas and Minimum Viable Product – (MVP) aspects, Challenges of New-Venture StartUps, Pitfalls in selecting new ventures, Critical factors for New Venture Division – (NVD), Failures of New Ventures, New Venture Evaluation process, John Mullin's Seven Domain Model, Feasibility Plan; Sustainable Competitive Advantage, Examining the use of business incubator; Entrepreneurial Ventures and Marketing Intelligence Research; Business Plan.			
Unit04: Entrepreneurial Challenges in Start-Ups			9 Hours
Legal forms of Entrepreneurial Organizations, Identifying legal structures, Specific forms of Partnerships and Corporations: Debt versus Equity, Venture Capital Market, Informal Risk Capital, Governmental initiatives to foster entrepreneurship across sectors, Funding opportunities for start-ups, Business Incubation and its benefits.			
Unit05: Entrepreneurial Growth & Development			9 Hours
Strategic Planning and Entrepreneurship: Nature of Planning in emerging firms, Strategic Planning, Value of Strategic Planning; The Entrepreneurial Edge, Implementing Strategic Plan; Venture Development Stages: Entrepreneurial Ventures: Management succession challenge. Developing a succession strategy; Harvest strategy; Liquidity events - Initial Public Offer (IPO), Complete sale and closure of the venture.			
Theory:45Hrs	Tutorial:–	Practical:–	Total Hours:45 Hrs
TEXT BOOKS			
1.	Donald F. Kuratko, Entrepreneurship: Theory, Process, Practice with MindTap. Cengage Learning, 11th Edition,(2022).		
2.	Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship: McGrawHill, 12 Edition, (2023)		
3.	Francis J. Greene, Entrepreneurship Theory and Practice, Red Globe Press, 1st edition, (2020).		
REFERENCES			
1.	S.S.Khanka, Entrepreneurial Development, S. Chand and Company Limited, NewDelhi, Revised edition, (2019)		
2.	Prasanna Chandra, Project Planning, Analysis, Selection Implementation & Review, TataMcGraw Publications 9th edition, (2019).		
3.	Timmons, Spinelli, New Venture Creation, McGrawHill, 9 th edition, (2017).		
4.	Bruce R Barringer, Entrepreneurship :Successfully Launching New Ventures, Pearson Education 4th edition, (2011).		

(this is for a Theory course)

P23MBA402	CAPSTONE (PROJECT WORK)				L	T	P	C	
					0	0	24	12	
Course Outcomes:									
At the end of the course, the students will be able to,									
CO1:	Formulate a Research problem and design a research framework								
CO2:	Apply the theoretical concepts in addressing the Research Problems								
CO3:	Analyse and Interpret the Results								
CO4:	Prepare a Research Report								
Pre-requisite: -----									
CO/PO Mapping									
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak									
COs	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6			
CO1	2		2	2			3		
CO2	3	3					2		
CO3	3	3	3	2	3				
CO4	3	2	3	3	3		3		
Course Assessment Methods									
Direct				Indirect					
Review – I (5 marks) Review – II (10 marks) Review – III (15 marks) Final Project Report – I (10 marks)				Total CIE: 40 Marks SEE (Project viva-voce): 60 marks			Course end survey		
<ol style="list-style-type: none"> 1. Every student will be allocated with a project guide, faculty from the department. 2. The Course is based on individual research work. 3. The identification of project title to be completed in beginning of the IV Semester 4. Each student will identify a research problem and arrive at a topic of research in concurrence with the guide 5. Make through literature survey and finalize a comprehensive aim and scope of their work to be done. 6. Arrive at the methodology to be adopted for the study. 7. A project report has to be submitted by each team for their project work. 8. Three interim reviews shall be done by a committee of internal faculty members duly appointed by the Head of the Department. 									
THEORY: 0 HOURS			PRACTICAL: 360 HOURS			TOTAL: 360 HOURS			