



CDOE
CENTER FOR DISTANCE AND ONLINE EDUCATION

KONERU LAKSHMAIAH EDUCATION FOUNDATION

MASTER OF BUSINESS ADMINISTRATION

**PROGRAMME
CURRICULUM
2025-2026**

CENTER FOR DISTANCE AND ONLINE EDUCATION

1ST SEM

Code	Course Title	L	T	P	S	Credits
22MB5101O	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	2	1	0	0	3
22MB5102O	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	3	0	0	0	3
22MB5103O	BUSINESS ECONOMICS	3	0	0	0	3
22MB5104O	FINANCIAL AND MANAGEMENT ACCOUNTING	2	1	0	0	3
22MB5105O	MARKETING MANAGEMENT	3	0	0	0	3
24MB5106O	BUSINESS ENVIRONMENT AND LAW	3	0	0	0	3
22SDMB01O	LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS	0	0	0	8	2
24SDMB02O	IT SKILLS FOR MANAGERS	0	0	2	4	2
	Total credits					22

2nd SEM

Code	Course Title	L	T	P	S	Credits
22MB5208O	BUSINESS ANALYTICS FOR DECISION MAKING	2	0	2	0	3
22MB5209O	BUSINESS RESEARCH METHODOLOGY	3	0	0	0	3
22MB5210O	HUMAN RESOURCE MANAGEMENT	3	0	0	0	3
22MB5211O	FINANCIAL MANAGEMENT	2	1	0	0	3
22MB5212O	OPERATIONS MANAGEMENT	2	1	0	0	3
22MB5214O	PROJECT MANAGEMENT	2	0	0	0	2
24SDMB03O	ENTERPRISE RESOURCE PLANNING	2	0	0	4	3
24UC1203O	DESIGN THINKING AND INNOVATION	2	0	2	0	3
22UC2107O	PROFESSIONAL SKILLS FOR MANAGERS	0	0	4	0	2
	Total Credits					25

SEM-3

Code	Course Title	L	T	P	S	Credits
22MB6115O	STRATEGIC MANAGEMENT	3	0	0	0	3
24MB6116O	INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP	2	0	0	0	2
24MB6117O	BUSINESS ETHICS AND CORPORATE GOVERNANCE	3	0	0	0	3
22MB61XXO	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB61XXO	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB61XXO	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB61XXO	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB61XXO	SECTORAL SPECIALIZATION I	3	0	0	0	3
24IE61E1O	MANAGEMENT RESEARCH-TERM PAPER	0	0	4	0	2
	Total Credits					25

Sem-4

Code	Course Title	L	T	P	S	Credits
24MB6218M0	LEADERSHIP IN ORGANISATIONS	3	0	0	0	3
22MB62XX0	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB62XX0	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB62XX0	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB62XX0	MM/FM/HRM//BA/SCM	3	0	0	0	3
22MB62XX0	SECTORAL SPECIALIZATION II	3	0	0	0	3
24IE62E20	MANAGEMENT RESEARCH PROJECT	0	0	12	0	6
	Total credits					24

FUNCTIONAL ELECTIVES**MARKETING MANAGEMENT**

Code	Course Title	L	T	P	S	Credits
22MB61M10	PRODUCT AND BRAND MANAGEMENT	3	0	0	0	3
24MB61M20	SALES AND DISTRIBUTION MANAGEMENT	2	0	0	4	3
22MB61M30	GLOBAL MARKETING MANAGEMENT	3	0	0	0	3
22MB61M50	CONSUMER BEHAVIOUR	3	0	0	0	3
24MB62M60	DIGITAL MARKETING	2	0	0	4	3
24MB62M70	MARKETING OF SERVICES AND RELATIONSHIP MANAGEMENT	3	0	0	0	3
22MB62M90	RURAL AND AGRICULTURAL MARKETING	3	0	0	0	3
22MB62M100	EVENT AND ENTERTAINMENT MANAGEMENT	3	0	0	0	3

FINANCIAL MANAGEMENT

Code	Course Title	L	T	P	S	Credits
24MB61F10	FINANCIAL MODELING AND VALUATION	2	0	0	4	3
24MB61F20	FINTECH SERVICES	3	0	0	0	3
22MB61F30	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	2	1	0	0	3
22MB61F40	BEHAVIOURAL FINANCE	3	0	0	0	3
24MB62F50	INVESTMENT BANKING	3	0	0	0	3
22MB62F60	FINANCIAL RISK MANAGEMENT	2	1	0	0	3
24MB62F70	TAXATION	2	1	0	0	3
24MB62F80	BLOCKCHAIN TECHNOLOGY	2	0	0	4	3

HUMAN RESOURCE MANAGEMENT

Code	Course Title	L	T	P	S	Credits
22MB61H10	TALENT AND COMPETENCY MANAGEMENT	3	0	0	0	3
24MB61H20	COMPENSATION MANAGEMENT	2	0	0	4	3
24MB61H30	ORGANIZATIONAL CHANGE AND CHANGE MANAGEMENT	3	0	0	0	3
22MB61H40	LABOUR LEGISLATION	3	0	0	0	3
24MB62H50	PERFORMANCE MANAGEMENT AND REWARD SYSTEMS	3	0	0	0	3
22MB62H60	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3	0	0	0	3
24MB62H70	TRAINING AND DEVELOPMENT	2	0	0	4	3
22MB62H80	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	0	3

RETAIL MANAGEMENT

Code	Course Title	L	T	P	S	Credits
22MB61R00	OVERVIEW OF RETAILING	3	0	0	0	3
22MB62R10	MANAGEMENT OF RETAIL OPERATIONS	3	0	0	0	3

SECTORAL ELECTIVES

BANKING

Code	Course Title	L	T	P	S	Credits
22MB61B00	OVERVIEW OF BANKING	3	0	0	0	3
22MB62B10	BANKING SERVICE OPERATIONS	3	0	0	0	3

24IE50N0	SUMMER INTERNSHIP PROGRAM	Total credits			9
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22MB5101 - APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5101	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	R	2	1	0	0	3

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Application of Probability, Probability Distributions and R- Programming in managerial Decision Making	3	PO1, PO6, PSO1
CO2	Analyzing the sample data by applying sampling and hypothesis testing in solving various managerial Problems	4	PO1, PO6
CO3	Analyzing data using Correlation and Regression Concepts	4	PO1, PO6, PSO2
CO4	Analyzing different managerial data sets using Time series and Index Numbers	4	PO1, PO6

Syllabus:

Probability and Sampling, Definitions and rules for probability, conditional probability independence of events, Bayes theorem, and random variables. Probability distributions, Binomial, Poisson and Normal distributions. Introduction to R Programming

Sampling, Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. Determining the sample size. Estimation Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing, one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test. Correlation and Regression: Meaning, Types of Correlation, measurement, graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, and Rank Correlation, Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression, Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients.

Index Numbers and Time Series Analysis, Time series analysis, Meaning and Components of Time Series. Variations in time series, Smoothing Methods, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers, Unweight and Weighted Index numbers

Reference Books:

- 1 Statistics for Management, Levin R.I. and Rubin D.S, 8, Pearson Education.
- 2 Business Statistics for Contemporary Decision Making, Ken Black, 6, Wiley Publishers.
- 3 Statistics for Business and Economics., Anderson, Sweeny, Williams, 2005, South-Western Pub.

22MB5102 - PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5102	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	R	3	0	0	0	3

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance, apply organizing concepts in designing organizational structures	3	PO1
CO2	Apply the knowledge of Personality, Perceptions and Values to manage the individuals in the organizations.	3	PO2
CO3	Apply the knowledge of Learning, Motivation and Attitudes to manage the individuals in the organizations.	3	PO6
CO4	Apply the knowledge of group/organizational behavior of the people to manage the teams in the organization.	3	PO5

Syllabus:

Introduction to Management: Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions. Planning: Types, Steps in Planning, Organizing and Staffing: Introduction, Organizational Division and Span of Control, Types of Departmentation, staffing function, Controlling: Types of Control and Process.

Organizational Behavior: Introduction, Importance of Organizational Behavior, Evolution of OB, Interpersonal Relations, Transactional Analysis, Johari Window, Foundations of Individual Behavior, Personality: Concept, Personality determinants, Personality theories, Personality traits, MBTI, The Big Five Model, Values: Concept, Types of Values, Perception: Concept, Perceptual process, Factors influencing Perception, Perceptual distortion.

Motivation: Concept, Theories of Motivation: Hierarchy Needs Theory: Two-Factor Theory, Applications of Motivation, Attitudes: Concept, Source of attitudes, Types of Attitudes, Learning: Concept, Theories of learning, Principles of learning.

Foundations of Group Behavior: Definition of Groups, Nature of groups, Types of groups, Stages of Group Development, Group Cohesiveness, Leadership: Definitions, Nature, Leadership Styles, Leadership theories: Trait theory, Behavioral and Situational theories. Conflict Management: Definition, Techniques, Organizational Change Management: Definition, Forces for change, Resistance to change, Approaches to Managing Organizational Change; Organizational Development: Definition, Techniques of organizational development.

Reference Books

1 Essentials of Management, Harold Koontz, Heinz Weihrich, Mark V. Cannice, 11th Edition, 2020, McGraw Hill.

Organizational Behavior, Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, 18th Edition, 2022,

22MB5103 - BUSINESS ECONOMICS (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5103	BUSINESS ECONOMICS	BE	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure microeconomic problems for optimal decision making.	3	PO2
CO2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	4	PO3
CO3	Analyze different types of competition that existing external Environment.	4	PO4
CO4	Analyze the Macro Economic Environment of the Organization	4	PO4

Syllabus

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm: Marris and Penrose; Role of a Managerial Economist.

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods.

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition,

Macroeconomic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to overcome Inflation.

Reference Books

- 1 Managerial Economics, Dominick Salvatore, 2007, Oxford publications.
- 2 Managerial Economics, H.L.Ahuja, 2008, McGraw Hill.
- 3 Managerial Economics, Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, 2009, Pearson education.

22MB5104 - FINANCIAL AND MANAGEMENT ACCOUNTING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5104	FINANCIAL AND MANAGEMENT ACCOUNTING	FMA	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Able to synthesize the knowledge, management skills, and tools acquired in the program, which will be helpful to shape the organizations effectively.	2	PO1, PSO1
CO2	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, ethical, social issues and responsibilities.	3	PO7, PSO1
CO3	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO6, PSO2
CO4	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO7, PSO2

Syllabus:

Financial Accounting, Accounting Book keeping, Users of Accounting information, Classification of Accounting, Accounting concepts and conventions, accounting standards , GAAP and IFRS

Double entry system, Journal, Ledger. Trial Balance, Subsidiary Books, Cash Book. Trading and Profit & Loss Account, Balance Sheet with Adjustments (Problems).

Methods of Depreciation; Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II Management Accounting, Ratio Analysis (problems) & Financial Distress

Budgeting, Types of Budgets Marginal Costing (Problems), Break-even Analysis (Problems)

Reference Books:

- 1 Accounting for Management, S N Maheshwari, 2012, Vikas Publishing House.
- 2 Financial and Managerial -Accounting, Horngren / Harrison / Oliver, 2018, PHI.
- 3 Cost and Management Accounting, Colin Drury, 2017, Cengage Publishing.
- 4 Accounting For Management, M Sakthivel Murugan and N P Srinivasan, 2011, S. Chand.

22MB5105 - MARKETING MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5105	MARKETING MANAGEMENT	MKM	R	3	0	0	0	3

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the key terms, definitions, and concepts used in the study of Marketing Management and understanding the changing. Marketing Environment and analyzing the impact of marketing. environment on the firm\'s growth and development	2	PO2, PSO2
CO2	Apply the knowledge of marketing concepts to strategize the marketing programs about product and price and evaluate the impact of strategic decisions on product and pricing policies	3	PO4, PO5
CO3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	3	PO2
CO4	Analyze the marketing strategies and analyze the role of social, green and digital marketing strategies on firm\'s performance	4	PO4, PO5, PSO2

Syllabus:

Overview of Marketing Core concepts of Marketing; Marketing Orientations & Philosophies Marketing Environment Buyer Behavior Marketing Planning Process Consumer value and satisfaction Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies

Marketing Mix The Product New Product Development Product Life Cycle Product Mix Decisions Branding Packaging and Labeling. Brand Management Process Brand Hierarchy Brand personality, Brand image Brand Identity, Brand loyalty, Brand equity

Pricing Decisions Factors influencing Price. five Cs. Pricing Techniques, Tactics & Strategies, Distribution Decisions Channel alternatives Choice of Channel Management, Channel Dynamics, Managing promotion Mix

Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control Techniques Marketing Audit Social Marketing Green Marketing Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing

Reference Books:

- 1 Marketing Management, V. S. Ramaswamy and S. Namakumari, 2018, Prentice Hall.
- 2 Marketing: Concepts and Cases, Etzel, walker, Stanton and Pandit, 2017, TMH.
- 3 Marketing Management, Philip Kotler & Gary Armstrong, 2021, Prentice Hall.
- 4 . Case Studies in Marketing - Indian context, R. Srinivas, 2018, PHI Learning Pvt. Ltd...

24MB5106 - BUSINESS ENVIRONMENT AND LAW (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB5106	BUSINESS ENVIRONMENT AND LAW	BEL	R	3	0	0	0	3

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concepts, significance, and nature of the business environment.	2	PO1, PO4, PSO1
CO2	Illustrate the significance of the economic environment of business.	3	PO1, PO4, PSO1
CO3	Understand the key legal requirements that apply to commercial organizations.	2	PO1, PO7, PSO2
CO4	Outline the resolution for the legal challenges.	2	PO4, PO7, PSO2

Syllabus:

Business Environment Introduction: Concepts Significance and Nature of Business Environment Elements of business environment Internal and External. Influence of Socio Cultural, Political and Legal and Technological factors on business decisions Techniques for Environmental Scanning and Monitoring

Economic Environment of Business: Significance and Elements of Economic Environment Economic Systems Economic Planning in India NITI AYOJ and its importance Government Policies Industrial Policy Monetary Policy Fiscal Policy Foreign Trade Policy Demonetization

Law of Contract: Importance of Contract Act Meaning and kinds of Contract Essentials of a Contract Performance of contract Discharge of contract Quasi Contracts Special Contracts Indemnity and Guarantee Bailment and Pledge Agency Sale of Goods Act 1930: Sale and Agreement to Sell Conditions and Warranties Transfer of Property Rights of Unpaid Seller

Company Law Definition and characteristics of a company Kinds of companies Formation and advantages of incorporation of a company Memorandum of Association Articles of Association Prospects Directors powers and liabilities Kinds of meetings Winding up of a company

Reference Books:

- 1 Business Environment Text and Cases, Justin Paul, 4th Edition, 2018, Mc Graw Hill.
- 2 Business Environment, Shaik Saleem, 1st Edition, 2008, Pearson.
- 3 Business Environment and Law, A Mustafa, 7th edition, 2008, A.I.T.B.S Publishers.
- 4 Business Law and the Legal Environment (The Dryden business law series), Jethro K.
- 5 Lieberman, George J. Siedel ,3rd edition, 1992, Excel Books.

22SDMB01 - LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22SDMB01	LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS	LBRS	R	0	0	0	8	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	2	, PSO2
CO2	Formulate the particulars of commercial math with logical tricks.	2	PO3
CO3	Estimate inductive reasoning, to categorize the rules set from a given list of observations and relate them to predict the conclusions according to the given conditions.	2	PO3
CO4	Differentiate assumptions and arguments in critical reasoning.	2	PO2

Syllabus

Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems on Ages, Ratio & Proportion, Partnership, Problems on Averages & Allegations

Basic definition and utility of percentage, concept of percentage change, problems on percentages, Problems on Profit & Loss, Discounts, Problems on Simple & Compound Interest, Problems on Time & work, Problems on Chain Rule Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams,

Problems on Clocks, Problems on Calendars, Problems on same Calendar Year, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms, Problems on Logical Venn Diagrams, Problems, Number, ranking and time sequence test, Problems on Data Sufficiency, Critical Reasoning - Statement & Conclusions, Statements & Assumption

Reference Books:

- 1 Quantitative Aptitude, R S Aggarwal, 12TH (2023), SCHAND.
- 2 A Modern Approach to Verbal Reasoning, R S Aggarwal, 12TH (2023), SCHAND.
- 3 Quantitative Aptitude, Abhijit Guha, 8th (2022), Tata McGraw Hills.
- 4 Logical Reasoning, Arun Sharma, 7th (2021), Mc Graw Hill.
- 5 Analytical & Logical Reasoning, Peeyush Bhardwa, 6th (2020), Arihant Publications

24SDMB02 - IT SKILLS FOR MANAGERS (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB02	IT SKILLS FOR MANAGERS	ITSM	R	0	0	2	4	2

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Apply the options of word on data.	3	PO3
CO2	Apply different options of Power-Point in presenting the data	3	PO3
CO3	Analyze the data using Excel functions	4	PO4
CO4	Analyze the data using Advanced Excel functions in excel	4	PO4
CO5	Draft present and analyze data using suitable MS Office tools	4	PO4

Syllabus:

Getting Started with Word: Navigating the Word interface, Creating new documents and opening existing ones, Saving and managing documents Creating and Formatting Documents: Working with text boxes, fonts, and styles, Paragraph formatting and alignment, Page layout and margins Working with Text and Styles: Editing and proofreading tools (spell check, grammar check), Applying character and paragraph styles, Creating and managing custom styles Inserting Images and Tables: Adding and formatting images, shapes, and clip art, Creating and modifying tables, Working with rows, columns, and cell formatting Printing and Sharing Documents: Setting up printing options (margins, orientation), Sharing documents electronically (email, cloud storage)

Module 2 Creating Effective Presentations: Planning and organizing presentations, Choosing presentation content and structure, Using templates and themes Using Slides and Layouts: Working with different slide layouts, Adding and arranging slides, Creating master slides Adding Text, Images, and Multimedia: Inserting and formatting text on slides, Adding and formatting images, graphics, and videos, Working with hyperlinks and action buttons Applying Design Themes and Animations: Choosing and customizing design themes, Applying animations and transitions to slides and objects. Delivering Powerful Presentations: Using the presenter tools (speaker notes, slideshow view), Delivering confident and engaging presentations.

Module 3 Introduction to Spreadsheets: Understanding spreadsheet concepts (rows, columns, cells), Entering and formatting data in cells, Working with data types (numbers, text, dates) Working with Formulas and Functions: Introduction to formulas and functions, Using basic arithmetic, logical, and text functions, Creating simple formulas and applying them to cells .Creating Charts and Graphs: Choosing appropriate chart types (bar, pie, line), Customizing charts and graphs with formatting options, Using charts to present data visually Managing and Analyzing Data: Sorting and filtering data Creating data tables and using what-if analysis, Using conditional formatting to highlight data.

Using Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX MATCH for retrieving data, using relative and absolute cell references, Working with Logical and Text Functions: IF, AND, OR functions for making conditional decisions, Using text functions (CLEAN, CONCATENATE, LEFT, RIGHT) to manipulate text data. Financial and Statistical Functions: Using functions for common financial calculations (PMT, FV, IRR), Using statistical functions (AVERAGE, COUNT, SUMIF) to analyze data. Data Analysis Tools and PivotTables: Creating pivot tables to summarize and analyze large datasets, Using pivot tables to create charts and reports Automating Tasks with Macros: Recording and editing macros to automate repetitive tasks.

Reference Books:

Microsoft Word 2021 Inside Out & Microsoft 365 Apps for Windows, Mary Foley, 2021 (Edition 1), Pearson
¹ Education.

22MB5208 - BUSINESS ANALYTICS FOR DECISION MAKING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5208	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concept and types of Business analytics.	3	PO1, PSO1
CO2	Analyze the data using descriptive statistical tools and nominal tests.	4	PO6, PSO1
CO3	Analyze the data using ordinal and scale tests.	4	PO6, PSO2
CO4	Analyze the data using data visualization tools and understanding python too.	4	PO6, PSO2
CO5	Analyze real-time data using learned tools like R and Python.	4	PO6, PSO2

Syllabus

Understanding Business Analytics, Types of Business Analytics, Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analytics, Overview of R and R Studio, Data Structures, Functions, Statements and Looping in R. Choose your Test for Data Analysis.

Descriptive Analytics, Introduction, Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Measures of Kurtosis Diagnostic Analytics, Parametric Vs Nonparametric Tests, Nominal Tests, Binomial Test, Mc Nemar's Test, Cochran's Q test, post. Hoc test, Chi square test, Phi Coefficient of Correlation.

Ordinal Tests, Wilcoxon Signed Rank Test, Mann Whitney U Test, Kruskal Wallis Test, Friedman Tests and related Post. Hoc Tests, Spearman Rank Correlation Scale Tests, T tests, one Sample, Two Sample, Paired Sample, ANOVA, One way and Two Way with Post hoc tests, Repeated Measures ANOVA, Karl Pearsons Coefficient of Correlation.

Data Visualization, Types of Presentation of Data, Graphical Presentation, Scatter plot, Histogram, Diagrammatic Presentation, One Dimensional are Bar Charts including Simple, Subdivided and Multiple, Two Dimensional includes Pie charts 2D and 3D, Other Charts include Box plots, Line plots Using R Graphics and R Commander and R Deducer. Understanding python Data types, operators, numpy, pandas, scipy, Pingouin.

Reference Books

1 R in Action Data Analysis and Graphics with R, Robert Kabacoff, 2, Manning Publications.

2 Practical Business Analytics Using R and Python, Umesh R Hodeghatta, Umesh Nayak, 1, APress.

3 Practical Statistics for Data Scientists, Peter Bruce, Andrew Bruce, and Peter Gedeck, 2, O'Reilly Media.

22MB5209 - BUSINESS RESEARCH METHODOLOGY (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5209	BUSINESS RESEARCH METHODOLOGY	BRM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand Social science research processes to identify business problems.	2	PO1, PO4
CO2	Apply the research process to business problems.	3	PO4
CO3	Analyze the process of creating an appropriate research tool or instrument tailored for addressing the identified business problem.	4	PO4
CO4	Analyze the data systematically to derive relevant and actionable recommendations.	4	PO4, PSO1

Syllabus

Introduction: Definition and Objectives of Research of Business Research- Research Process-Defining research Problem and Sources of Research Problem, review of literature. Ethics in research

Identifying the variable, Developing the conceptual framework- hypothesis formulation, Research questions -Framing the objectives, Research Design-Types- Sampling designs: Concepts, types and their applicability. Sampling Process-

Scaling Methods and Scaling of Techniques: Turnstone, Likert, and semantic differentials. Methods of collection of Primarydata and secondary data: Observation Method Interview method, Questionnaire design, periodicals and newspapers, Characteristics of good questionnaire/schedule-Pilot Study-Reliability and validity of data

Data processing Editing Coding and Tabulation of data analysis interpretation and forecasting meaning of data analysis and its types descriptive and inferential statistics And predictive statistics Report Writing Significance of report writing Types of reports Steps in report writing Layout of the research reports Mechanics of report writing precautions in research reporting

Reference Books

1 Business research methods, William Zikmund, Babincarr, 13th, Cengage.

Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS (Response Books), Ajay S Gaur and Sanjaya Singh Gaur, 2009, Sage Publication.

Methodology and Techniques of Social Research, Dipak Kumar. Bhattacharya, Himalaya, , 2004.

22MB5210 - HUMAN RESOURCE MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5210	HUMAN RESOURCE MANAGEMENT	HRM	R	3	0	0	0	3

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Apply perspective role of HRM in modern business, Ability to plan human resources and implement techniques of job design	3	PO4, PO5, PSO2
CO2	Articulate competency levels for recruit, training, and appraise the performance of employees	3	PO3, PO5, PSO2
CO3	Analyse the rationality in designing compensation and ability to handle employee issues	4	PO4, PO5, PSO2
CO4	Analyse the matters of employee integration and separation and New Trends in HRM	4	PO4, PO5, PSO2

Syllabus:

Introduction To HRM, Importance, Scope, and Functions Of HRM, Human Resource Management in a Changing Environment; Manpower Planning: Manpower Planning Process; Job Analysis, Job Description and Job Specification; Job Design and Techniques of Job Design.

HR Processes; Employee Selection and Development: Recruitment, Selection and Induction, Training and Development; Performance Appraisal.

Compensation Planning: Employee Compensation, Job evaluation; Employee Benefits and Welfare Compensation and Salary Administration; Employee Discipline.

Integration and Separation: Suspension, Dismissal and Retrenchment; Employee Grievance Handling; Trade Unionism, Collective Bargaining, Industrial Democracy; New Trends in HRM: HRM in India; HRM in International Firms; Talent management; HR Accounting; HR Audit; HRIS.

Reference Books:

- 1 Human Resource Management, G Dessler, 13th edition (2023), Mc Graw Hill
- 2 Human Resource Management: Gaining a Competitive Advantage, Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, 9th edition (2020), Pearson Publications.
- 3 Managing Human Resources, Luis R. Gomez- Mejia, David B. Balkin, Kenneth P. Carson, 10th edition (2023), Mc Graw Hill.
- 4 Human Resource Management: Text and Cases, K Aswathappa, 1st edition (2019), Wiley.

22MB5211 - FINANCIAL MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5211	FINANCIAL MANAGEMENT	FM	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	To gain a knowledge on availability of various sources of finance and markets for raising funds.	2	PO1
CO2	To apply the long term and short-term investment decisions,	3	PO2
CO3	To apply the financing decisions by using different techniques of valuation.	3	PO4
CO4	To apply the dividend Decisions in relation to wealth maximization.	3	PO2

Syllabus

Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management, Emerging Role of Financial Manager, organization of finance function, Sources of Finance, Long Term and Short Term Financing, Time Value of Money.

Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period.

Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis, Financial Leverage, Operating Leverage, Specific Cost of Capital and Weighted Average Cost of Capital.

Dividend Decisions: Dividend Theories, Forms of Dividend. Working Capital Management: Working Capital Management Determinants, Working Capital Financing approaches, Estimation of working Capital, Cash Management, Receivables Management, Inventory Management.

Reference Books

- 1 Corporate Finance, Jonathan Berk and Peter DeMarzo, 3, Pearson.
- 2 Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, and Franklin Allen, 2, Pearson.
- 3 Financial Management: Principles and Practice, Timothy Gallagher, Joseph D. Andrew, and Anne Marie Ward, 4, Cengage Learning.
- 4 Financial Management: Theory & Practice, Eugene F. Brigham and Michael C. Ehrhardt, 2, Cengage Learning.

22MB5212 - OPERATIONS MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5212	OPERATIONS MANAGEMENT	OM	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Operations Strategy to real time	3	PO6, PSO1
CO2	Analyse the data using Project Management techniques	4	PO7, PSO2
CO3	Evaluate the production data by using statistical quality	4	PO7, PSO2
CO4	Analyse the operations data using OR Techniques	4	PO7, PSO1

Syllabus

Introduction and Overview: Historical Evolution of Operations Management- Operations Management Strategy framework: Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy.

Capacity Planning Decisions- Facilities Location Strategies. System Design- Facilities Layout and Material Handling Strategy- Group Technology- Flexible Manufacturing System. Project Management: Network Diagram, CPM vs PERT, CPM: Types of Floats, Critical Path, and Project Crashing. PERT: Types of Slack, Critical Path, Probability of Completion.

Productivity & Quality Tools: Productivity Concepts-Quality Circle - Kaizen-Value Analysis and Value Engineering, Statistical Quality Control- Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes. Planning and Managing Operations - Supply Chain Management-Purchasing - Demand forecasting

Job Sequencing-Transportation problems-Assignment problems, Advanced Operations Management-Constraint management (TOC-Theory of Constraints), Computer Integrated Manufacturing, Six Sigma

Reference Books

Production and Operations Management, O.P.Khanna, Work Study Chase et al, 2003, DhanpatRai Publications.

Production and Operations Management: Concepts, models and behavior, Everett Adam and Ronald Ebert, 5, Tata McGraw Hill Company, New Delhi.

Operations Management, William Stevenson Nigel Slack, Stuart Chambers, Tata McGraw Hill Company, New Delhi., 2018.

Operations Management, Norman Gaither and Greg Frazier, 2008, South Western, Thomson Learning Inc.

22MB5214 - PROJECT MANAGEMENT (M)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5214	PROJECT MANAGEMENT	PM	M	2	0	0	0	2

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Understand tools and considerations used in assessing and selecting suitable projects.	2	, PSO1
CO2	Understand the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change	2	PO4, PSO2
CO3	Analyze a project to provide cost estimates and to plan the various activities	3	PO5
CO4	Analyze the issues and challenges in project execution	3	PO5

Syllabus:

Project Management Concepts: Concept and characteristics of a project, types of projects, importance of project management, project organizational structure. Project life cycle, Statement of Work, Work Breakdown Structure. Project Planning: Project feasibility studies, Components of project feasibility studies

Project Planning and Scheduling techniques, project planning to project completion: Pre-investment phase, Investment Phase and operational phase Developing the project network using CPM/PERT, Crashing of Project Networks

Managing Project resources flow. Project Quality and Cost Management: Steps in Project appraisal process - Concept of project quality - TQM in projects Project control process - Monitor and assess project performance, schedule, and cost

Performance measurement: Methods to monitor, evaluate, and control planned cost, Cost and time overruns. Project Closure: Meaning of closure or termination, project audit process: termination steps, final closure. Managing Project Teams: Team development process

Reference Books:

- 1 Project Management for Business and Technology, John M Nicholas & Herman Steyn, 2016, Elsevier.
- 2 Project Management, K Nagarajan, 2017, New Age International Publishers.
- 3 Project Management, R. Panneerselvam & P. Senthilkumar, 2009, PHI Learning Pvt. Ltd.
- 4 Project Management-The Managerial Process, Clifford F Gray, Erik W Larson, 2013, Tata McGraw-Hill Publishing Co Ltd.

24SDMB03 - ENTERPRISE RESOURCE PLANNING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB03	ENTERPRISE RESOURCEPLANNING	ERP	R	2	0	0	4	3

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the Foundational concepts of ERP	2	PO2
CO2	Identify various modules within an ERP system	3	PO3
CO3	Apply the ERP Implementation Processes and Methodologies	3	PO4
CO4	Apply the ERP selection which suits business applications	3	PO4
CO5	Demonstrate the ERP system\'s user interface, navigation, and basic functionalities.	3	PO4

Syllabus:

Introduction to ERP: - Definition, objectives and benefits of ERP- Evolution and growth of ERP- Role of ERP in an organization- ERP system architecture. Business modelling; Integrated data model: Benefits of ERP: Quantifiable, Intangible; Risks: People, process, Technology, Implementation, Operational and Managerial risks.

ERP Modules:- Finance and accounting- Sales and marketing- Materials management- Production planning and control- Human resource management.

ERP Implementation:- Planning and preparation for ERP implementation- Phases of ERP implementation - ERP implementation strategies- Risks and challenges of ERP implementation.

ERP Evaluation and Selection: - Evaluation criteria for ERP selection- Selection of ERP vendor and software- Request for proposal (RFP) and response management- ERP evaluation.

Reference Books:

Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, 2011, John Wiley and Sons, Inc.

1 2011.

2 Enterprise Resource Planning, Alexis Leon, 2011, TMH publishing company.

3 Enterprise Resource Planning Systems, Enterprise Resource Planning Systems, 2002, Cambridge University Press..

4 Management Information Systems, Laudon&Laudon, 2011, Tata Mc-Graw Hill.

24UC1203 - DESIGN THINKING AND INNOVATION (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24UC1203	DESIGN THINKING AND INNOVATION	DTI	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the importance of Design thinking mindset for identifying contextualized problems	2	PO3
CO2	Analyze the problem statement by empathizing with user	4	PO7
CO3	Develop ideation and test the prototypes made	3	PO6
CO4	Explore the fundamentals of entrepreneurship skills for transforming the challenge into an opportunity	2	, PSO1

Syllabus

Introduction to Design Thinking and Innovation: Introduction to design thinking and its principles, Design definitions and stories, desirability, feasibility, viability, mystery, heuristics, algorithm, requirements, patterns, connect, blind spots; Laws of Design Thinking: less is more, last 2% equals 200%, theory of prioritization; Design mind: definitions, 5 forces of growth (SEPIA), 5 frictional forces (DCAFE), 3 capacity levers (VAL), Design thinking for contextualized problem-solving, Incorporating sustainable development goals into design thinking,

Design Thinking Process: Overview of the design thinking process, Design framework (LO); Empathy research: understanding user needs and perspectives, Persona development: creating user profiles; Customer journey mapping: visualizing user experiences, Define phase: asking the right questions and problem statement formulation.

Ideation, Prototyping and Testing: Ideation techniques, brainstorming and generating creative ideas, Identifying patterns and anti-patterns in ideation, Evaluation of ideas using different criteria (10/100/1000 gm): Prototyping and testing: translating ideas into tangible prototypes.

Entrepreneurial Innovation: Introduction to innovation management, Basics of business models and their role in innovation, Financial estimation for innovation projects: Pitch decks: creating persuasive presentations for innovation, Considerations for intellectual property rights (IPR) in innovation.

Reference Books

- 1 Design Thinking in the Classroom, David Lee, Kindle, Ulysses Press.
- 2 The Art of Innovation: Lessons in Creativity from IDEO, America, Tom Kelley , Jonathan Littman, Tom Peters,2001, Doubleday Broadway Publishing, USA.
- 3 Unmukt- Science and Art of Design Thinking, Arun Jain, 2019, School of Design Thinking.
- 4 The Design Thinking Play Book, Michael Lewrick, Patrick Link & Larry Leifer, 2018, Wiley Press.

22UC2107 - PROFESSIONAL SKILLS FOR MANAGERS (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22UC2107	PROFESSIONAL SKILLS FOR MANAGERS	PSM	R	0	0	4	0	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Demonstrate the concepts of communication, syntax, and semantics while listening and speaking.	3	PO5, PSO2
CO2	Apply time management skills and demonstrate team spirit in various tasks and projects. Utilize techniques for managing stress and implement strategies to become an effective leader.	3	PO4, PSO1
CO3	Apply the principles of writing and preparing business documents, such as reports and emails, in practical scenarios.	3	PO6, PSO2
CO4	Apply the principles of empathy and assertiveness in real-life interactions. Prepare an effective CV using best practices and tailoring it to specific job opportunities.	3	PO2, PSO2

Syllabus

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of Communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication. Syntax and Semantics of Communication. Listening Skills: Definition, Types of Listening Skills, strategies, Barriers to Effective Listening. Speaking Skills: Clarity in speaking, Conversations, Role plays, 10 steps in Pitching, Elevator Pitching

Introduction of the course - The introduction of the course sets the stage by outlining its objectives, scope, and relevance. SWOT- stands for Strengths, Weaknesses, Opportunities, and Threats. Attitude - Attitude formation and theories. Character vs Personality, Assertiveness- styles of communication and techniques to develop Assertiveness. Building Confidence.

Paragraph Writing-Paragraph writing involves organizing ideas into coherent units of thought within a larger piece of writing. E-mail writing- Importance and the structure. Report writing - different types and its structure and Memo writing

Goal Setting- types of goals and action plan. Time management - importance and the rubrics of Eisen Hower matrix and its application. Presentation skills - stypes of presentation. Group Discussion- Dos and don'ts of GD. Leadership- traits and Theories. problem-solving, and decision-making

Reference Books

- 1 Business Communication Today , Bovee, Thill & Schatzman., 7th edition - 2022, Prentice Hall.
- 2 Effective Business Communication., Murphy, Hildebrandt & Thomas,, 7th edition - 2018, Tata McGraw-Hill.
- 3 Essentials of Business Communication., Mary Ellen Guffey, & Dana Loewy, 11th Edition 2021, South-Western.
- 4 Personality Development and Soft skills tomorrow, Shikha Kapoor, 1st Jan 2020, Dreamtech Press

22MB6115 - STRATEGIC MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
<u>22MB6115</u>	<u>STRATEGIC MANAGEMENT</u>	<u>SMG</u>	<u>R</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Strategic Management to changing business landscape	3	PO1, PSO1
CO2	Analyze the internal and external tools in executing a strategic decision.	4	PO3, PSO1
CO3	Analyze the various forms of strategies and corporate restructuring in strategic evaluation	4	PO3, PSO1
CO4	Analyze the strategies in implementing and evaluating strategies and strategic control.	4	PO3, PSO1

Syllabus

Introduction to Strategic Management, Evolution of the concept of strategic management Components of strategic management, the three levels of strategic planning, making strategic decisions. Strategic Management Process, Benefits and limitations of Strategic Management. Company Vision, Mission statements

External Analysis: The Identification of Opportunities and Threats, the five forces framework, industry dynamics and forces driving the change, strategic group analysis, competitor analysis and the SOAR framework. Internal Analysis: Evaluating company resources, capabilities and competitiveness, SWOT analysis, Types of company resources, Four tests for competitive power.

Building Competitive Advantage: Functional Level Strategy, Building Competitive Advantage Through Business-Level Strategy, Cost leadership, differentiation, focus; other strategic issues -Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing, Corporate-Level Strategy: Related and Unrelated Diversification Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies and Defenses: Kinds of Takeovers.

Implementing strategy: corporate Performance, Governance, and Business Ethics, implementing Strategy in Companies that Compete in a Single Industry, Implementing Strategy in Companies that Compete Across Industries and Countries- Strategy Evaluation and control, establishing strategic controls for measuring performance, appropriate measures.

Reference Books

- 1 Strategic Management: A South Asian Perspective, Hitt & Ireland et al., 2013 (12e), Cengage Learning.
- 2 Strategic Management, Fred R. David, 2022 (18e), Pearson.

24MB6116 - INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP (M)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB6116	INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP	IBME	M	2	0	0	0	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand aspects of innovation, creativity, evolving business models, incubation and entrepreneurship	2	PO1, PSO1
CO2	Apply concept of the Blue Ocean Strategy in today\'s competitive scenario	3	PO2
CO3	Apply the concept of sustainability innovation and Entrepreneurship	3	PO3
CO4	Application of management practices for in innovation management	3	PO3

Syllabus

Analyzing the Current Business Scenario, Innovation and Creativity- An Introduction, Innovation in Current Environment, Types of Innovation, School of Innovation. Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship

Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Prototyping to Incubation. What is a Business Model, who is an Entrepreneur, Social Entrepreneurship, Blue Ocean Strategy-I, Blue Ocean Strategy-II

Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting. Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SMEs strategic involvement in sustainable development, Exploration of business models for material efficiency services.

Management of Innovation, creation of IPR, Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Managing Investor for Innovation, Future markets and Innovation needs for India.

Reference Books

1. Innovation and Entrepreneurship, Peter Drucker, 1 2002, Tata.
- 2 Entrepreneurship, Robert Hisrich, 2 2005, Himalaya.
- 3 HBS series on Innovation and Entrepreneurship, HBS, 3 2017, jaico.
- 4 The Business Model Book, Adam J Bock, 1 2021, Pearson.
- 5 On Business Model Innovation, Clayton M. Christensen, 1 2022, Harvard Business Review.

24MB6117 - BUSINESS ETHICS AND CORPORATE GOVERNANCE (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB6117	BUSINESS ETHICS AND CORPORATE GOVERNANCE	BECG	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the knowledge of the concept of ethics, its nature and importance to resolve the situations of ethical dilemma	3	PO1, PSO2
CO2	Apply the knowledge of ethical theories and indian ethos to examine the ethical practices and implement ethical processes in the corporates	3	PO3, PSO2
CO3	Apply the knowledge of CSR and Corporate Governance to assess the practices of corporates	3	PO6, PSO2
CO4	Apply the knowledge of ethical issues in Human Resource Management, Marketing and Advertising to assess the practices of corporates	3	PO5, PSO2

Syllabus

Introduction to Ethics: Definition of Ethics. Objectives, nature, and sources of ethics, Business Ethics, Nature, Importance and Factors influencing Business Ethics, Ethical Leadership and Courage

Values, Norms, Morals and Beliefs: Ethical theories; Teleological, Deontological, Natural and Kantian; Indian Ethos and Values for Managers; Ethical Codes; Ethical Dilemma

Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; Nestle India: Creating a New CSR Strategy

Employees and Business Ethics, Ethical issues in employer and employee relation, discrimination at workplace, Sexual and racial harassment, working conditions, employee privacy. Consumer and Business Ethics, the limits of doctrine of caveat emptor, Ethical issues in marketing, advertising, the ethical challenges under globalization.

Reference Books

- 1 Business Ethics, M.G. Velasquez, 8 (2021), Prentice Hall India Limited, New Delhi.
- 2 Business Ethics, Andrew Crane and Diark Matten, 4 (2016), Oxford Publication, New Delhi.
- 3 Corporate Governance in India: An Evaluation, DAS, SUBHASH CHANDRA, 5 (2009), PHI Learning Pvt. Ltd..
- 4 Ethics in Management- Vedantic Perspectives, S.K. Chakraborty, 12 (1999), Oxford India paper backs, New Delhi.

24MB6218 - LEADERSHIP IN ORGANISATIONS (M)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB6218	LEADERSHIP IN ORGANISATIONS	LO	M	3	0	0	0	3

Course Outcomes:

CO#	CO Description	BTL	PO/PSO
CO1	To Identify leadership in a dynamic business environment	2	PO3, PO7, PSO2
CO2	To interpret effective leaders by teaching them the necessary techniques and behaviors.	2	PO5, PO7, PSO2
CO3	To categorize how to use leadership in organizations.	4	PO5, PO7, PSO2
CO4	To discriminate the capacity of leaders for organizations.	4	PO6, PO7, PSO2

Syllabus:

From Management to Leadership, Nature and Importance of Leadership, Difference between Leadership and Management, Leadership Theories, Trait Theories, Behavioral Theories, Scandinavian Studies, Contingency Approaches, Situational Theories, Servant Leadership, Adaptive Leadership.

Leadership Skills and Leadership Styles, Leadership Skills and Tactics, Social Skills Persuasion Skills, Motivational Skills, Communication and Conflict Resolution Skills, Role Models, Story Telling, Leadership Styles, The Impact of Leadership Styles on Work Climate.

Strategic Leadership by Executives, The Nature of Strategic Leadership, How leaders influence organizational performance, Constraints on Executives, Conditions Affecting the Need for Strategic Leadership, Political Power and Strategic Leadership, Research on Effects of CEO Leadership, Strategic Leadership by Executive Teams, Women CEOs.

Leadership Development and Succession, Development through Self-Awareness and Self- Discipline, Development through Education, Experience and Mentoring, Leadership Development Programs. Developing next Generation Leaders , Leadership Development and Organizational Goals, Coaching Leaders, Leadership Succession, Choosing the Right CEO.

Reference Books

- 1 Leadership in Organizations, Yulk, Gary, Edition 7th,2013, Pearson.
- 2 Leadership Principles, Du Brin, Andrew J, Edition.2009, Cengage Learning, New Delhi.
- 3 Leadership: Theory and Practice, Peter G. Northouse, 6th 2018, Sage.
- 4 Transformational Leadership, Bernard M. Bass, Ronald E. Riggio, 2nd 2006, Lawrence Erlbaum Associates.

22MB61M1 - PRODUCT AND BRAND MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61M1	PRODUCT AND BRAND MANAGEMENT	PBM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the components of Product Management.	2	PO1
CO2	Apply the Concepts of Brand Management Process involved in Brand personality, Brand image; Brand Identity and Brand positioning.	3	PO4, PSO2
CO3	Apply Branding Strategies and Brand Portfolio for competitive advantage	3	PO2
CO4	Apply strategies that build brand equity and branding strategies in different sectors.	3	PO4

Syllabus

Introduction to Product Management, Product Management Process: Product Vision, Techniques for Creating the Product Vision, Designing MVP Prioritized Backlog, UX Design Process: Sketching Wire-framing / Mock-up / Prototyping; Iteration. Product Achievement Process. Product Matrix.

Understanding the Brands; Brand Management Process; Brand Hierarchy; Brand personality, Brand image; Brand Identity, Brand positioning, Brand loyalty and Consumer loyalty, Brand Architecture.

Brand leadership. Managing Brands: Brand creation, Brand extensions, Brand product matrix; Brand portfolio and Multi Brand portfolio, Brand Revitalization, Techno branding. Ingredient Branding.

Measuring Brand equity, Brand Assessment and Financial Aspects. Sustaining brand in long term. Branding in different sectors: Branding in customer, industrial, retail and service sectors; Digital Branding.

Reference Books

1 Product and Brand Management, Tapan K. Panda, 2016, 1st Edition, Oxford University Press.

2 Strategic Brand Management, Kevin Lane Keller, 2020, 5th Edition, Pearson education.

Product Strategy, Mastering the Basics and dominating the competition, Gary Metcalfe, 2018, 1st Edition, ,

³ Independently published.

4 Strategic Brand Management, Kapferer, Jean. Noel , 2012, 4th Edition, Kogan Page.

24MB61M2 - SALES AND DISTRIBUTION MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61M2	SALES AND DISTRIBUTION MANAGEMENT	SDM	R	2	0	0	4	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand basic concepts of sales management	2	PO1
CO2	Apply personnel management strategies in sales and develop ability for controlling sales related activities.	3	PO5
CO3	Apply strategies in channel design and selecting channel partners.	3	PO2
CO4	Apply strategies for managing distribution channels	3	PO2, PSO2
CO5	Analyses the market for segmentation and implements the sales and distribution strategies.	4	PO5

Syllabus

Nature and importance of sales management-Sales Manager duties and Responsibilities- Managing the sales force. Sales Management and formulation of sales strategies-Different sales strategies. Selling process-Methods of selling-objectives and functions of personal selling-Theories of personal selling.

Changing face of personal selling-Internet as an emerging selling technique. Planning and promotion of sales force- Preparing sales job description and specifications- Sales force motivation and performance appraisal-Sales forecasting- Methods of sales forecasting-Sales Quotas-Territory Management-Sales budget-Sales Audit-Budget control.

Distribution Management-Role and functions of channels of distribution-Distribution Systems. Distribution cost control and customer service. Channel design, and selection of channels, selecting suitable channel partners.

Motivation and control of channel members conflict resolution-rising costs and need for control-complexities of physical distribution. Transport organization-Functions-structure-hierarchy- Transport and Logistics organizations.

Skilling on analysis of market for segmentation and applying the sales management and distribution strategies to achieve marketing objectives

Reference Books

Sales and Distribution Management, Krishna K. Havildar and Vasant M. Cavale, 3rd Edition 2017, McGraw Hill India.

Sales and Distribution Management: Text and Cases with SAP Applications, S.L. Gupta, 2nd Edition, 2010, Excel Books.

Sales and Distribution Management, Richard R. Still, Edward W. Cundiff, and Norman A.P. Govoni, 6th Edition, 2017, Pearson.

Sales and Distribution Management, Tapan K. Panda and Sunil Sahadev, 2nd Edition, 2011, Oxford University Press.

22MB61M3 - GLOBAL MARKETING MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61M3	GLOBAL MARKETING MANAGEMENT	GM	R	3	0	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concepts relating to the global market.	2	PO4
CO2	Learning and applying marketing strategies for global markets	3	PO4
CO3	Analyze global marketing decisions.	4	PO4
CO4	Analyze various management concepts for betterment of global marketing	4	PO4, PSO1

Syllabus

Introduction to Globalization Scope and Objectives Major Decisions in Global Business Environmental Factors Effecting Global Business ;Economic Environment Cultural Environment Political Environment Legal Environment Regional Integration and Global Trade Protectionism.

The Perspective of Global Markets: Global Marketing Research and Information Requirements of Global Markets Organization for Global Market Research Global Marketing Information System Segmenting the Global Market Segmentation Basis and Process Global Markets and Criteria for Grouping Countries

Global Marketing Decisions: Product Policy and Planning Global Pricing Strategies Global Channels of Distribution. Global Advertising Multinational Sales Management and Foreign Sales Promotion Export Procedure & Documentation Special Economic Zones

Planning and Control of Global Marketing Operations Organization and Control in global Marketing marketing Planning and Strategy for Global Business

Reference Books

- 1 Global Marketing Management, Keifer Lee, Steve Carter, 2014, Oxford University Press.
- 2 Global Marketing Management, WareenJ. Keegan, 1720, Pearson.
- 3 International Marketing, Gillespie, 2015, Cengage.
- 4 Global Marketing Strategies, ND Jeanpierre Jennet H David Hennessey, 2001, Wiley India, Delhi.

22MB61M5 - CONSUMER BEHAVIOUR (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61M5	CONSUMER BEHAVIOUR	CB	R	3	0	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Consumer Behavior to discuss the factors influencing the behavior of consumers with respect to different consumer profiles	3	PO1, PSO2
CO2	Apply the knowledge of different psychological concepts viz personality, perception, motivation to study the behaviour of different consumers	3	PO2, PSO2
CO3	Apply the knowledge of social, cultural, and family factors influencing the consumers to study their behaviour	3	PO4, PSO2
CO4	Apply the knowledge of current trends and consumer purchase decision models to discuss the marketing strategie	3	PO6, PSO2

Syllabus

Introduction to Consumer Behavior: Introduction, Need for understanding Consumer Behavior, Customer Value, Satisfaction and Retention, Nature and Characteristics of Indian Consumer, Changing Patterns of Indian Consumer Behavior, Factors Influencing Consumer Behavior, Basic Model of Consumer Decision Making Process.

Basic Model of Consumer Decision Making Process, The Consumer as an Individual: Consumer Motivation, Personality and Consumer Behavior, Consumer Perception, Consumer Learning, Consumer attitude formation and Change, Communication and Consumer Behavior.

Consumers in their Social and Cultural settings: Culture, Subculture, Family buying decision, Family Life Cycle, Roles of Family members, Social Class, Lifestyle Profiles, Reference Groups.

Consumer Cocreation, Online Consumer Behavior, Models of Consumer Behavior, Nicosia Model, Howard and Sheth Model, Engel, Kollat, Blackwell Model, Sheth, Newman, Gross Model.

Reference Books

- 1 Consumer Behaviour, Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar, 2018, Pearson.
- 2 Consumer Behaviour; Concepts and Applications, Loudon and Bitta, 2017, TMH.
- 3 Consumer Behaviour: Insights from Indian Market, Ramanuj Majumdar, 2021, PHI.
- 4 Consumer Behaviour, Michael R. Solomon/ Tapan Kumar Panda, 2020, Pearson.

24MB62M6 - DIGITAL MARKETING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62M6	DIGITAL MARKETING	DM	R	2	0	0	4	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Outline the key concepts of digital marketing.	2	PO1
CO2	Apply SEO to a website.	3	PO1
CO3	Use the key PPC concepts to draw visitors to a business website	3	PO2
CO4	Analyze Campaign Management to manage the marketing concepts	4	PO2, PSO2
CO5	Analyze digital marketing strategies	4	PO2

Syllabus

Key Concepts of Digital Marketing Fundamental Need Scope of Digital marketing Traditional v Digital Marketing the Opportunity of Digital Marketing Characteristics of Digital Marketing Implications of Digital Marketing Market Research v Market Reality Principles and Drivers of New Marketing Environment

Online Marketing Environment Dotcom Evolution Key SEO Concepts Keyword Research Selection Search Results & Positioning Content Updates & Layout Benefits of Search Position Meta Tags Stakeholders in Search SEO Site Map Mechanics of Search SEO Webmaster Tools On-Page Optimization Off-Page Optimization

he SEO Process: Inbound Links & Link Building Customer Insights Ranking Analysis Review Laws Guidelines Key PPC Concepts Budgets Strengths of Pay per click Scheduling Keyword Display Networks Google PPC Ad Centre Research Tools

Campaign Management Search Campaign Process Conversion Tracking Keyword Selection Conversion Metrics CPA, CTR Ad Copy Bidding Landing Pages Analytics Targeting Laws Guidelines

Analyze digital marketing strategies of various companies

Reference Books

1 Social Media Marketing , Michael Solomon and Tracy Tuten, Aug 2013,, Pearson .

Social Media Marketing Successfully for Beginners: Create Successful Campaigns, Gain More Fans, And Boost

2 Sales., F.R. Media, 2013, Pearson.

3 Digital Marketing Combo A Modern Marketers Go To, Kavita Kamath, 2023, Vibrant Publishers.

4 Digital Marketing| Seema Gupta, 2022, Megrahill.

24MB62M7 - MARKETING OF SERVICES AND RELATIONSHIP MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62M7	MARKETING OF SERVICES AND RELATIONSHIP MANAGEMENT	MSRM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the Strategies for managing Service Gaps and service recovery strategies to meet customer expectations.	3	PO6, PSO1
CO2	Applying the concept of service blueprint and managing Supply and Demand.	3	PO4, PSO1
CO3	Explain the context and evolution of customer relationship management and apply the conceptual framework of CRM to real-world scenarios.	3	PO5, PSO2
CO4	Analyze customer behavior from individual and group perspectives in a relationship context.	4	PO6, PSO2

Syllabus

Marketing of Services Growth of the Service Sector Characteristics and Classification of Services Challenges in Marketing of Services Marketing of Goods Vs Services Marketing Mix Additional Dimensions in Services Marketing Consumer Service Expectations Service Encounters Service Quality Dimensions Gaps model of service Quality

Service Recovery Customer Responses to Service Failures Service Recovery Strategies Service Guarantees Service Blueprinting Physical Evidence Servicescape effects on behavior Managing the demand and supply mismatch in services

Customer Relationship Management: Evolution of CRM and its relevance in the digital era Customer Bonds and Ladder of Loyalty CRM Framework Models of CRM Tools and Technologies Operational CRM Analytical CRM Collaborative CRM Customer Centricity and Customer Profiling: Customer Touchpoints Customer Profiling and Segmentation Techniques Customer Perception and Expectations Analysis Customer Lifetime Value

Customer Experience Management Customer Interaction Cycle Customer Defection and Churn Management Data Analysis & Data Mining in CRM Market Basket Analysis (MBA) Clickstream Analysis Personalization and Collaborative Filtering Sales Force Automation CRM Software Platforms and Functionalities Emerging Technologies Impacting CRM Artificial Intelligence

Reference Books

- 1 Services Marketing, Valarie Zeithaml, 4, 2006, TMG.
- 2 Services Marketing, 1. Rajendra Nargundkar, 3, 2006, TMG.
- 3 Services Marketing, Ram Mohan Rao, 1, 2011, Pearson.
- 4 Services Management Operations Strategy Information Technology, Sanjeev Bordoloi James, 1, 2022, McGrawHill.

22MB62M9 - RURAL AND AGRICULTURAL MARKETING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62M9	RURAL AND AGRICULTURAL MARKETING	RAM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand various facets of rural marketing, potential of rural markets and insights of rural marketing practices.	2	PO1, PSO2
CO2	Understand the challenges and opportunities in the field of rural marketing, the environment, and also expose consumer behavior.	2	PO3
CO3	Apply Marketing Strategies for Rural and Agricultural Products	3	PO1
CO4	Apply Agricultural Product Promotion and Communication strategies.	3	PO2

Syllabus

Introduction to Rural Market and Scope of Rural Marketing. Rural Market, Rural development as a core area, Efforts put for Rural development by the government. Emerging Profile of Rural Markets in India. Problems of rural market. Constraints in Rural Marketing and strategies to overcome.

Rural Consumer Vs Urban Consumers-comparison. Characteristics of Rural Consumers. Rural Market Environment- Demographics-Population, Occupation Pattern, Literacy Level. Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index. Consumer Behaviour- Factors affecting Rural Consumer-Social factors, Cultural factors, Technological factors.

Relevance of Marketing mix- Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods and Services. Importance of Branding, Packaging and Labelling. Agricultural Marketing-Concept-Nature and Types of Agriculture produce. Types of Agricultural Markets-Marketing channels-Methods of Sales-Market functions. Distribution Strategies for Rural Consumers-Channels of Distribution-HAATS, Mandis, Public Distribution System, Co-operative Society, Distribution Models of FMCG Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets.

Communication Strategy-Developing Effective Communication, Determining Communication Objectives, Designing the Message, and Selecting Communication Channels. Creating Advertisements for Rural Audiences. Rural Media-Mass media, Non-Conventional Media, Personalized media. Challenges in Rural Communication.

Reference Books

1 Rural Marketing, R V Badi and N V Badi, 2017, Himalaya Publishing House.

2 Rural Marketing, Pradeep Kashyap, 2016, 3rd edition, , Pearson Education.

Rural Marketing-Text and Cases, Krishnamacharyulu C.S.G. and Ramakrishnan Lalitha, 2010, 2nd Edition, Pearson Education.

3 Rural Development-Principles, Policies and Management, Katar Singh, 2012, SAGE Publications India Pvt Ltd.

4 The Fortune at The Bottom of The Pyramid, C.K. Prahlad, 2019, Pearson Education.

22MB62M10 - EVENT AND ENTERTAINMENT MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62M10	EVENT AND ENTERTAINMENT MANAGEMENT	EEM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concept & significance of event tourism and event management.	2	PO1, PSO2
CO2	Apply various dimensions of events and entertainment services & their impact.	3	PO3
CO3	Understand and comprehend the linkages of event tourism industry.	2	PO4, PSO2
CO4	Employ appropriate strategy for the marketing of events and entertainment services to core levels of customer satisfaction.	3	PO4

Syllabus

Planning, Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination, Post-Event Evaluation.

Site Management, Selection, Planning and Development, Infrastructure management, Management of logistics, Crowd Management, Technology Integration. Event Hospitality and Sponsorship, Attendee care and comfort, Control, Participants, Management, Risk Preparedness, Legal Aspects of Event Management.

Financial Management: Raising Funds, Investment, Fund Flow Management and Working Capital Decisions. Pricing strategies. Human resources planning for event: manpower planning, job analysis in event operation, recruitment sources, methods, skills testing and selection of people for specific event.

Event Promotion: Trends and Challenges, Marketing Communication: image, Branding, advertisement, Publicity, Public Relations, The five W's of Event Marketing, Marketing equipment's and tools.

Reference Books

1. Human Resource Management for events: managing the event workforce (Events Management), Lynn van Der Wagen, 2006, Butterworth Heinemann publication.
2. (EDS) tourism distribution channels: Practices, issues and transformation, BUHALIS & e. Laws, 2001, London: continuum.
3. Congress, convention & exhibition facilities: Planning, Design & Management, Lawson, F, 2000, Oxford: Architectural press.
4. Entertainment management: towards best practice, Moss S, Walmsley B, 2014, CABI Digital Library.

24MB61F1 - FINANCIAL MODELING AND VALUATION (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61F1	FINANCIAL MODELING AND VALUATION	FMV	R	2	0	0	4	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understanding Excel	2	PO1, PO3, PO5, PO6
CO2	Applying the Application of Investment Decision Techniques	3	PO1, PO3, PO4, PO5, PO6
CO3	Analyzing Financial Statement Analysis	4	PO1, PO3, PO4, PO5, PO6
CO4	Analyzing Financial Modeling & Valuation	4	PO1, PO3, PO4, PO5, PO6
CO5	Analyzing Capital Budgeting techniques using Financial Modelling	4	

Syllabus

Understanding Excel for financial Modelling: Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modeling Techniques- Extrapolation, Histogram, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Lookups: Vlookup Match & offset, pivot tables.

Investment Decision Techniques: Time Value of Money, Future Value and Compounding, Present Value, Net Present Value (NPV) and Discount Rate Internal Rate of Return (IRR), Payback Period. Application of Decision Techniques: Make vs Buy, Invest in a New Plant or Not, Personal Finance

Financial Statement Analysis: Introduction to Financial Statements, Introduction to Income Statement, Introduction to Balance Sheet, Introduction to Cash Flow Statement, Coffee Shop Example, Case Study - Hero MotoCorp, Financial Statement Analysis, Financial Statement Irregularities

Valuation: Introduction to Valuation, Absolute Valuation (DCF Method), Case Study - Hero MotoCorp, Relative Valuation Analyzing Capital Budgeting techniques using Financial Modelling

Reference Books

- 1 Financial Modelling, Simon Benninga, 2014, MIT PRESS.
- 2 Financial Modelling, Paul Pignataro, 2013, Wiley france.
- 3 Mastering Financial Modelling in Microsoft Excel, Alastair Day, 2011, Kindle edition.
- 4 Financial Modeling in Practice, Michael Rees, 2008, Wiley france.

24MB61F2 - FINTECH SERVICES (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61F2	FINTECH SERVICES	FFMS	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the Financial Technology typology	2	PO1, PSO1
CO2	Apply Digital Financial Services in real life scenario	3	PO1, PSO1
CO3	Analyze the Financial Innovations	4	PO4, PSO2
CO4	Analyze the RegTech Ecosystem	4	PO4, PSO2

Syllabus

FinTech Introduction Transformation FinTech Evolution Infrastructure Banks Startups and Emerging Markets Collaboration between Financial Institutions and Startups FinTech Typology Emerging Economics Opportunities and Challenges from Too Small To Care to Too Big To Fail Introduction to Regulation Industry The Future of Reg Tech and other Technologies Impacting it

Payments Crypto currencies and Blockchain Introduction Individual Payments Digital Financial Services Mobile Money Regulation of Mobile Money SFMS RTGS NEFT NDS Systems Crypto currencies Legal and Regulatory Implications of Crypto currencies What is Blockchain the Benefits from New Payment Stacks

Digital Finance and Alternative Finance Introduction Brief History of Financial Innovation Digitization of Financial Services FinTech & Funds Crowd funding Regards Charity and Equity P2P and Marketplace Lending New Models and New Products What is an ICO

FinTech Regulation and Reg Tech Introduction FinTech Regulations Evolution of Reg Tech Reg Tech Ecosystem Financial Institutions Reg Tech Ecosystem Ensuring Compliance from the Start Suitability and Funds Reg Tech Startups Challenges Reg Tech Ecosystem Regulators Industry Use Case of AI in Smart Regulation and Fraud Detection Regulatory Sandboxes Smart Regulation Redesigning Better Financial Infrastructure

Reference Books

The Future of FinTech: Integrating Finance and Technology in Financial Services, Bernardo Nicoletti, 1st, 2017,

¹ Palgrave Macmillan.

² Fintech in a Flash: Financial Technology Made Easy, Agustin Rubini, 3rd, 2018, Zaccheus.

The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Susanne

³ Chishti and Janos Barberis, 1st, 2016, John Wiley.

Disrupting Finance: FinTech and Strategy in the 21st Century, Theo Lynn, John G. Mooney, Pierangelo Rosati,

⁴ Mark Cummins, 1st, 2019, Palgrave.

22MB61F3 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61F3	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	SAPM	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explore different avenues of investment.	2	PO1, PSO2
CO2	Demonstrate with the knowledge of security analysis.	2	PO6, PSO1
CO3	Apply the concept of portfolio management for better investment.	3	PO7
CO4	Analyses the Invest in less risk and more return securities.	4	PO7

Syllabus

Investment Meaning and Nature of Investment, Objectives and Process of Investment, Investment Environment- Securities trading, types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets. Risk and Return: Concepts of risk and return, measuring risk and returns, mean, variance approach, business risk and financial risk and treatment in portfolio management. Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.

Fundamental and Technical Analysis, Economy analysis, Industry analysis, Company analysis, Technical Analysis, Dow Theory, Elliot Wave theory, Moving Averages, Breadth of Market Momentum, Market Indicators-Technical vs Fundamental Analysis, Efficient Market Hypothesis (EMH).

Portfolio Management and Portfolio analysis Meaning of Portfolio Management-Phases of Portfolio Management Evolution of Portfolio Management, Role of Portfolio Manager. portfolio analysis- Risk and Return of Portfolio-diversification- Markowitz portfolio theory and Sharpe single index model, Portfolio selection Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM), overpricing and underpricing securities. Arbitrage pricing theory (APT) The Law of one price, two factor arbitrage pricing, Equilibrium risk return relations. A synthesis of CAPM and APT

Portfolio Evaluation, measuring portfolio Return Risk Adjusted Returns, Differential Return, Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance, FAMA's Decomposition, Portfolio Revision Need for Revision, Meaning of portfolio Revision strategies.

Reference Books

- 1 Investment Management, Bhalla. V.K., 2008, Sultan Chand.
- 2 Investment Analysis and Portfolio Management, Prasanna Chandra, 2021, TMH, New Delhi, 2013.
- 3 Security Analysis and Portfolio Management, Punithavathy Pandian, 2012, Vikas Publishing House.

22MB61F4 - BEHAVIOURAL FINANCE (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61F4	BEHAVIOURAL FINANCE	BF	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Examine how the insights of behavioral finance theories shed light on the behavior of individual investors	2	PO2
CO2	To examine finance professionals in investment decision-making and corporate financial decision-making.	2	PO3
CO3	To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate '\debasings\' techniques.	3	PO3
CO4	To investigate the implications of behavioral finance for the construction of good corporate governance mechanism	3	PO4

Syllabus

Information Perception and Intertemporal Choice: Cognitive information perception, peculiarities (biases) of quantitative and numerical information perception, Weber law, subjective probability, overconfidence, representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects.

Investment Decision Cycle: Judgment under Uncertainty, Utility/ Preference Functions: Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others) Prospect Theory, Human Preferences and Market efficiency:

ultimatum and public goods games, experiments in isolated societies, bounded rationality, investor rationality and market efficiency. Behavioral Factors and Financial Markets:

sunshine, geomagnetic activity, Mechanisms of the external factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation, Misattribution as a mechanism for external factors influence

Reference Books

- 1 Behavioural Finance, M. M. Sulphey, 2014, PHI Learning.
- 2 Understanding Behavioural Finance, Lucy Ackert and R.Deaves, 2011, Cengage Learning.
- 3 Behavioural Corporate Finance, Shefrin,H., 2007, TMH.
- 4 Behavioral Finance and Wealth Management, Pompian, Michael M, 2006, Wiley: New Jersey.

24MB62F5 - INVESTMENT BANKING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62F5	INVESTMENT BANKING	IB	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the historical development and key functions of investment banking.	2	PO1, PO2
CO2	Apply the process of initial public offerings (IPOs) and secondary offerings in the capital markets.	3	PO2, PO4
CO3	Apply corporate finance concepts such as capital structure and cost of capital.	3	PO4, PO5
CO4	Applying the emerging trends such as fintech, block chain, and artificial intelligence (AI) in investment banking.	3	PO6

Syllabus

Introduction to Investment Banking: Overview of Investment Banking: History, Evolution, and Importance, Roles and Functions of Investment Banks, Investment Banking vs Commercial Banking, Regulatory Framework and Compliance in Investment Banking, Overview of Capital Markets and Money Markets, Understanding Financial Intermediaries.

Investment Banking Transactions: Initial Public Offerings (IPOs): Process and Strategies, Due Diligence in IPOs, Types of Debt Instruments, Structuring Debt Offerings, Types of Equity Offerings, Underwriting Agreement and Syndication

Advanced Topics and Emerging Trends: Financial Modeling and Excel Skills for Investment Banking, Emerging Trends in Investment Banking: Fintech, Blockchain, AI, Impact of Technology on Investment Banking, Opportunities and Challenges, Investment Banking Pitching and Presentation Skills.

Advanced Topics and Emerging Trends: Financial Modeling and Excel Skills for Investment Banking, Emerging Trends in Investment Banking: Fintech, Blockchain, AI, Impact of Technology on Investment Banking, Opportunities and Challenges, Investment Banking Pitching and Presentation Skills.

Reference Books

- 1 Investment Banking, Rosenbaum, Joshua, and Joshua Pearl, 3, Wiley.
- 2 Corporate Finance: Theory Practice, Vernimmen, Pierre, Pascal Quiry, Yann Le Fur, and Antonio Salvi, 2, Wiley.
- 3 Global Banking, Smith, Roy C., Ingo Walter, and Gayle DeLong, 2, Oxford University Press.
- 4 Options, Futures, and Other Derivatives, Hull, John C, 3, Pearson.

22MB62F6 - FINANCIAL RISK MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62F6	FINANCIAL RISK MANAGEMENT	FRM	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the different types of risks and their impact on financial institutions	2	PO1, PO2
CO2	Understand the role and importance of financial derivatives.	2	PO4
CO3	Acquire the ability to select various options and then can apply them to specific markets.	3	PO3, PO5
CO4	Students will be able to strategically manage the risk of financial institutions by using Swaps.	3	PO2

Syllabus

Introduction to Financial Risk: Concept, nature and scope of risk. Risk Management Process, Types of risk, Comprehensive view of Risk in Financial Institutions. Risk reporting process, internal and external. Value at risk VaR, Cash flow at risk CaR to make investment decisions. Non, Insurance methods of Risk management, Asset, Liability Management ALM.

Introduction to Financial Derivatives, Products and Participants in Derivative Markets, Types of derivatives, Forward Contracts, Futures Contracts, Types of Futures, Forward Contracts Vs. Future Contracts.

Options Contracts: Call and Put Options, Determinants of Option Price, Stock and Index Option Properties and Mechanics, Options Trading in India, Derivatives Trading Regulations in India. Option Trading Strategies: Basic of Option Positions, Strategies involving Options, Covered Call, Protective Put, Spread, Combinations and Other Strategies. Options Valuation: Binomial Options Pricing Model with one step and two step models, The Black, Scholes Options Pricing Model, Log normal Property of Stock Prices. Volatility, Causes of Volatility.

Financial Swaps: Currency Swaps, The Structure of Swaps, Interest Rate Swaps, Equity Swap, Valuation of Financial Swaps, Credit Derivatives, Caps and Floors: Hedging & speculation in Futures, Index futures.

Reference Books

- 1 Financial Derivatives: Theory, Concepts and Problems, Gupta S L, 3, Prentice Hall of India.
- 2 Fundamentals of Financial Derivatives, Prafulla Kumar Swain, 3, Himalaya Publishing House.
- 3 Options, Futures and Other Derivatives, John C Hull, 2, Prentice Hall of India.
- 4 Financial Derivatives, Bishnu Priya Mishra, 2, Excel Books.

24MB62F7 - TAXATION (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62F7	TAXATION	TXT	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the fundamental concepts of taxation and its role in government revenue generation.	2	PO1, PSO1
CO2	Identify different types of taxes and the taxation of individuals and various business structures (sole proprietorships, partnerships, corporations).	2	PO7, PSO1
CO3	Evaluate Tax compliance requirements and Documentation.	3	PO6, PO7, PSO2
CO4	Evaluate the impact of tax policy on personal financial planning and business decisions.	3	PO3, PO7, PSO2

Syllabus

Taxation-Differentiate between various types of taxes (direct vs. indirect, income-based vs. consumption-based).- Analyze the concept of tax incidence and tax burden-Tax avoidance- Tax planning-Explain the role of different tax systems (progressive, flat tax, etc.) in revenue generation.-Impact of taxes on economic activity and income distribution-Identify the major sources of government revenue through taxation.

Identify and classify different types of taxes levied by governments -analyze the taxation of individuals, including income tax brackets, deductions, and credits. Taxable income for individuals and how it's calculated-Differentiate between the tax treatment of sole proprietorships, partnerships, and corporations-Analyze the advantages and disadvantages of each business structure from a tax perspective-Develop strategies for minimizing tax liability within the legal framework.

Concept of tax compliance and its importance for individuals and businesses-Identify different types of tax returns that need to be filed (individual, corporate, sales tax, etc.)- Understand tax filing deadlines and penalties for late filing- Analyze the importance of accurate recordkeeping for tax purposes-Identify the types of documents individuals and businesses need to maintain for tax compliance-Evaluate the potential consequences of non-compliance, including audits and penalties-Explore strategies for efficient tax recordkeeping and filing.

Tax policy considerations impact personal financial planning. -Impact of tax-advantaged retirement accounts on savings and investment decisions. Tax implications for different investment options (stocks, bonds, real estate). Tax laws influence homeownership -Tax policy on business decisions (capital expenditures, mergers and acquisitions, dividend payouts) and financial planning strategies.

Reference Books

Essentials of Managerial Finance with Tax Applications, Weston & Brigham, 5th Revised edition, Holt, Rinehart & Winston of Canada Ltd.

Personal Financial Planning -The Tax Institute, Jonathan Guyton & Charles E. Irvin, 1, J.K. Lasser's Pro Guide to Tax Planning.

24MB62F8 - BLOCKCHAIN TECHNOLOGY (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62F8	BLOCKCHAIN TECHNOLOGY	BT	R	2	0	0	4	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand and apply the core concepts of block chain technology, including distributed ledgers, consensus mechanisms, cryptography, and smart contracts.	3	PO1
CO2	Analyze the potential impact of block chain on traditional financial services and processes across payments, trade finance, asset management, and investment banking.	4	PO7
CO3	Analyse the benefits and risks associated with Decentralized Finance (DeFi) and its components like DEXs	4	PO7
CO4	Analyse the potential of block chain for tokenizing traditional assets like securities real estate, and commodities and their impact on financial system.	4	PO7

Syllabus

Block chain Introduction core concepts of block chain technology, including distributed ledgers, consensus mechanisms, and cryptography- block chain operates and its key security features. smart contracts need and automated financial processes, enabling innovations like tokenization and decentralized exchanges and self-executing agreements on the block chain cryptographic principles hash functions, digital signatures, and public key cryptography.

Revolutionizing Financial Services Block chain challenges -traditional financial institutions and processes in payments, trade finance, asset management, and investment banking. Block chain impact on cross border payments. Case studies of existing block chain based payment solutions. Trade finance processes- transparency, traceability, and reducing fraud risks in global supply chains. Case studies of block chain-based trade finance platforms.

DeFi Ecosystem Unveiled: Decentralized Finance (DeFi) components like decentralized exchanges (DEXs), lending protocols, and yield farming opportunities, potential benefits of DeFi, risks associated with DeFi. Regulatory landscape for DeFi- challenges regulators face in balancing innovation with consumer protection and financial stability.

Tokenization of traditional assets: Tokenization of Securities, real estate, and commodities. Trends in block chain technology like stable coins and Central Bank Digital Currencies (CBDCs)-potential impact of CBDCs on the global financial system. sustainable finance and impact- potential applications in areas like green bonds and carbon credit trading.

Reference Books

- 1 The CryptoassetsThe Innovative Investors Guide to Bitcoin and Beyond , Chris Burniske and Jack Tatar , 2017,CFA Institute .
- 2 Blockchain Revolution: Hyperledger Fabric for Business and Development , Don Tapscott and Alex Tapscott ,2016, McGraw-Hill Education .
- 3 Mastering Blockchain: Distributed Ledger Technology, Decentralized Applications, and Smart Contracts Andreas M. Antonopoulos , 2017, OReilly Media.

22MB61H1 - TALENT AND COMPETENCY MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61H1	TALENT AND COMPETENCY MANAGEMENT	TCM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Describe talent management system that aligns with business strategy and ensures the organization has the right people with the right skills to achieve its goals.	2	PO1
CO2	Demonstrate key elements of talent management system, talent management process.	3	PO2, PO3
CO3	Compute the use of information technology for effectively management of talent.	3	PO2, PO3
CO4	Apprise the Integration of competency with other HR functions to ensure a consistent and cohesive approach to employee management.	4	PO3, PO4

Syllabus

Introduction to Talent Management: Introduction, Talent Management: Overview, Talent Management: History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System, Talent Management Process: Essentials and Stages, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.

Talent Management and Organizational Environment, Role of Information Technology in effective talent Management, Talent Management Information System, Contemporary Talent Management Issues, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India.

Competency: Meaning and Characteristics, Behaviour indicators, Types of competencies, Competencies Applications, Competency Frameworks, Competency Maps, and Competency Profiles. Competency management framework / competency model: Lancaster Model of managerial competencies Competency modelling framework, developing a competency model, Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Stages in design and implementation of competency model, General competency framework, competency identification, Competency assessment and competency development, competency mapping, integration of HR function.

Reference Books

- 1 The Talent Management Handbook, Lance A. Berger, Dorothy Berger, Edition 3rd,2018, Mc Graw Hill.
- 2 Talent Management: A Critical Approach, Edward E. Lawler III, 16pt Large Print Edition,2017, Berrett-Dehler Publishers, Inc.. Talent and Competency Management: Strategies for Success, William J. Rothwell, Diane Spokus, 2018, Society

24MB61H2 - COMPENSATION MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61H2	COMPENSATION MANAGEMENT	CM	R	2	0	0	4	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Outline the importance of compensation in organizations and its role in attracting, retaining, and motivating employees.	2	PO4
CO2	Identify the criteria for wage fixation, institutional and cultural factors influencing compensation practices.	3	PO3, PO4
CO3	Examine various aspects of variable pay and employee benefits.	4	PO5, PSO1
CO4	Analyse the role of executive compensation, wage determination and international compensation.	4	PO4, PO5
CO5	Analyse the emerging trends in compensation management, including the impact of technology, changing workforce demographics, and global practices on compensation strategies.	4	

Syllabus: Introduction to Compensation Management: Overview of compensation management, Importance of compensation in organizations, the role of compensation in attracting, retaining, and motivating employees, Types of compensation, Conceptual framework of compensation management, Theories of wages

Designing Compensation Systems: Criteria for wage fixation, Institutional and cultural factors influencing compensation practices, National differences in compensation, Compensation philosophies and approaches, Strategic compensation planning for competitive advantage, Job evaluation systems and compensation structure, Wage and salary surveys, wage curve, pay grades, rate ranges, salary matrix, and fixing pay

Variable Pay and Employee Benefits: Strategic reasons for incentive plans, Administering incentive plans, individual, group, and team compensation, Employee Stock Ownership Plans (ESOPs), Performance measurement issues, incentive application, and globalization, Nature and types of employee benefits, Security benefits, retirement security benefits, healthcare benefits, time-off benefits, benefits administration, Employee benefits required by law, discretionary major employee benefits, employee services, designing a benefits package

Executive Compensation, Wage Determination and International compensation: Elements of executive compensation and its management, Executive compensation in an international context, 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, wage boards, Pay commissions, International compensation, global convergence of compensation practices, Pay for performance for global employees, Employee benefits around the world, CEO pay in a global context, Beyond compensation: Future trends in compensation management. Emerging Trends and Future Directions in Compensation Management Impact of technology on compensation management, Automation, AI, and data analytics in compensation, Influence of changing workforce demographics, Global practices and trends in compensation, Sustainable and ethical compensation strategies, Future challenges and innovative compensation models.

Reference Books

1 Compensation, Milkovich, Newman & Gerhart, 2011, TMH.

2 Strategic Compensation: A Human Resource Management Approach, Joseph Martocchio Pearson.

24MB61H3 - ORGANIZATIONAL CHANGE AND CHANGE MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61H3	ORGANIZATIONAL CHANGE AND CHANGE MANAGEMENT	OCCM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concept of organization change	2	PO1, PSO1
CO2	Apply the knowledge of change management process and related models. to construct a model of change based on factors involved.	3	PO1, PSO1
CO3	Analysing the role of change agents in change management process.	4	PO2, PSO1
CO4	Analysing the key considerations and issues in the changing future landscape	4	PO2, PSO1

Syllabus

Organizational Change, The concept of Organizational Change, Classification of Change, Levels of change, change models, Kurt Lewin, John Kotter, ADKAR and Weisbord Six Box Model, resistance to change, overcoming resistance to change, Change Management techniques

Change Management Process, Implementing Change, Organizational Transformation through Visioning and Strategy for Change, Understanding and Changing Organizational Culture, Mental Models

Change Agents, The concept of Change Agent and types of Change Agents, Middle level Managers as Change Agents, HR Personnel as Change Agents, CEOs as Change Agents, Consultants as Change Agents, Change Leadership

Key Considerations and Issues, A changing future, factors for effective change, general trends, demographic changes, changing lifestyles, occupational changes, operating virtually, multiple paths to change

Reference Books

- 1 Change Management and Organizational Transformation, Radha R Sharma, 2, McGraw Hill Education Private Limited.
- 2 Organizational Change, Barbara Senior and Jocelyne Fleming, 3, Prentice Hall.
- 3 Change Management, Nilkanth.V and Ramnarayan.S, 4, Response Books, London/New Delhi.
- 4 Organizational Behaviour, Stephen P Robbins, Neharika Vohra, 14, Prentice Hall.

22MB61H4 - LABOUR LEGISLATION (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61H4	LABOUR LEGISLATION	LL	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the evolution of labor law in India through analyzing the Industrial Disputes Act, Factories Act, and Industrial Employment (Standing Orders) Act.	2	PO1, PO3
CO2	Apply legislations concerning wages by interpreting the Employees Compensation Act, Payment of Wages Act, Minimum Wages Act, Child Labour Prevention and Regulation Act, and Maternity Benefit Act.	3	PO1, PO3
CO3	Analyze the concept of social security and its application to industrial workers by examining the Employees State Insurance Act, Employees Provident Fund and Misc. Act, Payment of Bonus Act, and Payment of Gratuity Act.	4	PO2
CO4	Examine compliance with labor legislations through the preparation of returns and forms, while addressing challenges and providing guidelines for HR professionals.	4	PO1, PO3, PO7

Syllabus

Introduction & Overview of Labour legislation in India: The present-day Industrial worker, Evolution and Growth of Labour law in India, The Industrial Disputes Act 1947, The Factories Act 1948, The Industrial Employment (Standing Orders) Act, 1946.

Legislations related to Wages: The Employees Compensation Act, 1923, The Payment of Wages Act, 1936, The Minimum Wages Act 1948, The Child Labour Prevention and Regulation Act 1986, The Maternity Benefit Act 1961. legislations related to Social Security: The Concept of Social Security, Various laws for Provision of Social Security for Industrial workers, The Employees State Insurance Act 1948, The Employees Provident Fund and Misc. Act 1952, The Payment of Bonus Act 1965, The Payment of Gratuity Act 1972. Compliances: Returns and Forms for all Labour Legislations, Challenges and Issues for HR in Implementing Labour law, Guidelines for Young Professionals

Reference Books

- 1 Labour and Industrial Laws, P.K.Padhi, 2019, PHI Publication.
- 2 Commercial and Labour Laws, Garg, K.C., Sharma Mukesh; Sareen, V.K., 2022, Kalyani Publishers.
- 3 Practical Guide to Labour Management, Kumar H.L, 2016, Universal Law Publishing.
- 4 Taxmann's Labour Laws, Taxmann's Editorial Board, 2024, Taxmann Publications Private Limited.

24MB62H5 - PERFORMANCE MANAGEMENT AND REWARD SYSTEMS (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62H5	PERFORMANCE MANAGEMENT AND REWARD SYSTEMS	PMRS	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the purpose of a performance management system	2	PO2, PSO1
CO2	Identify the process of designing and implementing a performance management system	3	PO2, PSO1
CO3	Analyze various demands of PMS and its factors	4	PO4, PSO2
CO4	Analyze different types of rewards and interpret the relationship between performance and rewards	4	PO4, PSO2

Syllabus

Introduction Understanding Performance Management, Process Performance Management Vs Performance Appraisal Methods of Performance appraisal Performance Planning and Agreement on Goals Key Result Areas KRAs Key Performance Indicators KPIs and Performance Metrics Measuring Behaviors and Results Gathering performance information implementing performance management system

Performance management techniques Competency mapping, Balanced Scorecard 360° feedback, Assessment centers Performance Management Skills Counseling Coaching and Mentoring Performance Consulting The Need for Performance Consulting Designing and Using Performance Relationship Maps Mapping the Components of Performance Identifying Business Needs in Operational Terms Developing Models of Performance Required to achieve Business Goals

Organizational Demands and Performance Management Organizational Strategy and Performance Management Organizational Culture & Performance Management Employee concerns perceptions of procedural and distributive justice employees responsiveness to performance feedback achieving work/life balance

Reward Systems Definition Aims of reward management achieving the aims, reward system elements of reward system factors affecting reward system policy and practice Traditional vs Contingent Pay Plans Pay for Performance Pay Structures Job Evaluation its Methods and Broad-banding Legal Principles affecting PMS and rewards

Reference Books

- 1 Performance Management, Herman Aguinis, 3rd edition, 2023, SAGE Publications.
- 2 Compensation, Milkovich, Newman & Gerhart, 12th Edition, 2020, Mc Graw Hill.
- 3 Performance Consulting: Moving Beyond Training, Robinson, Dana Gaines.; Robinson, James 7th edition, 1996, Berrett Koehler.
- 4 Performance Management and Appraisal Systems, Rao, T.V, 5th edition, 2004, Sage Publishers.

22MB62H6 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62H6	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	IHRM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Illustrate the legal, cultural, and ethical dimensions of International Human Resource Management (IHRM) and their impact on global business operations.	3	, PSO1
CO2	Evaluate the effectiveness of global workforce planning and talent acquisition strategies in attracting and retaining a diverse international workforce	4	PO1, PO3, PO4, PSO1
CO3	Develop a comprehensive compensation and benefits framework that considers international tax and legal regulations, as well as the need for equity and fairness across different countries.	4	PO4, PO5, PSO2
CO4	Examine the challenges and opportunities of managing cross-cultural employee relations in a global context, and propose strategies to foster diversity, inclusion, employee engagement, and compliance with international labour laws.	4	PO5, PSO2

Syllabus: Introduction to International Human Resource Management: Overview of International Human Resource Management IHRM Cultural legal and ethical dimensions of IHRM Global HRM challenges and trends International HRM strategies and their alignment with organizational goals Comparative HRM approaches in different countries

International Staffing and Talent Management: Global workforce planning and talent acquisition strategies Recruitment and selection practices for international assignments Cross-cultural training and development for expatriates Managing global talent pools and succession planning Performance management of international employees

Compensation and Benefits in International Context: Compensation systems and structures in different countries Expatriate compensation and allowances international tax and legal issues related to compensation Benefits and incentives for global employees Managing compensation equity and fairness in a global context

Employee Relations and International HRM Practices: Cross-cultural employee relations and communication Managing diversity and inclusion in global organizations Global employee engagement and motivation strategies international labour laws and compliance Ethical considerations in global HRM

Reference Books

- 1 International Human Resource Management, Peter J. Dowling, Marion Festing, and Allen D. Engle Sr., 6th edition, 2013, Cengage Learning.
- 2 Global HR Management: A Cross-Cultural Perspective, Lbrai Tarique and Dennis R. Briscoe, 6th Edition, 2022, Routledge.
- 3 International Human Resource Management The Transformation of Work in a Global Context, Miguel Mart? nez Lucio, Robert MacKenzie, 2nd edition, 2022, SAGE Publications Ltd.
- 4 International Human Resource Management: A Multinational Company Perspective, Monir H. Tayeb, 11th edition, 2005, Oxford University Press.

24MB62H7 - TRAINING AND DEVELOPMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62H7	TRAINING AND DEVELOPMENT	TD	R	2	0	0	4	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Analysis of training needs, every stage of training processes and training methods	4	PO1, PSO2
CO2	Analyse the relation of learning and with training and development, its role in developing training program	4	PO1, PSO2
CO3	Designing training programs as per the requirements of the organization	6	PO2, PSO2
CO4	Assess the impact of emerging trends on training and development	5	PO2, PSO2
CO5	Analysing and resolving corporatel world problmes using the knwoledge of theoritical concepts	4	

Syllabus

Introduction to Training: Meaning, Scope, Objectives, beneficiaries, stakeholders in training and development, role of trainee in transfer of training, problems and future trends in training. Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment.

Learning Theories: Principles of Learning, Learning Theories, Learning Process, Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve. Design of Training Program, Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Programmed Design, Implementation of Training Program

Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work, Training Methods: On the job training, Off the job training, Training Methods Compared with Objectives; Training Aids. Training Evaluation: Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity

Development: Introduction, need and importance, techniques of management development, on the job techniques, Off the job techniques, Key areas of organizational training, Orientation Training, Diversity Training, Sexual Harassment Training, Team Training, Cross-Cultural Training. The Future of Training and Development: Use of new Technologies for Training Delivery

Real world excercises on Training related topics

- 1 Employee Training and Development, Noe. A. Raymond, 8, Tata McGraw Hill Publications.
- 2 Training for Development, Lynton P. Rolf & Pareek, Udai, 3, Vistara Publications.
- 3 Management Development and Training Hand Book, Taylor B.&Lippitt G., 3, McGraw-Hill, London.

22MB62H8 - STRATEGIC HUMAN RESOURCE MANAGEMENT (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62H8	STRATEGIC HUMAN RESOURCE MANAGEMENT	SHRM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Identify the key factors that contribute to a successful strategic HR function.	2	PO1
CO2	Interpret the key trends in the human resource environment, such as demographic changes, technological advances, and globalization.	3	PO2
CO3	Categorize strategies for managing the workforce to meet the organization\'s goals.	4	PO4
CO4	Contrast metrics for measuring the effectiveness of strategic HR practices.	4	PO6

Syllabus: Introduction to Strategic HRM, An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies, Designing Human Resource Systems for Sustained Competitive Advantage, Integrating HR strategies with business strategies, Human Resource Environment, Technology and structure.

Management Trends, Demographic trends, Trends in the utilization of human resources. Integrating Strategy and Human Resource Planning, The strategic role of Human Resource Planning, selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices, Strategic Issues in Managing Workers and Industrial Relations, Corporate Strategy and HRM, Strategy and Career Systems, Corporate Ethics, Values and SHRM.

Managing Professionals, Strategic Challenges Strategy for Employee Development, Planning and strategizing training, integrating training with performance management systems and compensation, Developing management training and development for competitive advantage, The strategic training of employees model.

Performance Management, strategically oriented performance measurement systems, strategically oriented compensation systems, High performance practices, Human resource evaluation, Strategic choices in performance management systems. Employee Separation, Strategic management of turnover and retention, Strategies for responsible restructuring, Strategic HR Issues in High Growth, Mature and Declining Industries, Retirement, Global HRM, Strategic HR Issues in global assignments.

Reference Books

- 1 Strategic Human Resource Management, Catherine Truss, David Mankin, Clare Kelliher, 2017, Pearson education .
- 2 Strategic HRM, Michael Armstrong, 2002, Kogan page.
- 3 The Routledge Companion to Strategic Human Resource Management, London John Storey, Patrick M.Wright and Dave Ulrich, 2009, Routledge Jeffery Mell.
- 4 Strategic Human Resource Management: A General Managerial Approach, Jeffrey A. Mello, 2022, Cengage Learning.

22MB61B0 - OVERVIEW OF BANKING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61B0	OVERVIEW OF BANKING	OB	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand India\'s financial sector evolution, including banking history, the RBI\'s role, and bank categorizations.	2	PO1
CO2	Understand the key operations and services of commercial banks in India and the fundamental aspects of bank accounting.	2	PO1, PO2
CO3	Understand the essential principles of credit scoring, credit management, and the monitoring of lending activities and the role of various banking services and mechanisms in both urban and rural financial contexts.	2	PO2, PO3
CO4	Understand the key roles and impact of specialized financial institutions supporting agriculture and rural development and the fundamental banking regulations.	2	PO3

Syllabus

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks

Commercial Banking in India Functions of Banks primary and Ancillary functions of commercial banks Deposit products Fee based and fund based activities Principles of lending loan products bank assurance Types of charges Types of securities letters of Credit Bank guarantees off balance Sheet Activities Basic accounting for Banking Statement of Sources and uses of Funds bank Profit and loss Account Books of Accounts in Bank. Credit Scoring Credit appraisal techniques Credit management and credit monitoring Priority sector lending Credit Information bureau limited Banking Codes and Standards Board of India Banking Ombudsman Service Loan Syndication The Syndication process Non-Performing Assets Prudential Norms securitization Retail Banking Corporate Banking Developments in Corporate banking Issues/problems Consortium finance multiple banking Arrangements Rural Banking Sources of Rural Finance Credit delivery Mechanism in Rural finance Multi Agency Approach Regional rural banks

National Bank for Agriculture and rural Development (NABARD) Banking Regulation Monetary policy Money laundering and prevention of Money laundering Act Negotiable Instruments Act Banking Regulation Act Recent developments and future challenges in banking sector

Reference Books

1 Banking Law and Practice in India, P.N. Varshney, 2021, Sultan Chand & Sons,.

Financial Institutions and Markets- Structure Growth and Innovations, L.M. Bhole Jitendra Mahakud, 2018, Tata

2 McGraw Hill.

3 Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, 2014, Tata McGraw Hill.

4 Banking Law and Practice, Sukhavinder Mishra, 2017, Sultan Chand & Sons,

22MB62B1 - BANKING SERVICE OPERATIONS (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62B1	BANKING SERVICE OPERATIONS	BSO	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Analyze nature of Banking service operations and role of technology in banking	4	PO1, PSO1
CO2	Analyze e-banking mechanism	4	PO1, PSO1
CO3	Analyze Service Quality Metrics and CRM Practices	4	PO4, PSO2
CO4	Analyze marketing of banking services and risk management strategies	4	PO4, PSO2

Syllabus

Introduction to Banking Operations Changing Nature of Banking Operations Computerization in Banks Communication Net work and security considerations Risk Management in Banks loan review mechanism Capital Adequacy Basel norms Mergers and Acquisitions in the Indian banking scenario Role and Impact of Technology on banks

E banking E Products and Services offered to Customers Plastic money Parties to the transaction Salient Features Distinction between Credit card Charge Card Debit card and Operational aspects Credit card business in India Payment and settlement systems Payment Methods Types Financial networks in India Electronic Funds Transfers Automatic Teller Machines Electronic Clearing Service Electronic Data Interchange Real Time Gross Settlement System and Clearing House Risks in E Banking Security Public Key Infrastructure Digital certificate

Customer Relationship Management Types of Customers Financial situation Vs Banking needs Banker and Customer Relationship Role and impact of Customer Relationship Management Stages in Customer Relationship Management Regulations relating to Know Your Customer Service Quality Technical Quality and Functional Quality Gap analysis ISO 9000 Certification in Banking Services

Marketing of Services importance of marketing for Indian banks, characteristics of service product marketing of financial services and banking services Implications of service characteristics for marketing services marketing mix Product Life Cycle New Product development banking product mix Bank pricing Channels for Banking Services Delivery Strategies in a Bank Promotion mix Role of direct selling agent direct marketing agent in a bank Designing of Service Quality Marketing Issues

Reference Books

1 Banking Operation Management, Bimal Jaiswal, 1st edition, 2015, Vikas Publishing.

2 Banking Services Operations, C M Chaudhary, 1st edition, 2012, RBSA Publishers.

3 AI and the Future of Banking, Tony Boobier, 1st edition, 2020, Wiley.

Managing Indian Banks: Challenges ahead, 3. Vasant C Joshi and Vinay V Joshi, 3rd edition, 2009, Response,

22MB61R0 - OVERVIEW OF RETAILING (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61R0	OVERVIEW OF RETAILING	OR	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
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CO1	Excel in the functions of a retailer Student will be aware of the role of a retailer in global economy career opportunities in retail retail theories and various retail	2	PO4
CO2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies And understand role of consumer shopping and accordingly designing strategies to give a robust experience to consumers	3	PO4
CO3	Analyze HR programs and identify initiatives to improve operations and Employee retentions	4	PO4
CO4	Analyze measures of financial performance including strategic profit model	4	PO4, PSO1

Syllabus

Retailing Meaning Nature and Classification Emergence of Organized Retailing Indian vs. Global Scenario Factors Influencing Retailing Functions of Retailing Retail as a career Types of Retailing Store & Non-Store Retail Formats Multichannel Retailing Issues & Challenges in Multichannel Retailing Servicing the Retail Customers Customer service- customer complaints

Retail marketing and branding mix Retail consumer and factors influencing buying behavior Segmentation Targeting- Positioning Retail Strategies Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail Concept of Life cycle Retail Retail pricing strategies.CRM in retailing process planning and implementing loyalty programs- Social Marketing in retailing Impact of Technology E-tailing Issues and Challenges

Human Resource Management in Retailing Human Resource Planning Role of Human Resources in Retail Organizations Recruitment Selection Training needs for Employees Motivation and Performance Appraisal Compensation and rewarding store Employees

Importance of Financial Management in Retailing Financial Performances and Financial Strategy Accounting Methods Strategic Cost Management Strategic Profit Model Managing Diversity Legal and Regulatory issues

Reference Books

1 Retailing Management - A Strategic Approach,, Barry Berman Joel &R Evans, Pearson Education, 2009.

2 Retailing Management Texts & Cases, Swapna Pradhan, 2009, .3/e-McGraw Hill,.

Retailing Management,, Michael Levy, Burton A Weitz, Ajay Pundit-, 2008, 6/e, The McGraw -Hill

³ Companies.Retail Management,, Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, , 2005, Oxford University Press

22MB62R1 - MANAGEMENT OF RETAIL OPERATIONS (R)

Course Code	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62R1	MANAGEMENT OF RETAIL OPERATIONS	MRO	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the retail store location strategies including store layout, space planning and store Image.	3	PO1
CO2	Apply the retail store environment strategies to enhance customer shopping experience and store loyalty and Inventory Management.	3	PO2
CO3	Apply the promotional strategies, Demand Forecasting techniques and Merchandise Management to manage a Retail Store.	3	PO4, PSO2
CO4	Apply the supply chain management techniques in retail sector	3	PO4

Syllabus

Setting up Retail Store-Size and space allocation- location strategy, factors affecting the retail location. Store layout and space planning. Store Management. Responsibilities of Store Manager. Retail Store Image.

Store Environment-Exteriors, Interiors-Store Ambience-Store Atmospherics-Visual Merchandising -Store Security- Retail Inventory Management- Techniques.

Sales Promotion Importance Types and Impact of Sales Promotions. Sales Forecasting. Forecasting Techniques in Estimating Demand. Retail Merchandising. Role and responsibilities of merchandiser. The process of Merchandise Planning, Merchandise Procurement, Sourcing, Vender selection. Category management. Manufacturer brands and Private label brands.

Supply chain management Definition, Scope, Need and Challenges. Role of Logistics in SCM. Differences in SCM and Logistics. Integrated supply chain planning and supply chain management. Supply chain Drivers and Obstacles. Supply chain Network. Cross Docking, Collaborative Planning and Bull Whip Effect. Innovations in Supply chain management.

Reference Books

1 Retailing Management, Michael Levy, Barton Weitz, Ajay Pandit, 2021, 11th Edition, Tata McGraw Hill Education.

2 Retailing Management : Text and Cases, Swapna Pradhan, 2020, 6th Edition, McGraw Hill.

Retailing Management, Barry Berman, Ritu Srivastava, Patrali Chatterjee and Joel R. Evans, 2017, 13th Edition,

³ Pearson Education.

4 Supply Chain Management for Retailing, Rajesh Ray, 2009, 1st Edition , Tata McGraw Hill Education.

