



VIGNAN'S

Foundation for Science, Technology & Research

(Deemed to be **UNIVERSITY**)

-Estd. u/s 3 of UGC Act 1956

R22 Academic Regulations

In Compliance with NEP 2020



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PREFACE

'You are born to Blossom' – What an inspiring title the book authored by APJ Abdul Kalam and Arun K Tiwari carries. The journey to blossom has got to be heralded by education. The purpose of education is to ensure that the 'Life Blossoms'. Earning a degree and getting a placement should be the just happening things, and should not become the only celebrated goals for education. In the book cited above, Honourable Kalam, Former President of India, underscores that "The scheme of civil society depends on Educating young people to become enlightened citizens and adults who are responsible, thoughtful and enterprising"

VIGNAN aims to seed these concepts in every learner who transits through this temple of learning. The doctrine of VIGNAN entitled R-22 contains the principles of policies laid down by the University, to realize the spirit of "Blossoming the lives" providing a foundation-strong professional education on the ethos of 'Creative learning for Critical thinking and Critically analysing for Creative decision making'. Certainly, our University is one of the earliest Universities, in fact the University is a trend setting one in completely internalising the concepts of the policies brought out in National Education Policy (New Educational Policy) NEP-2020, and inculcating the spirit in R-22. The R-22 document articulates the Academic Regulations of the University, which is being presented now and shall be in force with immediate effect from the academic year 2022-23, not only for those who have joined in 2022, also the aspirants of 2021-22 are enabled into the navigation.

R-22 presents a novel design for the academic pursuit, making an exploratory cross disciplinary traversal for a learner who should find learning both holistic and experiential. The learner is ensured to enjoy the continuity in learning and the learner is supported to align and realign, enroute utilising the benefits of constructive feedbacks that s/he receives because of continuous assessment. S/he will be empowered to enjoy the opportunities to explore, experiment and experience.

R-22 eliminates the melancholy of examinations. The expected severity of breakdown due to the anxiety of examination system is replaced by an affectionate assessment system, increasing the effectiveness in accomplishing the outcomes.

In brief, NEP-2020 compliant revised academic regulation of the University – the R-22, is VIGNAN's commitment to alleviate the acuteness in the present educational practices. It intends to provide a strategic solution to the critical observation made by Bharat ratna awardee, Professor. CNR Rao – "India has exam system, not education system. When will young people stop taking exams and do something worthwhile?" (Thought for the Day, Times of India 13.08.2022)

Here is R-22, which assures that the learners at VIGNAN are bound to do something worthwhile – very much worthwhile.

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BBA R22 - Academic Regulations, Curriculum and Course Contents

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EXECUTIVE ABSTRACT

R22 - Academic regulations, Curriculum and Course contents is an articulation of the Vignan's Foundation for Science Technology and Research (VFSTR) Deemed to be University's commitment towards NEP-2020, with a view that it enables student(s) to maintain the spirit of continuous learning and continuous assessment to replace the normal tendency of preparing just before a test or an examination. The framework accomplishes multi-disciplinary holistic education, continuous assessment, requirements to earn the degree within the stipulated period including the permissible spill over period.

R22 is oriented towards multi-disciplinary holistic education at the undergraduate level that includes integrated and rigorous exposure to humanities, commerce, management, and professional domains, as well as sufficient flexibility in curricular structures that allow students to choose electives from management disciplines. Such holistic and diverse education will assist the candidate in transforming into all-rounded persons. Similarly, in line with NEP-2020, more weight will be given to continuous / formative assessment, which is an Integrated learning model comprising Learning – Thinking – Understanding – Skilling – Applying – Creating. Emphasis on continuous formative assessment with a creative summative assessment will facilitate the candidate to “Move away from high stake examinations – towards more continuous and comprehensive evaluation”.

The BBA programme offered by Vignan's Foundation for Science Technology and Research (VFSTR) Deemed to be University aims to build a pool of employable, and industry leading managers. A rewarding learning experience is facilitated through pedagogies such as case discussions, practical assignments and internship. Other pedagogy includes audio visual aids, role play scenarios, short cases, industry visits, projects, and field visits. Thereby, this program is designed to increase students' ability to think critically, to solve a wide range of managerial problems, to lead organizations, to communicate effectively in a professional environment, and to work in teams and manage organizations ethically. The BBA graduates are well equipped with requisite knowledge and skills to succeed in the global job market.

The BBA degree offered will be for three years' (6 semesters) duration with specialization in Finance \ Marketing \ HR \ Operations & Analytics. A candidate may exercise his / her options to opt for an onward continuation to MBA Programme (a two years- four semesters) also. However, if a candidate wants to opt for a lateral exit during the onward extension, after successful completion of first two semesters, then he / she will receive BBA (Honours) degree. Such an onward extension is subjected to successful completion of BBA requirements of 3 years.

If a candidate wants to laterally exit before successfully completing the BBA degree, he/she will receive a suitable certification. Such a candidate may seek a re-entry to complete BBA programme as per the University norms.

Salient features of the regulation

- Multidisciplinary
- Continuous learning
- Continuous assessment
- Lateral Exit options
- Add-on certification
- Onward Continuation to MBA Degree



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1. INTRODUCTION

This document contains the academic regulations, scheme of assessments, curriculum, detailed syllabi, course contents with text / reference books recommended, course outcomes, skills acquired, summer internship project and the assignments / activities, that are to be performed for each course for the conduct of 3-year BBA degree programmes.

1.1 Definition

For the purpose of R22 regulation, definitions as follows shall apply:

- **“Degree”** shall refers to the BBA Degree Program.
- **“Course”** shall refers to such Course(s) for which a student shall earn Credits after due assessment as per the laid provisions. Each Course shall comprise of Lecture (L), Tutorial (T) and Practical (P) Sessions. A Course may have either or all the three Components. Summer Internship Programme, Management Thesis are also treated as a Course.
- **“Academic activities”** shall refer to the activities like Lecture (Physical Lecture Session), Tutorial (Participatory discussion / Self-Study / Desk Work / Quiz / Seminar Presentation, etc. activities that make the student absorb & assimilate, the delivered contents effectively) and Practical / Practice sessions (includes hands on experience / Computer simulations / Case Studies etc. activities that enable the student to acquire the requisite skill).
- **“Continuous Assessment”** shall refers to the assessment of the student spread over the entire semester on the various constituent components of the prescribed course.
- **“Continuous Activity Assessment”** shall refers to the assessment of the student performance spread over the entire semester on the various constituent components of the prescribed activities in the course.
- **“Semester”** shall refers to a period covering the two assessment periods viz Formative and Summative Assessment Exams period. A semester would generally be spread over twenty weeks.
- **“Course Drop”** shall refers to a student having to undertake a repeat of the Course(s) not being able to complete the Credit requirements of the Course(s), under the conditions stipulated in the regulation.
- **“Supplementary Examinations”** shall refers to the examination(s) conducted to allow the student to appear in the un-cleared / underscored Semester - End summative assessment component, with a view to accord him an additional opportunity to improve upon his previous score.
- **“Blank Semester”** shall refers to a Semester in which a student either does not register for any course at the beginning of the Semester OR chooses to DROP all courses OR is so compelled to DROP all the courses, as the case may be.
- **“Spill Over Semester”** shall refers to the additional semester(s) beyond the completion of prescribed normal semesters.
- **“AAA Section”** shall refers to the Academics, Assessment and Award Section of the Institute.
- **“Attendance”** refers to the Physical personal presence in an academic activity session.
- **“Summer Semester”** refers to a Semester that is decided to be held during the intervening period of Even and Odd Semester (i.e. Summer Vacations period).
- **“Themes”** refers to the courses offered in a particular stream other than offered by the regular departments, for example NCC, Entrepreneurship, Fitness and Living, etc.
- **“Department”** refers to a division of institute dealing with a specific area of discipline / study.
- **“Center”** refers to a structured unit within the school/ department established with the purpose to carry out advanced research
- **“Grade Point”** refers to the quantification of the performance of a candidate in a particular course as defined herein.
- **“SGPA”** refers to the Semester Grade Point Average and is calculated as detailed in the regulations subsequently.
- **“CGPA”** refers to the Cumulative Grade Point Average and is calculated as detailed in the regulations subsequently.

- **“Division”** refers to the Division awarded to the student as per the mechanism detailed in the regulations subsequently
- **“HoD”** refers to the Head of the respective Department, where the student is enrolled for his / her Branch of Study
- **“Summer Internship Programme”** refers to onsite Practical Training offered by reputed companies / Institutions, in India or abroad.
- **“Management Thesis”** refers to a course executed by a candidate on a specific research problem at VFSTR / any organization of repute.
- **“Social Immersion Project”** refers to sensitizing students to the needs of the society and will enable students to identify social problems through systematic research. Thereby, students are expected to offer viable solutions to these problems.
- **“Credit equivalence and credit transfer committee”** refers to the committee designated to look into for credit equivalence and credit transfer

1.2 Academic Administration

The academic programmes of VFSTR are governed by the rules and regulations approved by the Academic Council from time to time. The various academic activities are conducted following a fixed time schedule duly approved by the Academic Council in line with the UGC regulations. The academic activities of VFSTR are followed meticulously as specified in the academic calendar as approved by the Academic Council. This academic calendar is shared with all the stake holders well before the beginning of the respective academic year. The curriculum and the course contents of all the programmes are discussed by the respective Board of Studies (BoS), analyzed and recommended for implementation. The Academic Council, being the highest academic body, chaired by the Vice-Chancellor, meets at least twice or thrice a year and discusses, suggests and approves all the important academic matters related to curriculum and course contents in particular including the recommendations of BoS.

The intended revision in regulations (R22) was placed in BoS meeting on 25th June, 2022 and brought necessary recommendations accordingly. The final regulations were approved in its 31st Academic Council held on 30th July, 2022.

1.3 Program Duration

The normal duration to complete the BBA program is three years. However, a student can avail the benefit of spill over period of 2 years, that is the maximum duration of five years can be availed by a candidate to complete the BBA programme in a slower pace if he / she desires.

1.4 Courses and Credits

The term course is used in a broader sense to refer to so called papers such as ‘theory subject’, ‘P based Course’, ‘Summer Internship programme’, ‘Management Thesis’ etc. A course can be of theoretical and / or of practical nature, and certain number of credits are allotted to it depending on the number of hours of instruction per semester. For a course offered in a semester, one hour of lecture (L) instructions carried out in a week is considered equivalent to one credit, whereas two hours of practical (P) sessions done in a week are considered equivalent to one credit respectively. Depending on the course two hours of tutorial (T) sessions may be considered equivalent to one credit. A student earns these credits when he / she successfully completes the course. Credits can also be obtained by successful completion of other recognized co-curricular and extra-curricular activities under Life Skills. The details of credits of such activities will be provided by the respective course coordinators and assessment of student performance in the activities will be carried out objectively by the constituted committees appointed by the Dean AAA. The criteria of assessment for these activities will include aspects like regular attendance in the programme and satisfactory completion of it through tests conducted at University level or by participation / performance at university level events, state level or national level participation etc.

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1.4.1 Content Delivery of a Course

Content delivery of a Course in the BBA Degree Program shall be through, either or all, of the following Methods:

- i. **Lecture** - refers to Lecture Session(s) through classroom contact session wherein students will learn by listening. Denoted by "L".
- ii. **Tutorial** - refers to transaction(s) consisting of Participatory discussion / Self-study / Desk work / Brief presentations by students along with such other novel methods that enable a student to efficiently & effectively absorb and assimilate the contents delivered in the lecture sessions. Denoted by "T".
- iii. **Practice** - refers to Practice / Practical sessions and it consists of Hands-on-Experience / Computer Simulations / Case Studies / Management Thesis / Summer Internship Programme, that equip the students to acquire the much required skill component. Denoted by "P".

1.5 BBA Degree

All students formally and conventionally enroll for BBA degree programme and opt for specialization in the fifth semester in Finance \ HR \ Marketing \ Operations & Analytics. They have to earn **120** credits for the award of degree as specified in the Curriculum.

In the III year, students shall register for one specialization among the available four domains (viz. Marketing, HR, Finance, and Operation & Analytics) as per the schedule drawn for the program. No specialization area will be allowed for registration if there are less than twenty students opting for the particular specialization. The detailed credit structure and distribution over six semesters is given in Annexure -1.

1.5.1 BBA with Add-on certification

If a candidate earns additional 12 credits in the assorted specialization, then he / she will be eligible for the award of BBA with Add-on certification. The detailed credit structure and distribution over six semesters is given in Annexure-2.

1.5.2 Onward Continuation to MBA Degree

A provision is created for onward continuation of MBA Degree for the candidates interested to continue their course of study after successfully completing BBA degree requirements. The detailed credit structure and distribution over four semesters is given in Annexure-3.

During such onward continuation if a candidate desires to exit at the end of the first year of two years MBA Programme, he / she will be eligible to receive BBA (Honours) Degree.

1.6 Composition of an Academic year

An academic year is composed of an Odd semester (20 – 22 weeks), an Even semester (20 – 22 weeks) and a Summer semester (6 – 8 weeks). The regular semester that begins in July / August is known as odd / first semester and the one that begins in December / January is known as even / second semester (Figure 1). The instructional days for a regular semester shall be a minimum of 90 working days exclusive of days earmarked for summative assessment.

YEAR OF 12 MONTHS											
1	2	3	4	5	6	7	8	9	10	11	12
July/ Aug.	Aug./ Sept.	Sept./ Oct.	Oct./ Nov.	Nov./ Dec.	Dec./ Jan.	Jan./ Feb.	Feb./ Mar.	Mar./ Apr.	Apr./ May	May/ June	June/ July
ODD SEM/ FIRST SEM					EVEN SEM/ SECOND SEM					SUMMER SEM	

Figure 1: Distribution of semesters during an Academic Year.

1.6.1 Before the commencement of the semester, a candidate has to pay the stipulated tuition fee and submit an application detailing the courses he / she intended to register, valid for that respective Odd / Even semester. The maximum number of credits per semester will be 25 credits inclusive add-on credits. The intended semester wise coverage will be as presented in the curriculum.

1.6.2 Summer semester is a short duration semester program that will be generally conducted during the semester break between even semester and odd semester. During this period Summer Internship work is undertaken by a student in an industry. The students having 'R' (Repeat grade) courses may register for the course work during this semester to get a chance for successfully completing the 'R' courses. In general, supplementary assessments are conducted in the later part of the summer semester. However, the courses offered in summer semester and the number of courses a student can register are subjected to academic and administrative convenience. A student may register up to a max. of 16 credits in a summer semester. A student may either go for Summer Internship or may register for 'R' courses.

1.6.3 Candidates has to register for 2 credit Summer Internship Programme (SIP) during the Sandwich Summer Semester between II year and III year.

1.6.4 Exception to the routine practice of registering for 'R' courses in summer semester, a student can register in a course offered by a visiting expert during the summer vacation which may be equivalent to an elective. The candidates can register for such courses within the scope of 16 credits.

1.7 Semester wise provisions

A student may register for a max of 25 credits per semester as prescribed or otherwise he / she may include the Repeat courses in the event of having not successfully completed a course or courses in the earlier semester. However, a student may also opt to go in a slower pace to earn the credits less than the prescribed max of 25, including even 'Dropping' a semester for special reasons.

It should be clearly underscored that a candidate should on priority register for Repeat (R) credits if any, during a regular semester, within the said scope of 25 credits; in case he / she cannot be sure of completing the 'R' credits in Summer semester.

1.7.1 During the first three years from the date of admission to BBA degree a candidate has to pay the semester / annual fees as prescribed irrespective of the less number of credits that he / she would register or even opt to Drop a semester.

1.7.2 If a candidate gets into spillover semester beyond three years up to a maximum of five years he / she has to pay semester fee proportional to the credits that he / she registered in that spill over semester as prescribed from time to time.

1.7.3 A candidate has to pay additional fee proportional to the number of credits for registering in a summer semester as prescribed from time to time.

2. CURRICULUM

Every course offered will be designated in a L-T-P structure. The theory courses comprise of L (and / or T & P hours), whereas the practical courses include discussion, case analysis etc., (T) and practical sessions (P). Amalgamation of theory courses with practical sessions is predominantly seen in this curriculum.

2.1 Distribution of credits

The overall distribution of credits for various categories of courses in the curriculum of BBA programmes is represented in Table(1) as given below.

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Table 1: Credits Distribution for Various categories of courses

Category of Courses	Number of Credits	Percentage of Credits
Professional Core	66	55%
Elective courses	18	15%
Humanities	14	11.7%
Basic Sciences	7	5.8%
Project	10	8.3%
Orientation Courses	3	2.5%
Life Skills	2	1.7%
Total	120	

2.2 Organization of course contents

Courses offered in the program is composed of two modules covering all the course contents required for a candidate to obtain knowledge and skill. Any contents in each module is further distributed among two units; wherein Unit -1 contains 'Fundamentals and Broad perceptive' of the module. Unit-2 comprises of the extension / advanced topics of Unit-1 as well as necessary practice models for validation / applying the knowledge gained during L / T sessions. The modular period is about 8 weeks. The first unit in a module may be covered in 3 to 4 weeks and the second unit of the module maybe of 4 to 5 weeks (Figure 2). By the end of each module a candidate must be in a position to translate his / her L-based knowledge into P-based skill as prescribed in the curriculum. Individual formative assessment shall be in place for each module and a single semester-end summative assessment for the course composed of both the modules.

YEAR OF 12 MONTHS											
1	2	3	4	5	6	7	8	9	10	11	12
July / Aug.	Aug. / Sept.	Sept. / Oct.	Oct. / Nov.	Nov. / Dec.	Dec. / Jan.	Jan. / Feb.	Feb. / Mar.	Mar. / Apr.	Apr. / May	May / June	June / July
ODD SEM / FIRST SEM					EVEN SEM / SECOND SEM					SUMMER SEM	

Module- I		Module- II			Module- I		Module- II			
U1	U2	U1	U2		U1	U2	U1	U2		

Figure 2: Unit-wise distribution of course contents in a module and their mapping with Academic Calendar; U= Unit

3. CHOICE BASED CREDIT SYSTEM

Each branch discipline of the BBA programme comprises of a set of courses - Professional Core, Electives, Humanities, Basic Sciences, Internship, Orientation Courses, and life skill courses. VFSTR offers flexibility for students to choose courses of their choice and obtain the credits satisfying the minimum credits criterion in each category as given in Table(1).

3.1 Basic Sciences and Humanities

The 'Basic Sciences' and 'Humanities' Courses are intended to provide the basic and fundamental pre-requisite knowledge on communication, environment, society and prevailing system essential for the sustainability for the business organization. It includes the courses like Business Communication, Mathematics. Statistics, Public Administration, Geography and Environmental Study and IT Workshop.

3.2 Professional Core

The 'Professional Core' Courses are intended to be those that provide Fundamental knowledge on various functional areas of management as well as its related disciplines like Economics, Research, Accounting, Human Resource Management, Marketing Management, Financial Management, Operations Management and Behavioral Science etc.

3.3 Electives

The 'Elective Courses' Courses are intended to be chosen by the students to study in pursuit of advanced knowledge in their domains of professional interest with 16 credits.

3.4 Summer Internship Program

The 'Summer Internship Program (SIP)' is a skill enhancement course which is intended to be a minimum of 8-week duration in the industry for the students to gain an exposure to industry practices and learn the application of management theory in practice. Students shall register for this course during the sandwich Summer Semester between II and III year.

3.5 Management Thesis

The 'Management Thesis' is also a skill enhancement course which is intended to be carried out by the students during Semester VI. Students are expected to apply their knowledge and skills to do an extensive research and prepare a report.

3.6 Binary Graded courses

3.6.1 Life Skills

Realizing the VFSTR's Vision of preparing multifaceted personalities, VFSTR floats various credit based life skill activities for students. The credits are spread across 2 semesters in II year with 1 credit per semester.

3.6.2 Orientation course

Course content covers cross-cutting issues of the society like Gender Equality, Human Values, Professional Ethics, Moral and Ethical Values. Orientation course is offered for I year students and successful completion earns 3 credits. All the students have to register during second semester and mandatorily obtain successful completion grade.

3.6.3 Industry – Interface

'Industry – Interface' course is offered with the support of industry personnel. This course is of two credit, and are offered by experts from industry / academia. This course is offered to II year I semester of Onward Continuation MBA students.

3.6.4 Add-on Course

'Add-on course' facilitates an additional edge and enables hands-on-experience to explore management practices. These courses are offered for candidates who register for BBA programme right from the 1st semester till 6th semester. A total of six courses with a weightage of 2 credits are offered as Add-on credits.

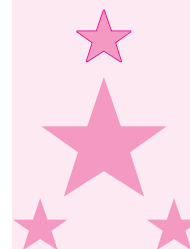
In case the candidate does not successfully complete the binary graded courses, they will be placed under 'R' category. However, such R should be completed in regular Odd / Even semester whenever these courses are offered. In special cases provision of summer semester may be provided.

4. ATTENDANCE

It is mandatory for the student to attend the course work in each semester as per the academic schedule of that semester. VFSTR expects 100% attendance. However, the attendance in each course shall not be less than 75 % of the aggregate of all L, T, P sessions conducted in that course.

- a) The attendance calculations will be periodically reviewed at the end of every 4 weeks. The details of attendance status will be shared with the parents / guardian. The final status of attendance will be reported at end of 15th week granting the advantage of the attendance for the 16th week for the purpose of attendance shortage calculations.

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- b) The shortage of attendance may be condoned up to 10% on the ground of ill-health, social obligations, participating / representing in sports / cultural events, placement activities etc.
- c) Documentary evidence like medical reports and certificates issued by concerned bodies is to be produced on time as support for the attendance shortage due to ill-health. These cases are subjected to the scrutiny of a committee constituted for this purpose by the Vice-Chancellor. The decision of the committee shall be final.
- d) Prior approval has to be taken from the HoDs for the other types of leaves.
- e) The courses where the student shortage of attendance was not condoned shall be considered as 'Repeat' category courses and will be under 'R' grade in the student's semester transcript. Student should re-register for these courses during the summer semester or whenever the course is offered next time during regular semesters. These re-registrations are subjected to the regulations at the time of re-registration. In case of core courses, the same core has got to be re-registered. However, in case of an elective a candidate may exercise a choice of choosing different elective in place of 'R' graded elective.

The students who are put into 'R' grade will not be allowed to take up the summative assessment in that semester.

5. ASSESSMENT

Teaching-Learning and Assessment should go hand in hand and complement each other. Continuous assessment plays a vital role to enable the student to get synchronized with the teaching-learning process. Assessment mechanism adopted in the institute is aimed at testing the learning outcomes in tune with the outcome based model of education. The focus, is thus on assessing whether the outcomes are realized by the end of the course.

The performance of a student in each course is assessed on a continuous basis during the semester through various in-semester and end-semester assessment models. The marks awarded through continuous assessment are referred to as Formative assessment marks. The marks awarded through end-semester tests are referred to as Summative assessment marks (Figure 3). Both the formative and summative assessment marks are considered for awarding the final marks and the grade point in a particular course.

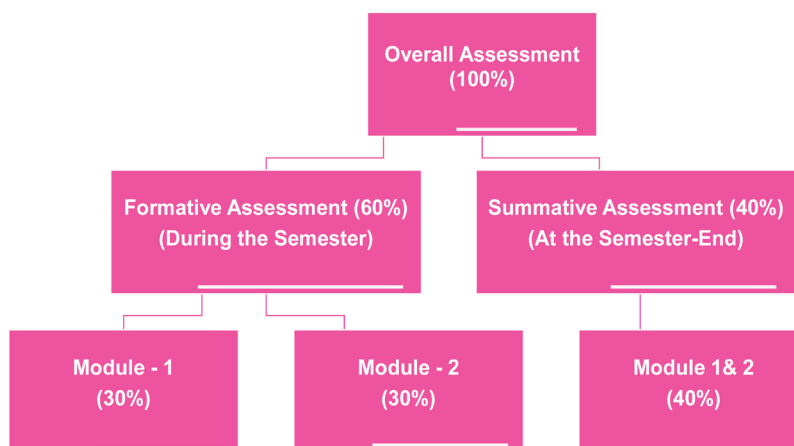


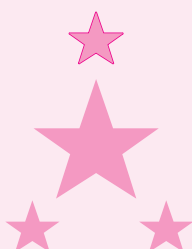
Figure 3: Categories of Assessments in place for R22

5.1 Marks distribution

For each course, the maximum sum of formative and summative assessment marks put together is 100, in the ratio of 60:40 respectively.

5.2 Qualifying criteria

To be declared successful in a course, a student must secure at least a grade 4.0 in a scale of 10 based on the total maximum marks which is inclusive of formative and summative assessment. The students should also get 35% from the maximum marks allotted for formative and summative assessments individually.



The hierarchy of qualifying criteria is as follows:

- Attendance compliance should be 75% or within condonable range; else the candidate is put into 'R' grade
- In formative assessment, a candidate should secure a minimum of 35% ie. 21 marks out of 60; else the candidate is put into 'R' grade
- In summative assessment, a candidate should secure a minimum of 35% ie. 14 marks out of 40; else the candidate is put into 'I' (Incomplete) grade.
- Collectively the candidate should secure a min. grade of 4.0 in a scale of 10 after relative grading (section 7); else the candidate has to choose either 'R' or 'I' grade duly being counselled

The candidates with 'R' grade should re-register for 'R' courses either in Summer semester or in a regular semester as and when the courses are offered. The candidates in 'I' grade are allowed to appear for supplementary summative assessment whenever the semester-end assessments are conducted.

To assess Binary graded courses / special projects / courses, not fitting into the categories described here, a suitable assessment procedure will be evolved in consultation with experts of that area and adjudicated by the committee constituted for that purpose. The decision given by the committee will be final. The appended assessment scheme shall be announced by the course coordinator during the commencement of course.

YEAR OF 12 MONTHS											
1	2	3	4	5	6	7	8	9	10	11	12
July/ Aug.	Aug./ Sept.	Sept./ Oct.	Oct./ Nov.	Nov./ Dec.	Dec./ Jan.	Jan./ Feb.	Feb./ Mar.	Mar./ Apr.	Apr./ May	May/ June	June/ July
ODD SEM/ FIRST SEM					EVEN SEM/ SECOND SEM					SUMMER SEM	
Module- I		Module- II			Module- I		Module- II				
U1	U2	U1	U2		U1	U2	U1	U2			
Formative Assessment				SA	Formative Assessment				SA		

Figure 4: Schedules of formative and summative assessments in line with Academic calendar.
SA = Summative assessment

5.3 L-based courses integrated with P / T

5.3.1 Formative Assessment

The scheme of formative assessment is designed to promote the continuous learning. Scheme consists of assessments planned at institute level and assessment that may be scheduled by the course instructor (Figure 4). Institute level assessments shall be scheduled by the office of AAA. Respective Faculty Member(s) shall declare the schedule of Continuous Activity Assessment (CAA), Quiz, Tutorials, Assignments, Seminars, Discussions, etc. Some of the components may also however take place in an unscheduled manner like Surprise Tests. However, students shall be made aware of the assessment modalities that are going to be followed in a course by the faculty, under information to the HoD.

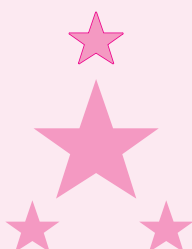
To monitor the progress of students, continuous assessment comprising of five targets (T1, T2, T3, T4 and T5) is advocated in each module for a maximum of 60 marks. For a class (or section) of 60 to 70 students, formative assessment commences by the announcement of module bank containing 10 problems for each module in a course. Nature of problems in the module bank shall be at the level of creative / exploratory / model building / thought provoking covering the complete syllabus of a module at somewhat advanced / challenging level.

The purpose of creating module bank of 10 problems is to assign one problem each to 2 batches of 3 - 4 members. The batches are composed of randomly picked up candidates.

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These batches remain same for all courses and also for the P-sessions in the courses in that semester and are created in the beginning of that semester.

The purpose of assigning one problem to two batches is to create a healthy competitive spirit between the two batches.

The modality of evaluation of five targets is listed here under:

- a) **T1** : During 5th or 6th week of each module a classroom test shall be conducted. T1 consists of two parts: A and B.

Part A consists of one random problem from the module bank and vary from batch to batch. All the questions in the module bank shall be distributed among students and students shall know the question to be answered only on the day of test in the examination hall.

Part B consists of one common problem (not at all prior notified) from outside the module bank for all the students.

T1 shall be paper based and proctored test for a period of 60 Min which shall be assessed for 30 marks and downscaled to 10 marks.

For the students who for justifiable reasons could not attend the classroom test on the scheduled day, a re-test maybe conducted. However, Part-B will contain a new question and Part-B will have higher weightage than part-A or full weightage could even be allotted for Part-B in such an event.

- b) **T2** : Immediately follows T1. Students in a specified batch who now have received the same question during T1 will work further on that problem for T2.

T2 is primarily an extension of problem received in T1 for carrying out validation study: Case studies / Simulations / Experimentation. Each batch shall interact with the course instructor to finalize the nature of validation and expected to complete the exercise within 10 to 15 days after T1.

Course instructor should ensure assigning a different case study / a different scope for validation study for each batch in case the same problem is assigned to two batches.

Course instructor shall assess every student in a batch for a max. of 10 marks based on his observation, interaction and / or reviewing (based on at least two reviews).

- c) **T3** : T3 shall be conducted during the last week of each module. Student batches are expected to submit a report, clearly documenting the work executed during T2. The report should be in APA format and additionally a voice in-built PPT should be prepared and submitted.

The report and presentation shall be assessed by the course instructor for 10 marks for every student. In certain cases, a course instructor can call for a physical presentation also by a batch.

- d) **T4** : T4 is a comprehensive module test, conducted for 30 min. comprising of 20 multiple choice questions (MCQs) covering the holistic content of module. T4 shall be evaluated for a max. of 10 marks @ ½ mark for each question. T4 will be conducted in ON-LINE mode

There shall be two tests in each course in a day and the best performance of the tests shall be considered for awarding the marks.

Two sets of question papers each containing 20 questions should be set. The theme of the questions could be similar across the sets. When the test is administered online, every student receives the questions in shuffled sequence and also the choices in shuffled sequence. Therefore, the choice like both 'a' & 'b' above. Neither of 'a' and 'b', all the three a, b, c will not be set.

- e) **T5** : T5 assessment is based on Practice or Tutorial assignments. Implementation, Report presentation and Discussion shall happen in a continuous mode throughout the module period.

At least 4 such continuous assessments / assignments per module shall be conducted by course instructor. The marks will be @ 5 marks per assignment totaling up to 20 per module.

- f) The results of the tests are to be normally announced within three working days on completion of the assessment and the performance is to be discussed in the class.
- g) The total marks per module is 60 - T1 (out of 10), T2 (out of 10), T3 (out of 10), T4 (out of 10) and T5 (out of 20).
- h) Total marks for both the modules from formative assessment will be added up to 120, which will be suitably mapped down to a max. of 60 marks. The mapping policy should be decided by the lead instructor / instructors in consultation with the HoD. The mapping policy should be shared with Dean AAA for the purpose of documentation.
- i) The marks scored in Module-1 for a max. of 60 should be entered / submitted latest by 9th week and of Module-2 latest by 17th week of the semester. Consolidated score of for a max. of 120 suitably mapped down to a max. of 60 marks should be submitted latest by 18th week of semester enabling the declaration of 'R'- grade before the commencement of summative assessment.
- j) A candidate put under 'R' will not be permitted to take up the summative assessment.

5.3.2 Summative Assessment

- a) An instructor may choose one of the two formats for conducting summative assessment for L-based courses integrated with T / P
 - i. 15 + 25 marks format or 20 + 20 marks format (following b, c, d below)
 - ii. 40 marks format (following c, d below)
- b) If summative assessment is in two parts format:
 - i. Part-I will be the assessment of capstone project which is pre-assigned during the module-2 period or will be the exploratory review assessment of all practice assignments.
 - ii. Part-II will be based on a written examination for a max. marks of 80, as in c & d below, which is suitably mapped down to 25 or 20 based on the selected pattern of format.
 - iii. A candidate should attend both the parts of summative assessments; else he will be put into I grade.
- c) For each L-based course integrated with T / P, the summative assessment shall be conducted by the Institute for a duration of 150 min. and for a maximum of 80 marks. Contents for summative assessment shall cover the breadth and depth of the complete syllabus that is mentioned in the two modules of a course.
- d) The question paper consists of two parts as given in Table (2).

Table 2 : L-Based Summative Assessment Question Paper Pattern

Part No.	No. of Questions	Marks for each Question	Marks	Choice
A	4	10	40	No
B	2	20	40	No
Total Marks			80	

- e) The questions will be comprehensive covering the entire course syllabus and any single question should not necessarily be limited to any particular unit / module.
- f) The marks scored out of 80 is suitably mapped down into a score out of 40.
- g) Total marks of summative assessment will be for a max. of 40 irrespective of format of evaluation.
- h) The award of 'I' grade is solely based on marks scored in summative assessment out of 40, if he / she does not score a min. 14 out of 40 (35%).

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5.4 P-Based Courses

The detailed information consisting of activities, batch formations, activity schedules, etc., will be displayed / informed to the student in the first week of the semester so that the student come prepared for the practice sessions. Copies of the activity manual will be made available to the students along with the schedule. The manual will consist of the list of activities, methods, detailed procedure to conduct the activities, format for manual writing, outcomes for each activity and possible set of short questions to help students gain critical understanding.

5.4.1 Formative Assessment

During practice sessions, a brief viva-voce is conducted for each student on the activity he/she is carrying out on that day. Some of the parameters that could be included in the Continuous Activity Assessment (CAA) are given in Table (3). The set of parameters may slightly differ from one practice course to the other, and will be announced before the commencement of the practice session. These parameters are assessed for each practice session.

Table 3: Suggested Parameters for Continuous Activity Assessment

S. No	Component	Marks
1	Report of about one page on proposed activity / practice and background theory before the start of the session	4
2	Viva and interaction to evaluate understanding of concepts	4
3	Accumulation of information	4
4	Examination / Analysis and interpretation of results	4
5	Submission of the report	4
Total		20

This assessment is carried out for each activity and the total marks of all activities will be suitably mapped down to a max. of 60.

5.4.2 Summative Assessment

End semester examination for each practical course is conducted jointly by two examiners. The examiners are appointed by Dean, AAA from the panel of examiners suggested by the respective Heads of the Department. In some cases, one of the examiner may be from outside the institution and will be identified as external examiner. The scheme of assessment may vary depending on the nature of course, which shall be shared with student by the course in-charge. The summative assessment will be conducted for a max. marks of 40. The general scheme of assessment is given in Table (4).

Table 4: Suggested Summative Assessment Pattern for P-Based Courses

Component	Marks		
	Examiner 1	Examiner 2	Total
Objective & Procedure write up including outcomes	4	4	08
Accumulation of information	4	4	08
Examination / Analysis and interpretation of results	4	4	08
Discussion of results	4	4	08
Viva Voce	0	8	08
Total Marks	16	24	40

5.5 Assessment and Grading of MOOCs based elective

The candidate registered for Onward Continuation MBA programme should undergo a MOOCs course in their I MBA (I Semester). Whenever a candidate opts for a course through MOOCs offered via Swayam platform, he / she has to learn and undergo assessment as per Swayam norms. Upon the declaration by Swayam, that the candidate has successfully completed the course, the candidate is said to have earned the credits under credit equivalence and credit

transfer. The online course committee will also translate the score awarded by Swayam into an equivalent grade in a scale of 10 for incorporation by Dean AAA.

In case the candidate is unsuccessful or if the candidate has secured less than 20% in the final examination conducted by Swayam, the candidate will be placed into 'R' grade, and if it is $\geq 20\%$, then the candidate will be placed into 'I' grade. The online committee decides the equivalence score for formative assessment for a max. of 60 based on both the scores he / she has earned in the assessments and the final examination conducted by Swayam in case of 'I' grade. Supplementary examination for 'I' grade will be conducted by VFSTR. The candidate has to re-register for the same Swayam course or an alternative Swayam course or may choose any other elective offered by the department in place of MOOCs course in case he / she received a 'R' grade. However, a candidate should register and undergo MOOCs offered via Swayam platform coursework for a minimum of 2 credits.

5.6 Summer Internship Programme (SIP)

Internship work is undertaken in between II and III year during summer semester by a student in an industry, under the joint supervision of industry personnel and an internal faculty member. 60% of the marks of Internship are allotted through continuous evaluation as formative assessment and the remaining 40% are based on end semester assessment as given in Table (5) below.

5.6.1 Formative Assessment

The assessment is for 60 marks and the pattern is presented below.

Table 5: Scheme of Assessment for Internship Work

Module	Review number	Schedule	Max. Marks
Module -1	First review	2th week	10
	Second review	4th week	15
Module -2	Third review	6th week	15
	Fourth review	8th week	20
Total			60

- The progress of internship work is reviewed by the "Internship Review Committee" and marks for formative assessment are awarded based on these reviews.
- The Internship Review Committee (IRC) consists of Head of Department or his / her nominee (Chairperson), the internal and external (industry) supervisors.
- The IRC may not be the same for all students; however, the same IRC should exist for entire duration of the internship program of any single student.
- The schedule and the scheme of evaluation are to be announced with internship notification. The internship reviews may take place at the place of internship or at the university, as decided by the interning organization or may be conducted in the blended mode.
- In case the candidate is placed under 'R' category, he / she can avail the spillover period and complete SIP during the Summer Semester after 3rd year.

5.6.2 Summative assessment

At the end of the semester, the student shall submit a comprehensive report of internship covering the work done and make a final presentation before a committee constituted by the HoD.

A committee of two members comprising of internal supervisor and HoD's nominee will assess the overall internship participation by the candidate and the final report through presentation made by the intern during 8th week. The internship report (12 marks), presentation (14 marks) and overall impression (14 marks) during the internship will be evaluated respectively.

The qualifying marks will be finalized considering the marks scored.

In case the candidate is placed in 'I' grade, he / she has to take the re-assessment, which will be held within the 15 days after declaration of results. In the consecutive assessment also if the candidate fails to secure minimum required score then he / she will be placed in 'R' grade.

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5.7 Management Thesis

Management Thesis is usually done by an individual student during the VI semester, under the guidance of a faculty member. Every student, in consultation with the guide, should define the thesis topic and also the probable procedure of carrying it out and submit the same to a committee consisting of 2 to 3 faculty members appointed by Head of the Department. This is to avoid the repetition and also to come up with a roadmap for completion of the thesis within the time stipulated. The student is encouraged to select topics related to contemporary management practices. The student is expected to carry out and present a survey of literature on the topic, work out a research framework and its implementation through Introduction, literature review, methodology, data and results analysis, discussions and conclusions. The entire process of student allocation to respective guides etc., is to be completed by the end of V semester, so that student can start of their thesis work immediately after V semester.

5.7.1 Formative Assessment

The progress of project is reviewed twice in a module by the "Project Review Committee" and formative assessment marks are awarded based on these reviews. The Project review committee consists of

- Head of Department or his / her nominee – Chair person
- A senior faculty member identified by the HoD – member
- Project supervisor – member

Review schedules of PRC are to be announced by the department immediately after the commencement of class work. The review presentations are open to all the students of that section and attendance is compulsory. The first review should be of 15 minutes / batch; the remaining reviews should be around 30 minutes / batch. Before every review the batches should submit their PPT along with a brief report of not exceeding two pages. It is to be expected by the committee that student communicates / publishes research article based on the project work prior to graduation. The following aspects may be considered by the committee for assessment presented in Table (6).

Table 6: Schedule and Suggested Parameters to be Considered for Formative Assessment

Module	Schedule	Review number	Points to be considered	Max. Marks
Module-1	4 th week	First review	<ul style="list-style-type: none"> Identification of specific area out of broad areas. Identification of outcomes in line with programme objectives Feasibility of contributing to the attainment of outcomes 	15
	8 th week	Second review	<ul style="list-style-type: none"> Completion of literature survey Identification of research gap needs / etc. Design of research framework 	15
Module-2	12 th week	Third review	<ul style="list-style-type: none"> Acquisition / learning of the tool required Readiness of the layout of the project report Progress review as per mechanism / schedule identified Individual student contribution in above activities. 	15
	16 th week	Fourth review	<ul style="list-style-type: none"> Presentation of results and conclusions Meeting of objectives defined in first review Submission of draft report Understanding by individual students on the overall project Individual student contribution Progress of project as per schedule 	15

5.7.2 Summative Assessment

At the end of the semester, during 18th to 20th week of the semester the summative assessment will be conducted in two phases

Phase –I (during 18th -19th week): this is an evaluation for a max of 20 marks. A committee of two members comprising of HoD's nominee and Guide will assess the project work which will involve going through the project report (6 marks), project presentation (7 marks) and demonstration of the project (7 marks).

Phase –II (during 20th week): A final presentation and defense assessment for a max. of 20 marks will be carried out by one-man committee composed of an expert who is chosen by the Dean AAA from a panel of examiners suggested by the HoD. The format for evaluation will involve going through the project report's quality (6 marks), presentation (6 marks) and interaction and defense (8 marks).

The qualifying marks will be finalized considering the marks scored in both the phases (I & II) of summative assessment.

In case the candidate is placed in 'I' grade, he / she has to take both Phase-I and Phase-II assessments, which will be held within the 15 days after declaration of results. In the consecutive assessment also if the candidate fails to secure minimum required score then he / she will be placed in 'R' grade.

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6. SEMESTER-END ASSESSMENT ACTIVITIES

- 6.1** Setting of semester-end summative assessment question papers will be coordinated by the lead instructor assigned for a particular course. Two sets of question papers will be submitted latest by 12th week of the semester.
- 6.2** There shall be 'Summative Assessment Question Paper Scrutiny Committee' which would be constituted with external experts. Experts are empowered to modify / rephrase the questions to maintain a high standard of the semester-end assessment. The review should be completed by the 14th week of the semester. The review process will be coordinated by a committee of School Dean, HoDs and external experts.
- 6.3** The question wise marks scored in the summative assessment out of a total of 80 will be made available online within two weeks from the last date of examination and would be kept active for 24 hours. Latest by the end of 48 hours from the instant of notification any candidate can submit an appeal online providing question wise claim.
- 6.4** Claims for re-assessment on P-based courses are not allowed.
- 6.5** The appeals will be attended within next three working days. Fees for appeal, as decided from time to time, has to be remitted online along with the appeal.
- 6.6** Final results and grades will be computed as explained in the next section
- 6.7** Final results and grades shall be announced within four weeks of completion of the last examination of the summative assessment (within two weeks from the last date of appeal). Grades are published on the University website, and also informed to the parents and students through SMS.
- 6.8** Provisional Grade cards will be issued within two weeks after the announcement of grades. Grade card will contain three parts. Part 1: details of successfully completed courses. Part 2: Details of 'I' grade courses. Part 3: Details of 'R' grade courses.

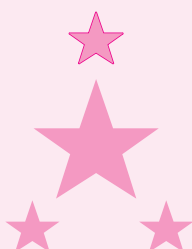
7. COMPUTATION OF GRADING

- 7.1** Formative assessment decides the list of 'R'- candidates. Therefore, these candidates will not be considered for grading computation. Summative assessments decide the list of 'I' candidates. Therefore, these candidates will not be considered for grading computation
- 7.2** The candidates who have successfully completed both formative and summative assessments will be considered for computation of relative grading.



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7.3 Threshold value (Th) for relative grading in each course is arrived after studying the marks distribution in that course by a committee constituted by Dean AAA. The threshold value is decided by the upper bound marks of the major chunk of the class keeping the top outlier scores away from consideration (the least upper bound). The threshold value will be slightly greater than upper bound marks or may be equal to the upper bound marks.

7.4 The total marks M = marks scored in the formative assessment + marks scored in the summative assessment is transformed into relative grade expressed accurate to two decimal places as follows:

$$\text{Relative grade point (P)} = (M / Th) \times 10 \text{ [and limited to 10]}$$

7.5 If students require course wise percentage equivalence, then the calculation will be based on the following

$$\text{Course wise percentage equivalence} = (M / Th) \times 100 \text{ [truncated to two-digit integer and limited to 100]}$$

7.6 After relative grading, a student is assigned a 'Letter Grade (G)' for each course as per Table (7). The grade and the corresponding letter grade represent the outcomes and assessments of a student's performance in a course.

Table 7: Grading Information

Relative Grading Range (P)	Category	Grade (G)
≥ 9.50	Outstanding	O
≥ 8.50 to 9.49	Excellent	S
≥ 7.00 to 8.49	Very good	A
≥ 6.00 to 6.99	Good	B
≥ 5.00 to 5.99	Fair	C
≥ 4.00 to 4.99	Marginal	D
Transitional Grade	Repeat	R
Transitional Grade	Incomplete	I

8. SUPPLEMENTARY EXAMINATIONS

- 8.1 The supplementary examinations shall be conducted once in summer semester. Notifications will be released by the examination section informing the students about registration procedures, details of fee and timetables. Apart from these examinations the students who have courses with 'I'-grade can also write the supplementary examinations along with regular semester-end examinations of that academic (Odd / Even) semester.
- 8.2 Whenever a candidate clears courses with 'I' grade in a supplementary examination that are conducted during a regular semester, the Threshold value for computing his / her grade will be obtained from the same batch in which he / she had completed his / her formative assessment.
- 8.3 Whenever a candidate clears courses with 'R' / 'I' grade in a summer semester, the Threshold value for computing his / her grade will be carry forwarded from the preceding Odd / Even semester for the respective courses.
- 8.4 Whenever a candidate clears courses with a 'R' grade in a regular semester along with his / her junior batch then for this candidate the Threshold value will be corresponding to his / her junior batch for computing grade.

9. GRADE POINT AVERAGE

The Academic Performance of a student is indicated every semester by the Semester Grade Point Average (SGPA) and finally by Cumulative Grade Point Average (CGPA).

9.1 SGPA

The Semester Grade Point Average (SGPA) shall be computed using the formula given below:

$$SGPA = \frac{\sum_{i=1}^n C_i P_i}{\sum_{i=1}^n C_i}$$

Where

n = number of courses a student successfully completed in the semester under consideration

P_i = Grade points secured for the ith course registered in the semester under consideration.

C_i = the number of credits assigned to ith course registered in the semester under consideration

9.2 CGPA

The Cumulative Grade Point Average (CGPA) shall be computed after successful completion of the programme. The CGPA shall be of 120 credits for BBA degree.

Accordingly, the computations will be as below:

$$CGPA = \frac{\sum_{j=1}^m C_j P_j}{\sum_{j=1}^m C_j}$$

where

m = total number of courses prescribed for the completion of the programme

C_j = the number of credits assigned to the jth course

P_j = grade points secured in the jth course.

and $\sum C_j = 120$

Percentage equivalence of SGPA & CGPA = (SGPA or CGPA) X10

10. AWARD OF CLASS

The students who have become eligible for award of degree shall be classified based on their CGPA secured, as per the Table (8) given below:

Table 8 : Class / Division Information

Sl. No.	CGPA	Class / Division
1	8.0 and above	First Class with Distinction
2	6.5 and above but less than 8.0	First Class
3	6.0 and above but less than 6.5	Second Class
4	Less than 6.0	Pass Class

- For the purpose of rewarding the accomplisners with ranks and awards, toppers are identified, based on their academic performance (CGPA) in BBA.
- In addition, the 'Chairman's gold medal' and other 'Endowment Awards' are awarded to the 'outstanding students' based on the overall performance which includes academic, co-curricular and extra-curricular activities, campus placements and competitive examinations. A committee appointed by the Vice-Chancellor will recommend the eligible student for the award, selected from the nominations received from the departments.
- In addition, the institution may recognize exceptional performance such as music, dance, sports etc. and display of exceptional bravery from time to time
- Only such candidates who complete 120 credits in the first 6 successive semesters shall be eligible to receive awards / ranks.
- The candidates availing spill over semesters will not be eligible for the award of merit scholarships

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11. AWARD OF DEGREE

On successful completion of prescribed requirements of the BBA programme, the degree shall be conferred during the convocation of the VFSTR.

For the conferment of degree, the student has to fulfill the following requirements:

- a bonafide student and undergone the course work of not less than three academic years and not more than five academic years from the date of joining.
- successfully completed all the courses as prescribed in the respective curriculum.
- acquired a minimum eligible credits i.e. 120 credits for the award of BBA degree
- obtained no due certificates as prescribed by VFSTR.
- no in-disciplinary proceedings pending against him / her.

Consequent upon being convinced, following an enquiry, the Academic council may resolve to withdraw the degree provided by the institute. The aggrieved may however prefer for a review of such decision by the Academic Council, citing cogent reasons for review or go in for an appeal to the, BoM of the institute

12. LATERAL EXIT OPTIONS

12.1 Honorable exit with suitable Certification or Diploma

In line with NEP-2020, an optional exit is provided for a candidate who has earned a min. of 40 credits and has completed all the requirements up to the end of I year (second semester). Thereby, such candidate is awarded with 'Under graduate Certificate in Management'.

An optional exit is also provided for a candidate opted to exit after the II year (IV Semester), if he / she earns 80 credits. Thus an 'Under graduate Diploma in Management' will be awarded to the candidate. Semester-wise transcript and a consolidated transcript will be given to the candidates during their exit from the registered program.

Year(Sem)	Year(Sem)	Year(Sem)	Year(Sem)
1(1)	1(2)	2(1)	2(2)
EXIT 1: Minimum 40 CREDITS Under graduate certificate in Management		EXIT 2: Minimum 80 CREDITS Under graduate Diploma in Management	

Figure 5: Lateral Exit Options

Such a candidate who has exited can seek re-entry to complete BBA degree by surrendering the Under Graduate Diploma in Management / Under graduate Certificate in Management. A committee constituted by Vice-Chancellor will scrutiny all such re-entry requests and recommend the plan of action. However, the max. duration of programme should be limited to duration mentioned for BBA degree and further extension beyond the stipulated max. duration of study has to be approved by Academic Council, if the candidate appeals for an extension. The detailed flow of exit / entry is provided in (Figure 5).

12.2 Volunteer 'Drop' with Sabbatical Semester option

A candidate may exercise his option to voluntarily exit from BBA programme temporarily for a semester during the programme, utilizing the DROP option. The DROP can be exercised to take up special Internship / Innovation / Exploratory / Entrepreneurship / Advanced research / Start-up and such related activities. Under such circumstances a candidate can normally avail DROP over two successive semesters. Such 'Drop' semester will be identified as Sabbatical semesters.

Such a candidate has to pay the regular semester fee if such a Drop option is utilized during the first 6 semesters of BBA programme, and has to pay a nominal semester maintenance fee during the spillover period, if a candidate has not yet completed the credit requirements.

Upon returning from such a temporary exit, a candidate may continue his BBA studies utilizing the provision of spillover period. A candidate may also submit a claim for Credit equivalence for the activities undertaken during the DROP period. The equivalence committee would evaluate and assess the academic equivalence of the work carried out and would recommend the credit equivalence and credit transfer to be granted together with the grades that could be attributed, if applicable. However, the max. duration of programme should be limited to five years and further extension beyond the stipulated max. duration of study has to be approved by Academic Council, if the candidate appeals for an extension.

12.3 Volunteer 'Drop' with Semester Drop option

A candidate may exercise their option to voluntarily exit from BBA programme temporarily for a semester during the BBA programme, utilizing the DROP option to meet the family / personal exigencies. All the norms as mentioned in the section (12.2) shall be applicable for the candidates utilizing semester drop option.

13. INTERPRETATION OF RULES

- a) The academic rules and regulations should be read as a whole for the purpose of any interpretation.
- b) For the matter(s) NOT covered herein above or for unforeseen circumstances, but arising during the course of the implementation of the above regulations. The Vice-Chancellor shall be authorized to remove the difficulties and decide upon the matters. The same shall be reported in the next meeting of Academic Council for ratification and subsequently informed to BoM.
- c) The Institution may change or amend the academic rules and regulations or curriculum at any time, and the changes or amendments made shall be applicable to all the students with effect from the dates, notified by the Institution.
- d) Procedure and explanation to any section can be floated by the office of Dean AAA as applicable from time to time with due approval by the chairman of Academic Council.

R22 BBA
3 YEAR
DEGREE
PROGRAMME



R22 BBA 3 YEAR

DEGREE
PROGRAMME



ANNEXURE -1 BBA COURSE STRUCTURE (R22)

I Year I Semester

Course Code	Course Title	L	T	P	C
22BB101	Business Communication	1	2	-	2
22BB102	Business Mathematics	2	4	-	4
22BB103	Financial Accounting	2	2	2	4
22BB104	Micro Economics	2	2	-	3
22BB105	Indian Administration	2	2	-	3
22BB106	Business English Certification (Lab)	-	-	4	2
22BB107	IT Workshop			4	2
22BB108	Web Designing	-	-	4	2
	Total	9	12	14	22
	Contact Hours	35 Hours			

I year I / II Semester

Course Code	Course Title	L	T	P	C
22SA102	Orientation Course	3	-	-	3

I year II Semester

Course Code	Course Title	L	T	P	C
22BB109	Cost Accounting	2	2	2	4
22BB110	Geography and Environmental Studies	2	2	-	3
22BB111	Principles and Practice of Management	2	2	-	3
22BB112	Business Statistics	1	4	-	3
22BB113	Macro Economics	2	2	-	3
22BB114	Statistical Tools for Managers Using Excel (Lab)	-	-	2	1
22BB115	Advanced MS Office	-	-	4	2
	Total	9	12	8	19
	Contact Hours	29 Hours			

II year I Semester

Course Code	Course Title	L	T	P	C
22BB201	Business Environment	2	2	-	3
22BB202	Business Research Methods	1	2	2	3
22BB203	Business Values Ethics and Corporate Governance	2	2	-	3
22BB204	Business Laws	2	2	-	3
22BB205	Organizational Behavior	2	2	-	3
22BB206	Analytical Skill for Managers-I	-	-	4	2
22BB207	Essential Skills for Managers-I	-	-	4	2
22BB208	Life Skills-1	-	-	2	1
22BB209	Introduction to IPR	-	-	4	2
	Total	9	10	16	22
	Contact Hours	35 Hours			

R22 BBA

3 YEAR

DEGREE PROGRAMME



II year II Semester

Course Code	Course Title	L	T	P	C
22BB210	Marketing Management	2	2	-	3
22BB211	Human Resource Management	2	2	-	3
22BB212	Introduction to Business Analytics	2	2	-	3
22BB213	Production & Operations Management	2	2	-	3
22BB214	Business Finance	1	2	2	3
22BB215	Data Visualization Using Tableau (Lab)	-	-	4	2
22BB216	Analytical Skill for Managers –II	-	-	4	2
22BB217	Life Skills-2	-	-	2	1
22BB218	Accounting using Tally	-	-	4	2
	Total	9	10	16	22
	Contact Hours	35 Hours			

Sandwich Summer

Course Code	Course Title	L	T	P	C
22BB301	Summer Internship Programme (SIP)	-	-	4	2

III Year I Semester

Course Code	Course Title	L	T	P	C
22BB302	Strategic Management	2	2	-	3
22BB303	Entrepreneurship Development	2	2	-	3
22BB304	Management Accounting	1	2	-	2
	Specialization-I (Elective –I)	3	2	-	4
	Specialization-I (Elective –II)	3	2	-	4
22BB305	Essential Skills for Managers-II	-	-	4	2
22BB306	Stock Market Trading	-	-	4	2
	Total	11	10	8	20
	Contact Hours	29 Hours			

III Year II Semester

Course Code	Course Title	L	T	P	C
22BB307	International Business	2	2	-	3
22BB308	Project Management	2	4	-	4
22BB309	Operations Research	2	2	-	3
	Specialization-I (Elective –III)	3	2	-	4
	Specialization-I (Elective –IV)	3	2	-	4
22BB310	Management Thesis	-	-	4	2
22BB311	Digital Marketing	-	-	4	2
	Total	12	12	8	22
	Contact Hours	32 Hours			



R22 BBA 3 YEAR

DEGREE
PROGRAMME



List of Department Elective Courses

Course Code	Course Title	L	T	P	C
MARKETING					
22BB801	Marketing Research	3	2	-	4
22BB802	Consumer Behaviour	3	2	-	4
22BB803	Retail Management	3	2	-	4
22BB804	Sales Management	3	2	-	4
22BB805	Tourism Marketing	3	2	-	4
22BB806	Advertising & Brand Management	3	2	-	4
22BB807	Services Marketing	3	2	-	4
22BB808	Customer Relationship Management	3	2	-	4
22BB809	International Marketing	3	2	-	4
22BB810	Strategic Marketing	3	2	-	4
FINANCE					
22BB811	Fundamentals of Investment	3	2	-	4
22BB812	International Financial Management	3	2	-	4
22BB813	Banking and Financial Services	3	2	-	4
22BB814	Project Finance	3	2	-	4
22BB815	Strategic Cost Management and Decision Making	3	2	-	4
22BB816	Financial Derivatives	3	2	-	4
22BB817	Corporate Valuation and Restructuring	3	2	-	4
22BB818	Strategic Financial Management	3	2	-	4
22BB819	Risk Management in Banks	3	2	-	4
22BB820	Behavioural Finance	3	2	-	4
HUMAN RESOURCE					
22BB821	Industrial Relations and Labour Laws	3	2	-	4
22BB822	Talent Planning and Acquisition	3	2	-	4
22BB823	Talent Management & Succession Planning	3	2	-	4
22BB824	Learning and Development	3	2	-	4
22BB825	Strategic and International HRM	3	2	-	4
22BB826	Compensation & Reward System	3	2	-	4
22BB827	HR Metrics	3	2	-	4
22BB828	Organization Development and Change	3	2	-	4
22BB829	Industrial and Organizational Psychology	3	2	-	4
22BB830	Leadership & People Management	3	2	-	4
OPERATIONS AND ANALYTICS					
22BB831	Service Management	3	2	-	4
22BB832	Supply Chain Management	3	2	-	4
22BB833	Productivity Improvement and Cost Control	3	2	-	4
22BB834	Innovation and New Product Development	3	2	-	4
22BB835	Technology Management	3	2	-	4
22BB836	Statistics using R Programme	3	2	-	4
22BB837	Marketing research and Analytics	3	2	-	4
22BB838	Machine Learning	3	2	-	4
22BB839	Predictive Analytics	3	2	-	4
22BB840	Python for Data Analytics	3	2	-	4
22BB841	Financial Analytics	3	2	-	4
22BB842	HR Analytics	3	2	-	4

ANNEXURE -2

ADD-ON CERTIFICATION

The Add-on course offered by the university gives the candidate a deeper insight and facilitates a hands-on exposure to explore the management practices and concepts. These binary courses are offered for candidates who registered for BBA programme. During the inception of every semester these Add-on courses are floated to the students, one per each semester in the assorted specialization thereby, a total of six courses are offered in the 3-year (6 semesters) duration of BBA programme. Each Add-on course carries two credits. A student should express his / her willingness and register for the same along with regular courses before the commencement of the semester.

On successful attainment of minimum 12 credits, then he / she will be eligible for the award of BBA with Add-on certification. However, such a candidate may also avail a spill over semester to complete required credits. Assessment of these courses will be finalized by the Committee constituted in the department in consultation with Dean AAA office.

ADD-ON COURSES

Course Code	Course Title	L	T	P	C
I-I	Web Designing	-	-	4	2
I-II	Advanced MS Office	-	-	4	2
II-I	Introduction to IPR	-	-	4	2
II-II	Accounting using TALLY	-	-	4	2
III-I	Stock Market Trading	-	-	4	2
III-II	Digital Marketing	-	-	4	2
	Total	-	-	24	12
	Contact Hours	24 Hours			

R22 BBA
3 YEAR

**DEGREE
PROGRAMME**



R22 BBA
3 YEAR
DEGREE PROGRAMME

ANNEXURE – 3

SUPPLEMENT REGULATION FOR ONWARD CONTINUATION TO MBA DEGREE

The proposal to institute MBA in line with the practices in Institutions of National Importance, is to elevate the Gross Qualification Index (GQI) of India, and specifically to enhance the managerial competency of the graduates.

In order to attract the committed learners towards earning MBA immediately after BBA the following scheme is proposed:

1. He / she should be a candidate maintaining his studentship through proper registration process of his BBA program and fulfills all the credit requirements of BBA.
2. He / she has to appear for an aptitude test/ interaction and the corresponding committee of experts constituted for the purpose has to recommended his / her name.
3. The study pattern will be as follows:

ADD-ON COURSES

MBA Semester Count	Credit	Expected Study Coverage
I / I	20	Professional Core
I / II	20	<ul style="list-style-type: none"> 1. 14 credits of Professional Core and Electives 2. 6 credits of Social Immersion Project
Sandwich summer semester	6	Field work / Project Work
II / I	18	Professional Core and Electives
II / II	16	Internship

4. The candidate should earn all the credits of the BBA program before commencing the MBA program. The program structure designed for MBA will be followed from VII semester onwards
 - BBA degree = 120 credits
 - MBA degree = 80 credits
5. Honourable exit option:
 - Candidate who has earned all the credit requirements till first year of MBA can exercise his / her option to exit the program with a BBA honours degree for the candidates those who have earned BBA credits from VFSTR.
 - However, candidates earned BBA credits from other institutes will be awarded PG diploma if he / she opts to exit from the MBA programme.
6. Industry – Interface is a two credit binary course offered with the support of industry personnel in the II year I semester of this programme. Assessment of this course will be finalized by the committee constituted in the department in consultation with Dean AAA office.

ONWARD CONTINUATION TO MBA PROGRAMME COURSE STRUCTURE - R22

R22 BBA
3 YEAR

**DEGREE
PROGRAMME**



I MBA I Semester

Course Code	Course Title	L	T	P	C
22BB401	Design Thinking	1	4	-	3
22BB402	Direct Taxation	2	4	-	4
22BB403	Social Entrepreneurship	1	4	-	3
22BB404	Elective (MOOCS)	-	4	-	2
	Specialization-II (Elective –I)	3	2	-	4
	Specialization-II (Elective –II)	3	2	-	4
	Total	10	20	-	20
	Contact Hours	30 Hours			

I MBA II Semester

Course Code	Course Title	L	T	P	C
22BB405	Cross Cultural Management	2	2	-	3
22BB406	Corporate Strategy	2	2	-	3
	Specialization-II (Elective –III)	3	2	-	4
	Specialization-II (Elective –IV)	3	2	-	4
22BB407	Social Immersion Project	-	-	12	6
	Total	10	8	12	20
	Contact Hours	30 Hours			

Sandwich Summer

Course Code	Course Title	L	T	P	C
22BB505	Project Work	-	-	12	6



R22 BBA 3 YEAR

DEGREE
PROGRAMME



MBA PROGRAMME COURSE STRUCTURE - R22

II MBA I Semester

Course Code	Course Title	L	T	P	C
22BB501	Advanced Business Research Methods	1	2	-	2
22BB502	Corporate Leadership	2	4	-	4
	Specialization-I (Elective –V)	3	2	-	4
	Specialization-II (Elective –V)	3	2	-	4
22BB503	Advanced Data Visualization lab	-	-	4	2
22BB504	Industry-Interface	-	-	4	2
	Total	9	10	8	18
	Contact Hours	23 Hours			

II MBA II Semester

Course Code	Course Title	L	T	P	C
22BB506	Internship	-	-	28	16
	Total	-	-	28	16
	Contact Hours	28 Hours			



DEPARTMENT OF MANAGEMENT STUDIES

BACHELOR OF BUSINESS ADMINISTRATION

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22BB102	Business Mathematics
22BB103	Financial Accounting
22BB104	Micro Economics
22BB105	Indian Administration
22BB106	Business English Certification (Lab)
22BB107	IT Workshop
22BB108	Web Designing

I YEAR II SEMESTER	
22SA102	Orientation Course

I YEAR II SEMESTER	
22BB109	Cost Accounting
22BB110	Geography and Environmental Studies
22BB111	Principles and Practice of Management
22BB112	Business Statistics
22BB113	Macro Economics
22BB114	Statistical Tools for Managers Using Excel (Lab)
22BB115	Advanced MS Office

II YEAR I SEMESTER		
22BB201	Business Environment	
22BB202	Business Research Methods	
22BB203	Business Values Ethics and Corporate Governance	
22BB204	Business Laws	
22BB205	Organizational Behavior	
22BB206	Analytical Skill for Managers-I - Lab	
22BB207	Essential Skills for Managers-I - Lab	
22BB208	Life Skills-1	
22BB209	Introduction to IPR- (Intellectual Property Right)	

II YEAR II SEMESTER		
22BB210	Marketing Management	
22BB211	Human Resource Management	
22BB212	Introduction to Business Analytics	
22BB213	Production & Operations Management	
22BB214	Business Finance	
22BB215	Data Visualization Using Tableau - Lab	
22BB216	Analytical Skill for Managers –II - Lab	
22BB217	Life Skills-2	
22BB218	Accounting using Tally	

SANDWICH SUMMER SEMESTER		
22BB301	Summer Internship Programme (SIP)	

III YEAR I SEMESTER		
22BB302	Strategic Management	
22BB303	Entrepreneurship Development	
22BB304	Management Accounting	
22BB305	Essential Skills for Managers-II - Lab	
22BB306	Stock Market Trading	

III YEAR II SEMESTER		
22BB307	International Business	
22BB308	Project Management	
22BB309	Operations Research	
22BB310	Management Thesis	
22BB311	Digital Marketing	

LIST OF DEPARTMENT ELECTIVE		
MARKETING		
22BB801	Marketing Research	
22BB802	Consumer Behavior	
22BB803	Retail Marketing	
22BB804	Sales Management	
22BB805	Tourism Marketing	
22BB806	Advertising & Brand Management	
22BB807	Services Marketing	
22BB808	Digital Marketing	
22BB809	Strategic Marketing	
22BB810	International Marketing	
FINANCE		
22BB811	Fundamentals of Investment	
22BB812	International Financial Management	
22BB813	Banking and Financial Services	
22BB814	Project Finance	
22BB815	Strategic Cost Management and Decision Making	
22BB816	Financial Derivatives	
22BB817	Corporate Valuation and Restructuring	
22BB818	Strategic Financial Management	
22BB819	Risk Management in Banks	
22BB820	Behavioral Finance	

HUMAN RESOURCES		
22BB821	Industrial Relations and Labour Laws	
22BB822	Talent Planning and Acquisition	
22BB823	Talent Management & Succession Planning	
22BB824	Learning and Development	
22BB825	Strategic and International HRM	
22BB826	Compensation & Reward System	
22BB827	HR Metrics	
22BB828	Organization Development and Change	
22BB829	Industrial and Organizational Psychology	
22BB830	Leadership & People Management	
OPERATIONS & ANALYTICS		
22BB831	Service Management	
22BB832	Supply Chain Management	
22BB833	Productivity Improvement and Cost Control	
22BB834	Innovation and New Product Development	
22BB835	Technology Management	
22BB836	Statistics using R Programme	
22BB837	Marketing Research and Analytics	
22BB838	Machine Learning	
22BB839	Predictive Analytics	
22BB840	Python for Data Analytics	
22BB841	Financial Analytics	
22BB842	HR Analytics	

ONWARD CONTINUATION TO MBA PROGRAMME

COURSE STRUCTURE - R22

I MBA YEAR I SEMESTER		
22BB401	Design Thinking	
22BB402	Direct Taxation	
22BB403	Social Entrepreneurship	
22BB404	Elective (MOOCS)	
I MBA YEAR II SEMESTER		
22BB405	Cross Cultural Management	
22BB406	Corporate Strategy	
22BB407	Social Immersion Project	

SANDWICH SUMMER SEMESTER		
22BB506	Field work / Project Work	

II MBA YEAR I SEMESTER		
22BB501	Advanced Business Research Methods	
22BB502	Corporate Leadership	
22BB503	Advanced Data Visualization lab	
22BB504	Industry-Interface	
II MBA YEAR II SEMESTER		
22BB505	Internship	

FOREWORD

Business Administration is transforming our world, in myriad ways. It is changing the way we do business, the way we learn, the way we communicate, the way we utilize human, financial, technology resources and even the way we entertain ourselves. The discipline of Business Administration addresses the strategies, innovative methods, integration, new product or service deployment, and management of people and networking resources and services, as well as the development of new technology infrastructures in organizations. The global business has undergone a rapid evolution, as it has kept abreast of what the global markets require in terms of products and services. India has now positioned itself as a potential market for global business. Business Administration has shaped itself into a process oriented, Best Practices-focused and skill-rich entity that has found favor with global customers.

Business Administration specialists solve complex business entry, position, targeting customers, culture, rapid technological advancement problems that require fundamental knowledge, competencies and utilize the processes of needs assessment, technology transfer and user support. Master of Business Administration prepares students for a variety of careers extending into diverse facets of the business age economy. At the postgraduate level, students can focus on various aspects of business ranging from Production Strategies, Organizational Behavior, positioning the products and services, Financial Management, New Product Development, International Business issues, Research and Development, as well as Total Quality Management (TQM). The program requires completion of specialization in courses of student's choice, additional electives, and an extensive "kaizen"- a soft skill training program. R22 curriculum includes 12 weeks of internship program to enable the students to acquire hands-on experience of business administration to make them industry ready.

R22 Curriculum Comprises of:

- Internship with industry support
- Enhanced soft skill based courses for improving employment opportunities
- Lab sessions for communication improvement.

In R22 curriculum, every care has been taken to accommodate the knowledge and skill requirements of industry through practicing of proper activities. While making the graduates work ready, it also enables them to be successful in competitive examinations.

The focus area of each unit in every course is clearly defined. Topics of contemporary relevance such as the Strategic Management, Financial Management, Marketing Management, Organizational Behavior, and Business Research Methods are included.

The Board of Studies consisting eminent personalities along with experienced faculty members of the university have designed the curriculum to offer knowledge and skill of business administration, on the above mentioned areas. The curriculum includes concepts with skill based VFSTR Deemed to be UNIVERSITY tasks through integrated activities combined with theory. The department aims to make graduates ready for the industrial needs.

External BOS Members:

1. Dr. P. V. S. Ravindra Varma *CEO, Formula HR Consulting & CAREER PUNDITS-Hyderabad*
2. Mr. Shyam Vishnu Bhotla, *Director Sale, Track IT Solutions.*
3. Prof. Chakrapani, *Finance,IMT,Hyderabad.*
4. Dr. Abhilash Ponnamp, *Associate Professor, Dept. of Business Analytics,NMIMS, Hyderabad.*
5. DrV..Ramadevi, *Assoc.Prof.NIT Warangal*
- 6..Dr. Vineet Tiwari, *Assoc.Prof. .IIIT, Allahbad*

I thank all the BOS Members, Academic Council Members and University authorities for encouraging and supporting us in designing this innovative curriculum for our students.

Dr. Kalpana Koneru
HOD, MBA



VIGNAN'S

Foundation for Science, Technology & Research

(Deemed to be UNIVERSITY)

-Estd. u/s 3 of UGC Act 1956

VISION

To evolve into a Centre of Excellence in Science & Technology through creative and innovative practices in teaching – learning, towards promoting academic achievement and research excellence to produce internationally accepted, competitive and world class professionals who are psychologically strong & emotionally balanced, imbued with social consciousness & ethical values.

MISSION

To provide high quality academic programmes, training activities, research facilities and opportunities supported by continuous industry – institute interaction aimed at promoting employability, entrepreneurship, leadership and research aptitude among students and contribute to the economic and technological development of the region, state and nation.

Department of

BACHELOR OF BUSINESS ADMINISTRATION

VISION

To be a centre of excellence in Management Education by attracting staff and students of highest quality.

MISSION

To advance knowledge through high quality academic programmes, training activities, research facilities and opportunities supported by continuous industry - institute interaction aimed at employability, entrepreneurship, leadership and research aptitude among students and develop leaders so as to serve business and society.

BACHELOR OF BUSINESS ADMINISTRATION

Programme Educational Objectives (PEOs)

To produce graduates with the following capabilities

PEO1: Enhance the ability for continuous learning and research to sustain individual and organizational goals.

PEO2: Explore and develop leadership, team work, social, legal and ethical responsibilities in business and society.

PEO3: Encourage and train the students to contribute in fields of Education and Business world by pursuing higher studies, or starting their independent ventures.

Programme Specific Outcomes (PSOs)

PSO1: Developing functional and general management skills to achieve individual and organizational goals.

PSO2: Analyze skill and knowledge gap required in contemporary managerial domains in updating social and technical analysis.

Programme Outcomes (POs)

On graduation, student will be able to:

PO1: Apply managerial, functional theories and practices to develop strategies in solving Contemporary business problems.

PO2: Apply knowledge of Business Communication, Mathematics, Economics and Accounting in the process of business administration.

PO3: Identify and Analyze Psychological, Environmental, Legal, Ethical Practices of Business Administration and developing Leadership ability.

PO4: Imbibe technology enabled analytical skills for empirical based decision making.

PO5: Incubating innovation and creativity through developing entrepreneurial skills.

PO6: To encourage and promote the zeal of students towards higher education and research.

BBA COURSE STRUCTURE R22

I Year I Semester Structure

Course Code	Course Title	L	T	P	C
22BB101	Business Communication	1	2	-	2
22BB102	Business Mathematics	2	4	-	4
22BB103	Financial Accounting	2	2	2	4
22BB104	Micro Economics	2	2	-	3
22BB105	Indian Administration	2	2	-	3
22BB106	Business English Certification	-	-	4	2
22BB107	IT Workshop			4	2
22BB108	Web Designing	-	-	4	2
	Total	9	12	14	22
	Contact Hours	35 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits

I Year I/II Semester

Course Code	Course Title	L	T	P	C
22SA102	Orientation Course	3	-	-	3

I Year II Semester Structure

Course Code	Course Title	L	T	P	C
22BB109	Cost Accounting	2	2	2	4
22BB110	Geography and Environmental Studies	2	2	-	3
22BB111	Principles and Practice of Management	2	2	-	3
22BB112	Business Statistics	1	4	-	3
22BB113	Macro Economics	2	2	-	3
22BB114	Statistical Tools for Managers Using Excel	-	-	2	1
22BB115	Advanced MS Office	-	-	4	2
	Total	9	12	8	19
	Contact Hours	29 Hours			

II Year II/I Semester

Course Code	Course Title	L	T	P	C
22BB201	Business Environment	2	2	-	3
22BB202	Business Research Methods	1	2	2	3
22BB203	Business Values Ethics and Corporate Governance	2	2	-	3
22BB204	Business Laws	2	2	-	3
22BB205	Organizational Behavior	2	2	-	3
22BB206	Analytical Skill for Managers-I	-	-	4	2
22BB207	Essential Skills for Managers-I	-	-	4	2
22BB208	Life Skills-1	-	-	2	1
22BB209	Introduction to IPR	-	-	4	2
	Total	9	10	16	22
	Contact Hours	35 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits**II Year II/II Semester**

Course Code	Course Title	L	T	P	C
22BB210	Marketing Management	2	2	-	3
22BB211	Human Resource Management	2	2	-	3
22BB212	Introduction to Business Analytics	2	2	-	3
22BB213	Production & Operations Management	2	2	-	3
22BB214	Business Finance	1	2	2	3
22BB215	Data Visualization Using Tableau	-	-	4	2
22BB216	Analytical Skill for Managers –II	-	-	4	2
22BB217	Life Skills-2	-	-	2	1
22BB218	Accounting using Tally	-	-	4	2
	Total	9	10	16	22
	Contact Hours	35 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits

Sandwich Summer

Course Code	Course Title	L	T	P	C
22BB301	Summer Internship Programme (SIP)	-	-	4	2

III Year I Semester

Course Code	Course Title	L	T	P	C
22BB302	Strategic Management	2	2	-	3
22BB303	Entrepreneurship Development	2	2	-	3
22BB304	Management Accounting	1	2	-	2
	Specialization-I (Elective –I)	3	2	-	4
	Specialization-I (Elective –II)	3	2	-	4
22BB305	Essential Skills for Managers-II	-	-	4	2
22BB306	Stock Market Trading	-	-	4	2
	Total	11	10	8	20
	Contact Hours	29 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits

III Year II Semester

Course Code	Course Title	L	T	P	C
22BB307	International Business	2	2	-	3
22BB308	Project Management	2	4	-	4
22BB309	Operations Research	2	2	-	3
	Specialization-I (Elective –III)	3	2	-	4
	Specialization-I (Elective –IV)	3	2	-	4
22BB310	Management Thesis	-	-	4	2
22BB311	Digital Marketing	-	-	4	2
	Total	12	12	8	22
	Contact Hours	32 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits

ELECTIVE LIST OF DEPARTMENT ELECTIVE COURSES

Course Code	Course Title	L	T	P	C
	MARKETING				
22BB801	Marketing Research	3	2	-	4
22BB802	Consumer Behaviour	3	2	-	4
22BB803	Retail Management	3	2	-	4
22BB804	Sales & Distribution Management	3	2	-	4
22BB805	Tourism Marketing	3	2	-	4
22BB806	Advertising & Brand Management	3	2	-	4
22BB807	Services Marketing	3	2	-	4
22BB808	Customer Relationship Management	3	2	-	4
22BB809	International Marketing	3	2	-	4
22BB810	Strategic Marketing	3	2	-	4
	FINANCE	3	2	-	4
22BB811	Fundamentals of Investment	3	2	-	4
22BB812	International Financial Management	3	2	-	4
22BB813	Banking and Financial Services	3	2	-	4
22BB814	Project Finance	3	2	-	4
22BB815	Strategic Cost Management and Decision Making	3	2	-	4
22BB816	Financial Derivatives	3	2	-	4
22BB817	Corporate Valuation and Restructuring	3	2	-	4
22BB818	Strategic Financial Management	3	2	-	4
22BB819	Risk Management in Banks	3	2	-	4
22BB820	Behavioral Finance	3	2	-	4
	HUMAN RESOURCE	3	2	-	4
22BB821	Industrial Relations and Labour Laws	3	2	-	4
22BB822	Talent Planning and Acquisition	3	2	-	4
22BB823	Talent Management & Succession Planning	3	2	-	4
22BB824	Learning and Development	3	2	-	4
22BB825	Strategic and International HRM	3	2	-	4
22BB826	Compensation & Reward System	3	2	-	4
22BB827	HR Metrics	3	2	-	4
22BB828	Organization Development and Change	3	2	-	4
22BB829	Industrial and Organizational Psychology	3	2	-	4
22BB830	Leadership & People Management	3	2	-	4

Course Code	Course Title	L	T	P	C
	OPERATIONS AND ANALYTICS				
22BB831	Service Management	3	2	-	4
22BB832	Supply Chain Management	3	2	-	4
22BB833	Productivity Improvement and Cost Control	3	2	-	4
22BB834	Innovation and New Product Development	3	2	-	4
22BB835	Technology Management	3	2	-	4
22BB836	Statistics using R Programme	3	2	-	4
22BB837	Marketing research and Analytics	3	2	-	4
22BB838	Machine Learning	3	2	-	4
22BB839	Predictive Analytics	3	2	-	4
22BB840	Python for Data Analytics	3	2	-	4
22BB841	Financial Analytics	3	2	-	4
22BB842	HR Analytics	3	2	-	4

**ONWARD CONTINUATION TO MBA PROGRAMME
COURSE STRUCTURE - R22**

I MBA I Semester

Course Code	Course Title	L	T	P	C
22BB401	Design Thinking	1	4	-	3
22BB402	Direct Taxation	2	4	-	4
22BB403	Social Entrepreneurship	1	4	-	3
22BB404	Elective (MOOCS)	-	4	-	2
	Specialization-II (Elective –I)	3	2	-	4
	Specialization-II (Elective –II)	3	2	-	4
	Total	10	20	-	20
	Contact Hours	30 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits

I MBA II Semester

Course Code	Course Title	L	T	P	C
22BB405	Cross Cultural Management	2	2	-	3
22BB406	Corporate Strategy	2	2	-	3
	Specialization-II (Elective –III)	3	2	-	4
	Specialization-II (Elective –IV)	3	2	-	4
22BB407	Social Immersion Project	-	-	12	6
	Total	10	8	12	20
	Contact Hours	30 Hours			2

L=Lecture; T= Tutorial; P= Practical; C=Credits

Sandwich Summer

Course Code	Course Title	L	T	P	C
22BB506	Field work / Project Work	-	-	12	6

L=Lecture; T= Tutorial; P= Practical; C=Credits

II MBA I Semester

Course Code	Course Title	L	T	P	C
22BB501	Advanced Business Research Methods	1	2	-	2
22BB502	Corporate Leadership	2	4	-	4
	Specialization-I (Elective –V)	3	2	-	4
	Specialization-II (Elective –V)	3	2	-	4
22BB503	Advanced Data Visualization	-	-	4	2
22BB504	Industry-Interface	-	-	4	2
	Total	9	10	8	18
	Contact Hours	23 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits

II MBA II Semester

Course Code	Course Title	L	T	P	C
22BB505	Internship	-	-	28	16
	Total	-	-	28	16
	Contact Hours	28 Hours			

L=Lecture; T= Tutorial; P= Practical; C=Credits

22BB101-BUSINESS COMMUNICATION

Hours per week

L	T	P	C
1	2	0	2

PRE-REQUISITE KNOWLEDGE: Business Communication.

COURSE DESCRIPTION AND OBJECTIVES:

The course is designed to develop students' competence and confidence to communicate at an advanced level for carrying out general and business functions. It will provide them a comprehensive view of communication, and its scope and importance for carrying out business operations.

MODULE-1

UNIT-1

3L+6T+0P =9 Hours

Reading-Reading for Note Making (2 Hr.) - Subskills: Reading for global understanding, specific information and guessing contextual meanings: extrapolative reading~ Reading Business Articles: ~ Business vocabulary from the text.

Functional grammar: Articles and Prepositions (2 Hr.) - (Common Errors Handout) Vocabulary: Root, Prefixes and Suffixes.

Writing- Writing for Summarizing (3 Hr.) Subskills: Paraphrasing, Paragraph writing; writing a topic sentence, supporting sentences, effective introductions & conclusions, cohesive devices.

Listening-listening for note making and for general information: (2 Hr.) Top down & bottom up

Speaking- (3 Hrs.) Presenting in teams their ideas on the topic summarized, making a PPT effective introduction and conclusions, Organizing the content, using suitable cohesive devices/discourse markers by using graphic aids.

UNIT-2

5L+ 10T+0P =15 Hours

Reading-Reading for comprehension (2 Hrs.) (Business articles) ~ Reading subskills: predicting, skimming, scanning, reading for inference. **Reading Texts:** Academic vocabulary from the text: synonyms, antonyms, confused words, **reading for Business oriented letters and Reports Wiring- (2 Hrs.)** Note making and summarizing ~ Functional grammar:(**2 Hrs.**) Verb forms and If clauses (Common Errors Handout) different types of letters (**2 Hrs.**) - sales, complaint and letter of recommendation.

Reading for predicting, skimming, scanning, reading for inference.

Listening- (2 Hrs.) Listening to Ted-X-Talks and Business oriented audios for sorting information, listening to an interview to get overview of Business strategies.

Speaking:(2 Hrs.) Speaking of past and present habits/ activities/events by using cohesive devices).

PRACTICE:

- Reading for predicting, skimming, scanning, reading for inference.
- Learn some phrasal verbs and idioms commonly used in business.
- Use dialogues to practise formal exchanges.

- different types of letters- sales, complaint and letter of recommendation.
- Precis writing.
- Paraphrasing.

MODULE - 2

UNIT-1

3L+6T+0P=9 Hours

Reading-(2 Hrs.) Reading for interpreting Bar charts (skimming and scanning) and E-mails,

Writing- (3 Hrs.) Registering style of interpreting different graphs and standard phrasing of Email (Stages of writing: planning /organizing /writing /editing /rewriting).

Functional grammar: (3 Hrs.) Sub-verb Agreement and Modals (Common Errors Handout) Vocabulary: Idioms and Phrases.

Listening to a Business Presentation: (2 Hrs.) Listening for deducing information, for abstract details and specific details.

Speaking:(2 Hrs.) Making a presentation with a PPT on a topic assigned, Organizing the presentation using appropriate discourse markers/cohesive devices, effective introductions * conclusions.

UNIT-2

5L+10+0P= 15 Hours

Reading- (2 Hrs.) Reading to determine conclusion, significance and findings of different types of graphs- Pie chart, Bar graphs.

Writing- (2 Hrs.) Organizing business E-mails by using cohesive devices and effective vocabulary.

Listening- (3 Hrs.) Listening for expressing ideas clearly and to find appropriate vocabulary.

Speaking- (3Hrs) involving in pair work by adding interpretations of selected graphs and presenting to class – Language functions ~ initiating a discussion ~ expressing one's opinion ~ leading a discussion ~ agreeing/ disagreeing to someone's view ~ cutting into a speech, Physical appearance, body language & voice modulation ~ making impromptu presentations.

Functional grammar:(2 Hrs.) Adjectives (Degrees), Adverbs and conjunctions (Common Errors Handout) Vocabulary: Collocations Functional grammar: Voice, and Speech (Common Errors Handout) Vocabulary: One-word substitutes.

PRACTICE:

- Employ subject-verb agreement.
- Correction of Sentences.
- Making information more Comprehensive.
- Individual presentations with PPT.
- Interpreting Business articles.

SKILLS:

- Develop strategies needed for global workplace.
- Make students to read and understand business articles.
- Develop Business correspondence.
- Demonstrating strong Interpersonal skills.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.	Create	1	5
2	Apply appropriate strategies in the use of suitable vocabulary and functional grammar to carry out day to day managerial functions.	Apply	1	1
3	To make the student understand use of basic and advanced proper writing techniques that today's technology demands.	Apply	2	3
4	Produce clear and concise written business documents.	Create	2	1
5	Use career skills that are needed to succeed, such as using ethical tools, working collaboratively, observing business etiquette and resolving conflicts.	Evaluate	2	6

TEXT BOOKS:

1. Technical Communication-principles and practice by Meenakshi Raman, Sangeeta Sharma. Oxford Higher Education.2015. 3rd edition.
2. CUP Cambridge: Business Benchmark: Business Preliminary 2nd Edition.

REFERENCE BOOKS:

1. Basic Communication Skills for Technology by AndseJ.Rutherford. Pearson Education Asia.2000, 2nd edition.
2. Advanced Communication Skills by V. Prasad, Atma Ram.
3. Business Communication by Raymond V. Lesikar, 1995, Mcgrew hill.
4. Writing Remedies by University Press.
5. Success with Grammar & Composition by K.R. Narayana Swamy.
6. English and Communication for colleges by Thomas L. Means. Cengage, 2007, 4th edition.

22BB102-BUSINESS MATHEMATICS

Hours per week

L	T	P	C
2	4	0	4

PRE-REQUISITE KNOWLEDGE: Business mathematics.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of this course is to familiarize the students with mathematical tools useful for decision making. Students will learn set theories, types of matrices, binomial theorem, derivatives of standard function and knowledge of integrals. (Proofs and derivations are excluded).

MODULE-1

UNIT-1

6L+12T+0P=18Hours

Definition of Set, Presentation of Sets, Different types of Sets- Null Set, Finite and Infinite Sets, Universal Set, Subset, Power Set etc., Set operations: Laws of algebra of Sets and problems., Cartesian product of sets.

UNIT-2

10L+20T+0P=30 Hours

MATRIX ALGEBRA

Introduction, operations on matrices: Addition, subtraction and multiplication of matrices –ad-joint of matrix, inverse of a matrix - solution of simultaneous equations (Cramer's rule and matrix inverse method), rank of matrix.

PRACTICE:

- Types of sets.
- Union of sets.
- Intersection of sets.
- Laws of sets.
- Cartesian product of sets.
- Types of matrices.
- Addition of matrices.
- Multiplication of matrices.
- Transpose of matrices.
- Inverse of matrices.
- Crammer's rule.
- Matrix inversion method.

MODULE-2

UNIT-1

6L+12T+0P = 18 Hours

BINOMIAL THEOREM

Statement of the theorem for positive integral index - General term - Middle term - Equidistant terms- Simple properties of binomial coefficient.

UNIT-2**10L+20T+0P = 30 Hours****DIFFERENTIATION**

Interdiction basic laws of derivatives- product rule – quotient rule - higher order Derivatives - maxima and minima of functions. (Simple algebraic and simple trigonometric functions only).

PRACTICE:

- Binomial theorem.
- Binomial expansions.
- Middle terms.
- Independent terms.
- Binomial coefficients.
- Formulas of derivatives.
- Simple examples on derivatives.
- Additive rule.
- Product rule.
- Quotient rule.
- Maxima and minima.

COURSE OUTCOMES:

By the end of this course, it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understanding the various types of sets, set operations, cartesian product of sets.	Apply	1	1,2
2	Understanding the Types of matrices, matrix operations, and method of solving simultaneous equations.	Apply	1	2
3	Understanding the concept of Binomial theorem, position of terms, binomial coefficients and its applications.	Analyze	2	3
4	Understand the derivative of a function and the derivatives of standard functions, additive, multiplicative and quotient rules of derivatives, maxima and minima of a function.	Analyze	2	4
5	Understand the applications of mathematics in Business.	Analyze	2	5,6

TEXTBOOKS:

1. D. C. Sancheti and Kapoor V.K., Business mathematics Sultan Chand & sons, new Delhi, 6thedition.
2. Business Mathematics, Sancheti. D.C., Sultan Chand, 1979, New Delhi, 6th edition.

REFERENCE BOOKS:

1. Kappor V.K., Introductory Business Mathematics”, 14th revised, New Delhi, Sultan Chand, 2005.
2. Dr.Padamaloachan Hajarika, S Chand and Company Ltd. Ram Nagar, New Delhi.
3. JK Sharms I.K. International Publishing House Pvt. Limited

22BB103-FINANCIAL ACCOUNTING

Hours per week

L	T	P	C
2	2	2	4

PRE – REQUISITE KNOWLEDGE: preparation of Accounts - Find out the performance of organization- depreciation- company accounts.

COURSE DESCRIPTION AND OBJECTIVES:

To make the students understand about the fundamentals of Accounts.

To enlighten the management students about the importance of Final Accounts.

To motivate the students in analyzing the financial performance of the firms.

MODULE-1

UNIT-1

10L+6T+2P=18 Hours

Introduction to Accounting: Meaning, Need for Accounting, Objectives of Accounting Functions of Accounting, Internal and External users of Accounting information, Accounting Cycle, limitations of Accounting, Accounting Concepts and Conventions, (GAAP).

UNIT-2

6L+10T+14P=30 Hours

Accounting systems, Importance; process: Book-keeping – Meaning, Double Entry System Classification of Accounts, Rules of Debit and Credit of Accounts, Preparation of Journal entries, Ledger Accounts and Trial balance. Preparation of Final Accounts: Concept of Capital and Revenue transactions. Preparation of Trading Accounts –

PRACTICES

- Record the journal entries with narrations.
- Prepare the ledger accounts.
- Prepare the trial balance problems.
- Prepare the trading account, profit and loss account and Balance sheet.

MODULE-2

UNIT-1

8L+8T+9P = 25 Hours

Profit & Loss Account - Balance sheet – Problems with simple Adjustment. Depreciation and inventory management: Meaning, need & importance of depreciation, methods of charging depreciation.

UNIT -2

8L+8T+7P = 23 Hours

Valuation of Inventory Methods of Inventory Valuation- First in First out method, Last in First out method and average cost method. Company Accounts: Meaning- Nature, types of companies, Shares & Debentures- Issue-Forfeiture- Re-Issue-Redemption of Debentures.

PRACTICES:

- Determine the valuation of inventory.
- Calculate the problems on debentures and redemption of debentures.
- Find out depreciation on fixed assets in every year.

SKILLS:

- Preparing Journal entries in the company/ firm/ industry.
- Preparing individual accounts in the company.
- Find out the financial position of the organization through trading account, profit & loss account and Balance sheet.
- Find out the valuation of inventory in the organization.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms level	Module no	Mapping with PO's
1	Apply the Accounting concepts, conventions and principles of Accounting.	APPLY	1	2,3,5
2	Construct journal entries, ledger Accounts and trail balance.	Analyze	1	3,1,4
3	Analyze the performance of the organization through Trading, profit & loss, Balance sheet.	Analyze	1	2, 4,1
4	Determine the Depreciation Methods and Inventory Valuation Methods in the Company/ industry.	Apply	2	4,2, 3
5	Compute the value of shares and debentures of the Company/industry.	Evaluate	2	3,2,4

TEXT BOOK

1. S.P. Jain, K.L Narang “Financial Accounting”, 3rd Edition, Kalyani Publishers, 2016.
2. Jain S.P., & Narang K L. “Basic Financial Accounting”, 1st Edition, Kalyani publishers - 2016

REFERENCE BOOKS:

1. Maheshwari, S.N., & Maheshwari, S.K. . “Advanced Accountancy”, 10 th Edition, Vikashouse publication ltd, 2010.
2. Shukla, M. “Advanced Accounts” 19th Edition, S Chand Group, 2016. .
3. Radhaswamy, M & Gupta, R.L. ” Advanced Accountancy” 17th Edition, Sultan Chand & Sons, 2014.
4. Jawahar Lal, Seena Srivastava, “Financial Accounting-Principles And Practices:, 3rd Edition,S. Chand, New Delhi, 2014.

22BB104-MICRO ECONOMICS

Hours per week

L	T	P	C
2	2	0	3

PRE – REQUISITE KNOWLEDGE: Micro Economics.

COURSE DESCRIPTION AND OBJECTIVE:

To make the students familiar with the basic concepts and principles of Business Economics. Students will learn nature and scope of managerial economics demand analysis, theory of production, cost analysis and different markets and pricing methods.

MODULE-1

UNIT-1

6L+6T+0P=12 Hours

Introduction to Economics: Definition- scarcity, welfare and wealth, scope of economics, Nature and Significance of Managerial Economics, Basic Economic concepts, Micro and Macro Economics.

UNIT-2:

10L+10T+0P=20 Hours

Consumer Demand Analysis - Cardinal and Ordinal Approach: Meaning and types of Demand, Demand determinants, Law of Demand, Elasticity of Demand – Types, Degrees and Measurement of Elasticity. Demand Forecasting-kinds and methods.

PRACTICES:

- Case study on opportunity cost principle.
- Case study on discounting principle.
- Case study on law of demand.
- Case study on factors influencing demand.

MODULE-2

UNIT-1

6L+6T+0P=12 Hours

Production Analysis: Production, production function, iso-quant, iso-cost, least-cost combination of input factors, **MRTS**, Laws of Production – law of Variable proportions and Laws of Returns of Scale.

UNIT-2

10L+10T+0P= 20 Hours

Cost Analysis : Types of costs, cost function, cost-output relationship in the short-run and in the long-run. Break-even analysis –schedule, chart and simple problems.

Market Structure: Market, Market structure, Perfect competition – Meaning, Equilibrium of firm and industry under perfect competition, Pricing under imperfect competition – monopoly and monopolistic competition- Methods of pricing.

PRACTICES:

- Case study on law of variable proportions.
- Case study on least cost combination of input factors.
- Case study on returns of scale.

- Case study on break-even analysis.
- Case study on pricing methods.

SKILLS:

- Identify and present the responsibilities of a managerial economist.
- Prepare the list of economic principles and their role in decision making.
- Collect the factors influencing the demand for a product.
- Identify the various types of cost concepts.
- Identify various types of market structures prevailing in the real world.
- Collect different pricing methods followed by any private organization.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply the economic way of thinking to individual decisions and business decisions.	Apply	1	3,2,1
2	Appraise the determinants of Demand and forecasting techniques.	Analyze	1	2,1,3
3	Compare and contrast different types of production functions.	Apply	1	3,2,1
4	Differentiate the different costs of production and how they affect short and long run decisions.	Apply	2	2,1,3
5	Examine how prices get determined in different market structures..	Apply	2	3,2,1

TEXTBOOKS:

1. Maheshwari K. L. ,Varshney R.L. , Managerial Economics, 22nd Revised Edition 2016, Sultan Chand & Sons.
2. Dominick Salvatore, Managerial Economics in a global economy, Indian Edition; Fourth Edition, McGraw Hill.

REFERENCE BOOKS:

1. Craig H Peterson, W.Cris Lewis, Sudhir.k.Jain; Managerial Economics, Pearson Publications.
2. P.L.Mehta; Managerial Economics, Sultan Chand Sons.
3. M.L.Trivedi; Managerial Economics Theory and Applications, McGrawHill.

22BB105-INDIAN ADMINISTRATION

Hours per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: High school level civics and social studies.

COURSE DESCRIPTION AND OBJECTIVES:

This course introduces basic understanding, evaluation and analysis of Indian constitution, policy and administration. The course objective is to make students critically analyze the evolution of administration, the functioning of government at the center and state levels besides local self-government as outlined in the constitution.

MODULE-1

UNIT-1

6L+6T+0P=12 Hours

Indian Administration: Evolution

Public Administration - meaning, scope, and significance of public administration; Evolution of Indian Administration: Kautilya's Arthashastra, Mughal Administration, Legacy of British Rule in Indian polity and administration.

UNIT-2

10L+10T+0P=20 Hours

Indian Administration: Constitutional Framework

The philosophical and constitutional framework of government: Salient features and value premises of constitution; Constitutionalism; Political Culture; Bureaucracy and democracy; Bureaucracy and development.

PRACTICES:

- Map and correlate the characteristic features of administration with the governance and practices at Vignam (or any other organization).
- Constitution in action - identifying current affairs and issues where the constitution is being interpreted to facilitate administration.

MODULE-2

UNIT-1

6L+6T+0P=12 Hours

Administration and Governance at Center State

Union Government (Executive, Legislature/Parliament, Judiciary) - structure, functions, work processes; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries; Union-State administrative, legislative, and financial relations; Role of the Finance Commission; State government - Governor; Chief Minister; Council of Ministers; Chief Secretary; State Secretariat; Directorates.

UNIT-2

10L+10T+0P=20 Hours

Administration and Governance at Local Level

Local Administration - Changing role of the Collector; Union-State-Local relations; District administration and democratic decentralization; Decentralization and Panchayat Raj - 73rd and 74th constitutional amendment.

PRACTICES:

- Governance in action - identifying and listing various government/administration positions in terms of their structure and functions.
- Local administration - collect news published in the local papers about panchayats in the nearby areas.

SKILLS:

- Ability to understand the Indian constitution and administration.
- Critical thinking about various issues related to the Indian political system and administration.
- Ability to carry on meaningful and educated conversations about the Indian political system and administration.
- Ability to articulate ideas on various current events in the realm of polity and governance.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with PO's
1.	Analysis of the evolution of administration in India.	Analyze	1	6
2.	Critical evaluation of philosophy of Indian constitution.	Analyze, Evaluate	1	6
3.	Analysis of the functioning of three organs of the state (legislature, executive, and judiciary).	Analyze, Evaluate	2	6
4.	Critical analysis of the functioning of the administration of state.	Analyze, Evaluate	2	6
5.	Critical analysis of administration at the local level and democratic decentralization.	Analyze, Evaluate	2	6

TEXTBOOKS:

1. B. L. Fadia and KuldeepFadia, Indian Administration, SahityaBhawan, New Edition, 2017.
2. Ramesh K. Arora and RajniGoyal, Indian Public Administration: Institutions and Issues, New Age International Publishers, 3rd Edition.

REFERENCE BOOKS:

1. KuldeepMathur, Panchayat Raj: Oxford India Short Introductions, OUP, 2013.
2. S. R. Maheswari, Indian Administration, 6th Edition, Orient Blackswan, 2001.
3. Radhakrishnan Sapru, Indian Administraton ,SAGE Publications.

22BB106-BUSINESS ENGLISH CERTIFICATION

Hours per week

L	T	P	C
0	0	4	2

PREQUISITE KNOWLEDGE: Business English Certificate.

COURSE DESCRIPTION AND OBJECTIVE:

To equip the learners with Functional English by experiencing wide range of language usage in different Situations. To instill among the learners the significance of developing LSRW skills and to create a scaffolding to the learners to speak in real life situations. To help learners acquire adequate vocabulary which enable them communicate in day to day situations.

MODULE-1

UNIT 1

0L+0T+16P=16 Hours

Part-I: (Unit 1-5) from Business Benchmark)

- Activity-1 : Reading - (2 Hrs.)- Drawing inferences from business articles.
- Activity-2 : Writing – (2 Hrs.)- Writing e-mails (formal and informal style)
- Activity-3 : Listening – (2 Hrs.)- Understanding conversations and interviews.
- Activity-4 : Speaking – (3 Hrs.)- Exchanging ideas about office culture.
- Activity-5 : Reading – (3 Hrs.)- Understanding short texts, emails, notices and articles.

UNIT 2

0L+0T+16P=16 Hours

Part -II: (Unit 6-10 from Business Benchmark)

- Activity-6 : Writing – (2 Hrs.)- Writing promotional letters and emails.
- Activity-7 : Listening – (2 Hrs.)- Telephone conversations with colleagues and suppliers.
- Activity-8 : Speaking – (2Hrs.) - Describing objects and Role- plays.
- Activity-9 : Reading – (3 Hrs.)- Reading articles on travel arrangements and career advice.
- Activity-10 : Writing – (3 Hrs.)- Writing thank you letter and responding to an invitation.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

Part-I: (Unit 11-15 from Business Benchmark)

- Activity-11 : Listening – (2 Hrs.)- A travel anecdote, an interview about corporate gifting.
- Activity-12 : Speaking – (2 Hrs.)- Role-plays and planning a team building event.
- Activity-13 : Reading – (2 Hrs.)- Interpreting bar charts, reading short articles from news.
- Activity-14 : Writing – (3 Hrs.)- Description of a line graph and writing letters.
- Activity-15 : Listening – (3 Hrs.)- Listening to statistical information, Radio interview.

UNIT 2

0L+0T+16P=16 Hours

Part-II: (Unit 16-24) from Business Benchmark)

Activity-16 : Speaking – (2 Hrs.)- Describing figures and trends, promoting a city.
 Activity-17: Reading – (2 Hrs.)- Reading business reports and preparing for an interview.
 Activity-18: Writing – (2 Hrs.)- Letter inviting a candidate for interview, completing a report.
 Activity-19: Listening – (3 Hrs.)- Interview with a career adviser and Radio interview.
 Activity-20: Speaking – (3 Hrs.)- Ways to improve employee productivity.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.	Create	1	5
2	Apply appropriate strategies in the use of suitable vocabulary and functional grammar to carry out day to day managerial functions.	Apply	1	1
3	To make the student understand use of basic and advanced proper writing techniques that today's technology demands.	Apply	2	3
4	Produce clear and concise written business documents.	Create	2	1
5	Use career skills that are needed to succeed, such as using ethical tools, working collaboratively, observing business etiquette and resolving conflicts.	Evaluate	2	6

TEXT BOOK:

1. Norman Whitby, Cambridge English “ Business Benchmark” 2 nd Edition.
2. Basic Communication Skills for Technology by AndseJ.Rutherford. Pearson Education Asia.2000, 2nd edition

REFERENCE BOOKS:

1. Advanced Communication Skills by V. Prasad, Atma Ram.
2. Business Communication by Raymond V. Lesikar, 1995, Mcgrew hill.
3. Writing Remedies by University Press.
4. Success with Grammar & Composition by K.R. Narayana Swamy.

22BB107-IT WORKSHOP

Hours per week

L	T	P	C
0	0	4	2

PREREQUISITEKNOWLEDGE: Basic computer knowledge.

COURSE DESCRIPTION AND OBJECTIVES:

This course explores the students towards the computer anatomy, office tools like word, excel, power point presentation and basics of computer networks. Make the student to prepare the reports and documents for the assignments, home tests and projects which will be carried out during their academic activities. In addition, it aims to make the student to create and develop documents and power point presentation using latex.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

INTRODUCTION TO COMPUTERS AND MS OFFICE

Computer Components and MS Word: Introduction to Computers: Basic Components of PC.MSWord: Text Basics, Formatting and saving file, Typing Practice, working with bullets and numbered lists, Tables and Styles and Content. APA style formatting.

UNIT-2

0L+0T+16P=16 Hours

MS-EXCEL

Introduction to Excel and formatting excel work book, Perform Calculations with Functions and Sort and Filter Data with Excel, Create Effective Charts to Present Data Visually.

PRACTICES:

- Prepare anAPA format using following.
 - Insert a multiple types of tables
 - Insert a Figures
 - Insert a horizontal and vertical tables
 - Insert multiple figures in column wise
 - Insert multiple figures in a row wise
 - Insert multiple figures in both row and column wise
 - Insert an Equations
- Prepare invoice and purchase order for the M & M Pvt. Ltd.
- Calculating CGPA marksheet report in bar chart, pie chart.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

POWER POINT

Power Point: Setting Up PowerPoint Environment, creating slides and applying themes. Working with Objects, Movies and Sounds, Using SmartArt and Tables, Animation and Slide Transition.

UNIT-2

0L+0T+16P=16 Hours

LATEX DOCUMENT PREPARATION

Introduction to Latex: Introduction, Scope of Latex, Overview of Overleaf: Different types of the files.

Preparation of document structure, create mathematics equation, add tables, figures; header and footer, bibliography for article, creating a newsletter, preparation of a report, APA format, springer format and Presentation with beamer package.

PRACTICES:

- Design a certificate for business quiz competition.
- Create PowerPoint presentations for any concept.
- Install Text Live software and supporting files.
- Create sample document in Overleaf.
- Create sample document file in in Latex desktop software.
- Create a single column document for any topic regarding concert subject in latex.
- Prepare an APA format using following in latex.
 - Insert a multiple types of tables
 - Insert a Figures
 - Insert an Equations
- Prepare a Springer format using following in latex.
 - Insert a horizontal and vertical tables
 - Insert multiple figures in column wise
 - Insert multiple figures in a row wise
 - Insert multiple figures in both row and column wise
 - Insert an equation
- Prepare a Springer format using following in latex.
 - Insert references
 - Insert multiple figures in column wise
 - Insert multiple figures in a row wise
 - Insert multiple figures in both row and column wise
 - Insert an equation
- Create PowerPoint for any topic using Latex.

SKILLS:

- Design a research report.
- Format document in APA.
- Design power point presentations using Latex.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply formatting styles for research documentation.	Apply	1	1, 2, 4, 5
2	Apply different transformations for a contingency table using excel.	Apply	1, 2	1, 2, 5
3	Develop a presentation using MS power point.	Create	1, 2	1, 2, 3, 5
4	Create documentation using Latex.	Create	2	1, 2, 5

TEXT BOOKS:

1. Priti Sinha and Pradeep K. Sinha, “Computer Fundamentals: Concepts, Systems and Applications”, 8th edition, BPB Publications, 2004.
2. Stefan Kottwitz, “LaTeX Beginner's Guide: Create visually appealing texts, articles, and books for business and science using LaTeX”, 2nd Edition, Kindle, 2021.

REFERENCE BOOKS:

1. Michael R. Miller,” Computer Basics Absolute Beginner's Guide, Windows 8 Edition”, 6th Edition, Kindle Edition, 2012.
2. Satish Jain, Shalini Jain and M.Geetha, “ Basic Computer Course Made Simple” PBS Publications, 2016.
3. John MonyokMaluth, “Basic Computer Knowledge”, 5th edition, Kindle, 2016.

22BB108-WEB DESIGNING

Hours per week

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: Basic computer knowledge.

COURSE DESCRIPTION AND OBJECTIVES:

This course explores the students towards the computer anatomy, office tools html(hypertext mark-up language). Make the student to prepare the links, images, forms, Tables and Frames in html. And mainly to create the webpages for registration forms.

MODULE-1

UNIT-1:

0L+0T+16P=16 Hours

INTRODUCTION TO HTML

Introduction to HTML: Introduction to HTML Elements of HTML, Attributes of HTML, Formatting Tags in HTML.

UNIT-2

0L+0T+16P=16 Hours

WORKING WITH IMAGES IN HTML

Colors in HTML Working with Images in HTML Links in HTML, Working with Frames in HTML.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

TABLES, LISTS IN HTML

Concepts of Html: Working with tables in HTML Working with Forms in HTML Working with Tables in HTML, Working with Lists in HTML.

UNIT-2

0L+0T+16P=16 Hours

CREATING WEBPAGES IN HTML

Developing Student Registration form Using HTML, Creating Railway tickets Using HTML, Creating Webpage Using HTML, and Creating Webpages Using HTML.

SKILLS:

- Images in html.
- Creating tables in html.

- Forms in html.
- Working with Tables and Frames in html.
- Design a Webpage.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply formatting styles for research documentation.	Apply	1	1, 2, 4, 5
2	Apply different transformations for a contingency table using excel.	Apply	1, 2	1, 2, 5
3	Develop a presentation using MS power point.	Create	1, 2	1, 2, 3, 5
4	Create documentation using Latex.	Create	2	1, 2, 5

TEXT BOOKS:

1. https://www.amazon.com/gp/product/0321344758/ref=as_li_qf_asin_il_tl?ie=UTF8&tag=consultants50-20&creative=9325&linkCode=as2&creativeASIN=0321344758&linkId=188f31bc8472dc96feb738f7b8ee8088
2. https://www.amazon.com/gp/product/1449319270/ref=as_li_qf_asin_il_tl?ie=UTF8&tag=consultants50-20&creative=9325&linkCode=as2&creativeASIN=1449319270&linkId=ea58f168d11ca20dd8e81f8752dcdbdf1

REFERENCE BOOKS:

1. HTML Beginners Basics Of Web Design: Paul Gibbs.
2. Learn To Code HTML And CSS : Shay Howe.
3. Hirdesh Bhardwaj, Web Designing, Jaya Jha Publication.

22BB109-COST ACCOUNTING

Hours per week

L	T	P	C
2	2	2	4

PREREQUISITE KNOWLEDGE: Financial Accounting.

The course is designed to provide in-depth coverage of cost accounting concepts, objectives, and accumulation and reporting procedures. Topics covered include material, labor and overhead costs in job order and process cost accumulation systems. Standard costs and Variance analysis is also covered. Others are Unit costing, Contract costing, and Operating costing and emerging trends in cost accounting topics.

COURSE DESCRIPTION AND OBJECTIVES:

Cost accounting helps a company to check a large part of finances and expenditure. All large business organizations have experts for cost accounting who execute the job and ensure the cost-related data remains transparent. Here you can study the main objective of cost accounting. Go through the following write-up to understand why the process is important and needs to be done at regular intervals.

MODULE-1

UNIT-1

10L+6T+2P=18 Hours

Perspectives of Cost & Management Accounting: Introduction to Cost Accounting: Evolution, Meaning, Objectives and Scope, Concepts of Costs, Classifications and Elements of Cost, preparation of cost sheet and Unit costing.

UNIT-2

6L+10T+14P=30 Hours

Material, Labour and Overhead Cost:

Material Cost- Purchasing Procedure- Stores Control- E.O.Q, Stock Levels, Pricing of Material Issues. Labour Cost- Labour Turnover- Methods of Wage Payment. Overheads – Classification – Allocation, apportionment and absorption of overheads.

PRACTICES

- Cost sheet preparation.
- Unit costing.
- Inventory valuation.
- Labour turnover calculation.
- Overhead cost calculation.

MODULE-2

UNIT-1

8L+8T+9P=25 Hours

Standard Costing & Variance Analysis

Standard Costing and Variance Analysis Standard costing: Standard Cost and Standard Costing – Types of Standards – Advantages and Limitations of Standard Costing – Steps involved in Standard Costing. Variance analysis: Analysis of Variance – Positive and Negative Variances –

Analysis of Material Variances – Analysis of Labor Variances (Simple Numerical Problems on Material and Labor Variances).

UNIT-2

8L+8T+7P=23 Hours

Marginal costing:

Marginal Costing Definition of Marginal Costing and Absorption Costing – Difference between Marginal and Absorption Costing – Marginal Cost Equation - CVP Analysis.

PRACTICES:

- Standard costing.
- Variance analysis calculation.
- CVP Analysis.
- Break Even Analysis.

SKILL:

- Prepare a detailed Performa of cost sheet.
- Calculation of Material cost.
- Calculation of Labor cost.
- Calculation of Overhead cost.
- Draw a variance analysis.
- Investigate CVP analysis with imaginary figures.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To classify costs and prepare Cost Sheet.	Apply	1	2,1
2	Calculate and use standard costing information to analyze direct material, direct labor and overhead costs.	Apply	1	2,3
3	Understand the of standard costing.	Analyze	2	2,6
4	To know the calculation of variance analysis.	Analyze	2	4,2
5	Given a cost accounting situation, students should be able to calculate the variables included in the cost-volume-profit (CVP) model and discuss how they affect the profitability of the organization.	Analyze	2	2,3

TEXT BOOK

1. Jawahar Lal & Seema Shrivastawa ,Cost Accounting-Principles & Practices, Tata Mcgraw Hill, New Delhi,5th edition.
2. Cost Accounting: Principles & Practice, 12th Edition, By Arora M.N, 2015, Vikas

REFERENCES

1. Khan & Jain (2012), Cost Accounting, New Delhi: Tata Mc-Graw Hill Publishing House.
2. Jain & Narang, Cost & Management Accounting ,Kalyani Publishers.
3. Cost & Management Accounting, Taxmann's, 2021, by Ravi M Kishore.

22BB110-GEOGRAPHY AND ENVIRONMENTAL STUDIES

Hours per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Geography and Environmental studies.

COURSE DESCRIPTION AND OBJECTIVES:

Course Description and Objectives: Students will be introduced to various phenomena like El-Nino, Global Warming both at Global and Regional levels and several physiographic phenomena like origin and distribution of Earth quakes, volcanoes tsunamis and resources.

MODULE-1

UNIT-1

10L+6T+ 0P=16 Hours

Basic concepts

Solar System And Origin Of The Earth: Theories, Shape And Size Of The Earth; Lithosphere: Interior And Structure Of The Earth; Rocks; Landforms; Plate-Tectonics; Volcanoes And Earthquakes; Atmosphere: Structure And Importance; Heat Budget; Factors Controlling Temperature; Atmospheric Pressure; And Winds, Clouds And Precipitation; Hydrosphere: Oceanic Relief; Temperature; Salinity And Currents.

UNIT 2

6L+10T+ 0P=16 Hours

Physical settings of India

Size, Location, Extent And Boundaries Of India; Physiographic Division Of India; Mountains, Plains, Plateaus, Coastal Plains And Islands; Drainage System: Introduction, Classification, The Himalayan River System And The Peninsular River System; Climate Of India: Introduction, Climatic Variations, Factors Influencing The Climate, Concept And Mechanism Of Monsoon, Cycle Of Seasons.

PRACTICE:

- Mapping the Physical Features of India on a map 2. Basic concepts of Geography 3. Mapping the Indian River system, and climatic patterns of India 4. The global and regional factors effecting the monsoons in India.

MODULE-2

UNIT-1

10L+6T+ 0P=16 Hours

Natural Resources and their development in India

Introduction; Meaning, Significance and Classification Of Natural Resources. Land (Availability, Use Problems And Solutions) .Soil(Types, Erosion And Conservation) And Vegetation(Types And Forest Policy).Water Resources: Surface And Underground Water, Utility (Domestic,

Industry and Irrigation).Development Of Mineral And Energy Resources; Importance, Types And Spatial Distribution.

UNIT -2

6L+10T+ 0P=16 Hours

Economic Activities and infrastructural development in India

Introduction; Economic Activities And Infrastructure And Their Significance;

Land Use(Net Sown Area, Forest ,Fallow And Pasture Lands).

Agriculture(Types, Major Crops, Pattern, Issues In Agricultural Development, Cattle Rearing And Fishing);

Industrial Development: Industrial Location: Meaning And Factors, Modern Industry, **Classification;** Agro-Based Industries (Cotton, Textile And Sugar) And Mineral Based Industries (Iron, Steel, Petro-Chem Etc.);

Infrastructure: Road, Railways, Airways, Waterways and Ports.

Human Resource Development in India

Population; Census, Density, Distribution and growth; Population Composition; Rural-Urban, Sex Ratio, Age Composition, Human Development; Meaning, HDI and Its Significance; Urbanization And Migration;

PRACTICE:

- Mapping soil types of India prevail in the respective locations 2. Give reasons of geography in the economic and Infrastructural development of India 3. India's position and trends as far as Human development index, Demographic changes, Rural-Urban disparity, Urbanization and migration are concerned.

SKILLS:

- Mapping physical features of earth.
- Examine the relationship between natural resources and economic development.
- Examine interrelationship between industry and infrastructure.
- Understand the demography of India.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Comprehend the physical setting of the earth in space with its terrestrial and structural peculiarities.	Apply	1	6
2	Understand the geo-/spatial and physical features of India.	Apply	1	2,6
3	Know India's potential in various natural resources and prowess for economic growth and development.	Analyze	2	2,7
4	Have fair knowledge about the demography of India.	Analyze	2	6

TEXT BOOKS:

1. Goh Cheng Leong “*Certificate Physical and Human Geography*”.OUP , New Edition.
2. D. R Khullar“*India a Comprehensive Geography*”KalyaniPublication 2018.

REFERENCE BOOKS:

1. NCERT: 6th to 12th Books for Geography.
2. Physical Geography Savindra Singh; 1998.
3. Danie R, Montello & Paul C Sutton Sage Publications.

22BB111-PRINCIPLES AND PRACTICE OF MANAGEMENT

Hours per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Principles and practice of management.

COURSE DESCRIPTION AND OBJECTIVES:

To prepare the students to be good practicing managers.

To gain basic understanding of principles of management including planning, organizing, directing and controlling. To gain basic understanding of concepts for managing people including, recruiting, motivating, leading and communication. To improve ability to examine managerial issues and problems and to develop feasible alternatives that can result in better decision making. To develop an awareness of multiple approaches that can be used to resolve managerial problems.

MODULE -1

UNIT-1:

6L+ 6T+ 0P=12 Hours

Nature of Management: Concept of management, Functions of management, Managerial roles, Management Levels, skills of management, **Evolution of management thought:** History and current thinking: Classical approach, Behavioral approach, Management science approach, the contingency approach, the systems approach.

UNIT-2:

10L+10T+0P=20 Hours

Planning and Organizing: Types of plans, Process of planning, concept of MBO, decision making process and decision making techniques. **Organizing:** Basic Types of organization structures, Concept of Departmentation, span of control.

PRACTICES:

- Case study on functions of management.
- Role play on functions of management.
- Case study on planning and decision making.
- Case study on organizational structures.

MODULE-2

UNIT-1:

6L+6T+0P=12 Hours

Directing: concept of leadership and leadership styles and theories, Motivation: Maslow's need hierarchy theory, Herzberg's two factor theory, Theory X and Theory Y, Equity theory, Expectancy theory, Communication: Process, types of communication, Barriers to communication and Effective Communication.

UNIT-2:

10L+10T+0P=20 Hours

Staffing and Controlling: Manpower planning, Recruitment, selection, training, performance appraisal, grievance handling. **Controlling:** Need for controlling, Steps involved in controlling,

process of controlling, and Tools for Control: Balanced Score Card, Financial controls, Total Quality Management.

PRACTICES:

- Case study on communication.
- Leadership game.
- Role play on recruitment and selection.
- Role play on performance appraisal.
- Role play on grievance handling.
- Case study on performance appraisal.

SKILLS:

- Identify and present skills required to be a successful manager.
- Prepare single use and standing plans for a startup company.
- Collect different organization structures and design an organization structure for a new company.
- Collect motivational strategies followed by Indian organization to motivate employees.
- Identify types of communication followed in any private organization.
- Identify successful business leaders and find out his/her leadership style.
- Collect different controlling techniques followed by any private organization.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate and communicate managerial functions, Skills, levels and roles of managers and how it will affect future managers.	Apply	1	3,2,1
2	Examine & communicate the management evolution and how it will affect future managers.	Analyze	1	2,1,3
3	Use the types of plans, process involved in planning and process involved in decision making & techniques applied for making decisions.	Apply	1	3,2,1
4	Execute different motivational theories & strategies to motivate organizational members, right leadership style and different modes of communication.	Apply	2	2,1,3
5	Implement tools and techniques for filling organizational vacancies with competent people.	Apply	2	3,2,1
6	Implement tools and techniques for ensuring effective control in the organization.	Apply	2	2,3,1

TEXT BOOK(S):

1. Samuel C.Certo, S.Trevis Certo: Modern Management, 15/e, Prentice-Hall, New Delhi, 2019.
2. Principles of Management, Ramesh B Rudani, Tata McGraw Hill, 2nd e, 2019.

ADDITIONAL REFERENCE BOOKS:

1. Heinz Weihrich, Harold Koontz: Management A Global perspective, 10/e, Tata McGraw Hill.
2. Daft, The New Era of Management, Thomson, 7/e, New Delhi.
3. Schermerhorn: Management, 8/e, Wiley, India.

22BB112-BUSINESS STATISTICS

Hours per week

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Basics in elementary Mathematics.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of this course is to provide the basic knowledge of the various statistical techniques useful to managers in their decision-making. Students will learn statistical tools like measures of central tendency, dispersion, probability and probability distributions.

MODULE-1

UNIT-1

4L+16T+0P=20 Hours

Introduction to statistics, Charts and Graphs.

Introduction, why statistics is important for managers, why we need data, levels of measurement, basic statistical concepts, population and sample, descriptive and inferential statistics, parameter and statistic. Charts and graphs: frequency distribution, Graphical presentation of data.

UNIT-2

4L+16T+0P =20 Hours

Measures of central tendency and Dispersion

Introduction, central tendency, measures of central tendency, Mathematical averages: arithmetic mean, geometric mean, harmonic mean. Positional averages: median, mode, quartile, deciles, percentiles. Introduction, measures of dispersion, methods of measuring dispersion: Range, inter quartile range, mean deviation, standard deviation, skewness and kurtosis.

PRACTICES:

- Importance of statistics for managers,
- Levels of measurement,
- population and sample,
- descriptive and inferential statistics,
- parameter and statistic.
- frequency distribution,
- Various types of diagrams,
- Types of mathematical averages with examples,
- Positional averages.

MODULE-2

UNIT-1

4L+16T+0P=20 Hours

Probability: Introduction to probability, concept of probability, basic rules, counting rules, probability assigning techniques: Classical technique, relative frequency technique, subjective approach, types of probability: marginal probability, union probability, joint probability, conditional probability, Bayes' theorem.

UNIT-2

4L+16T+0P=20 Hours

PROBABILITY DISTRIBUTIONS

Discrete and continuous probability distributions: Introduction, difference between discrete and continuous random distributions, Discrete probability distributions: Binomial distribution, Poisson distribution: Continuous distribution: Normal distribution.

PRACTICES:

- Terminology used in probability.
- Applications of Addition theorem of probability.
- Applications of multiplication theorem of probability.
- Conditional probability.
- Bayes theorem.
- Binomial distribution.
- Poisson distribution.
- Normal distribution.

SKILLS:

(These activities are only indicative; the Faculty member can innovate)

- Collect statistical information's from Magazines, Newspapers, Television, Internet etc.,
- Collect interesting statistical facts from various sources and paste it in your notebook.
- Collect a primary data about the mode of transport of your school students. Classify the data and tabulate it.
- From the mark sheets of your class, form the frequency tables, less than and more than cumulative frequency tables.

COURSE OUTCOMES:

By the end of this course, it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Define statistics, become aware of wide range of applications in statistics, types of data, tabulation of data, construct a histogram, frequency polygon, an ogive, pie chart.	Apply	1	1,2
2	Apply various measures of variability-range, MD, QD, standard deviation, and to know.	Apply	1	2
3	Understand the concepts of probability and its applications in business.	Analyze	2	3
4	Understand the various discrete and continuous probability distributions.	Analyze	2	4
5	Interpret the statistical results and prepare a good report.	Analyze	2	5,6

TEXTBOOK:

1. Business Statistics, Naval Bajpai, Pearson.
2. Statistics for management, Richard I. Kevin, Davis S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, Pearson, 7th edition.

REFERENCE BOOKS:

1. J. K. Sharma, Business statistics problems and solutions, Pearson.
2. J. K. Sharma, Business statistics, Vikas, 4th edition.
3. Naval Bapai Business Statics, 2nd edition.

22BB113-MACRO ECONOMICS

Hours per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Micro Economics.

COURSE DESCRIPTION AND OBJECTIVES:

To give a broader perspective of the working of Indian economy. Students will learn concepts of national income, sources of revenue and classification of expenditures, classification of money, Inflation, agrarian structure and Indian economy. They also learn Industrial strategy and its impact on development of Indian economy.

MODULE-1

UNIT-1

6L+6T+0P=12 Hours

NATIONAL INCOME AND GOVERNMENT BUDGET: Basic Concepts and components of National Income –Methods and Measurements of National Income -Government budget – meaning, objectives, and components, Classification of receipts – revenue receipts and capital receipts; classification of expenditure – revenue expenditure and capital expenditure.

UNIT-2

10L+10T+0P=20 Hours

MONEY AND INFLATION: Money supply, Classification of Money – M1, M2, M3, M4 Theories of Money, Inflation: Concept, Types, Causes and Measurement – Effects of Inflation – Measures to Control Inflation.

PRACTICES:

- Case studies related to national income.
- Group discussion on recent union budget.
- Debate on how to control inflation.

MODULE-2

UNIT-1

8L+8T+0P=16 Hours

AGRARIAN STRUCTURE: Agrarian Structure, land Reforms, Farm subsidies, Support prices and Procurement policies, Food Security, Agrarian Crisis and Farmer suicides, WTO and Indian Agriculture.

UNIT-2

8L+8T+0P=16 Hours

INDUSTRIAL STRATEGY: Strategy of Industrialization, Special Economic Zones, FDI Policy- Multi-National Companies and their importance -Rise of Corporate power in India -Privatization and Dis-investment policies -Infrastructure policies.

PRACTICES:

- Case study on Indian Agriculture.
- Latest report on reasons for farmers suicides in India.

- Short presentation on Rise of corporate power in India.

SKILLS:

1. Group assignments on national income and budget.
2. Preparing Mini project on money supply in India.
3. Case study on Minimum Support prices in India.
4. Collect the latest information on FDIs, Investment and Disinvestment on business.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1.	Examine the concepts of national income, sources of revenue and classification of expenditures.	Analyze	1	2,3
2.	Interpret the issues related to money supply and Inflation.	Apply	1	4,3
3.	Investigate agrarian structure, land reforms and food security.	Create	2	3,4
4.	Examine Industrial strategy and its impact on development.	Analyze	2	4,3,

TEXT BOOK:

1. Dutt and Sundaram, “Indian Economy”, Sultan Chand, Edition 72, 2016.
2. Misra and Puri, “Indian Economy”, Himalaya Publication, Edition 34, 2016.

REFERENCE BOOK:

1. Donbush, R., Fisher, S. & Startz, R. Macroeconomics, New Delhi: Tata McGraw Hill.
2. Dwivedi, D. N. Macroeconomics: Theory and Policy, New Delhi: Tata McGraw Hill.
3. Salvatore, D. Macroeconomics, New Delhi: Oxford University Press.

22BB114-STATISTICAL TOOLS FOR MANAGERS USING MS EXCEL

Hours per week

PRE-REQUISITE KNOWLEDGE: Basics in excel and statistics.

L	T	P	C
0	0	2	1

COURSE DESCRIPTION AND OBJECTIVES:

This lab work will enhance student skills in database handling, data manipulation and data processing through MS Excel, which will help in developing data centric computer applications.

MODULE-1

UNIT-1,2

0L+0T+16P=16Hours

1. Handling discrete and continuous data analysis and graphical presentation of categorical data.
2. Using MS Excel for analyzing Discrete data.
3. Using MS Excel for analyzing Continuous data.
4. Using MS Excel for analyzing categorical data.
5. Using MS Excel for drawing simple bar diagram.
6. Using MS Excel for drawing multiple bar diagram.
7. Using MS Excel for drawing sub divided bar diagram.
8. Using excel for drawing percentage bar diagram.
9. Using MS Excel for drawing pie diagram.

MODULE-2

UNIT-1,2:

0L+0T+16P =16 Hours

10. Graphical presentation of Numerical data, Descriptive measures, and Probabilities.
11. Using MS Excel for drawing histogram diagram.
12. Using MS Excel for drawing less than and more than ogive curves.
13. Using MS Excel for drawing frequency polygon diagram.
14. Using MS Excel for calculating Mean, Median, Mode, G.M and H.M.
15. Using MS Excel for calculating probabilities of Binomial distribution.
16. Using MS Excel for calculating probabilities of poisson distribution.
17. Using MS Excel for calculating probabilities of normal distribution.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Handling discrete and continuous data using excel.	Apply	1	1,2
2	Handling categorical data using Excel.	Apply	1	2
3	Graphical presentation of categorical data.	Analyze	2	3
4	Graphical presentation of Numerical data.	Analyze	2	4
5	Descriptive statistics and probability distributions using Excel.	Analyze	2	5,6

TEXTBOOK

1. Microsoft Office Excel 2007 for dumruies, Greg Harves, Ph.D, Wiley Publishing, Inc., Year 2007.
2. Statistics made simple Do it yourself on PC, 2/e, K.V.S.Sarma, PHI, 2012.

REFERENCE BOOKS

1. Statistics for Managers using Microsoft Excel, Stephan, Pub:Philearning, (2009).
2. Statistical Tools for Managers using MS Excel, D.P.Aptae, Excel Books, Group Captatin D.P.Apte, 2009.
3. Novel BAJPAI, Business Statistics, Pearson, 2010.

22BB115-ADVANCED MS OFFICE

Hours per week

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: Basic Computer Knowledge.

COURSE DESCRIPTION AND OBJECTIVES:

To Provide hands-on use of Microsoft Office applications Word, Excel, and PowerPoint. On Completion of the course will result in MS Office applications knowledge and skills. This course also provides foundational or “computer literacy” curriculum that prepares students for life-long learning of MS office concepts and skills.

MODULE-1

0L+0T+32P=32 HOURS

MS-Office:

Exercise 1: Merging Documents

1. Typing new address list.
2. Importing address list from Excel file.
3. Write and insert field.
4. Merging with outlook contact.
5. Preview Result.
6. Merging to envelopes.
7. Merging to label.
8. Setting rules for merges.
9. Finish & Merge options.

Exercise 2: Sharing and Maintaining Document

1. Changing Word Options.
2. Changing the Proofing Tools.
3. Managing Templates.
4. Restricting Document Access.
5. Using Protected View.
6. Working with Templates.
7. Managing Templates.
8. Understanding building blocks.
9. Comparing Documents.

Exercise 3: Macro & Printing

1. Introduction to macro.
2. Running the Macro: Macros Dialog Box.
3. Running the Macro: Quick Access Toolbar.
4. Running the Macro: Keyboard Shortcuts.
5. Page Setup, Setting margins.
6. Print Preview, Print.

MS-Excel:

Exercise 4: Analyze Data Using PivotTables and Pivot Charts

1. Understand PivotTables, Create a PivotTable.
2. Framework Using the PivotTable and PivotChart.
3. Create Pivot Chart from pivot Table.
4. Inserting slicer.
5. Creating Calculated fields.

Exercise 5: Protecting and Sharing the work book

1. Protecting a workbook with a password.
2. Allow user to edit ranges.
3. Track changes.
4. Working with Comments.
5. Insert Excel Objects and Charts in Word Document and Power Point Presentation.

Exercise 6: Use Macros to Automate Tasks

1. Creating and Recording Macros.
2. Assigning Macros to the work sheets.
3. Saving Macro enabled workbook.

Exercise 7: Proofing and Printing

1. Page setup, Setting print area, Print titles.
2. Inserting custom Header and Footer.
3. Inserting objects in the header and footer.
4. Page Setup, Setting margins, Print Preview, Print.
5. Enable back ground error checking.
6. Setting AutoCorrect Options.

MODULE-2

0L+0T+32P=32 HOURS

Exercise 8: Data Manipulation and Extraction Using Formulas:

1. VLOOKUP,

2. COUNTIFS,
3. COUNT,
4. IF,
5. COUNTIF,
6. COUNTIFS.

Exercise 9: Application of Filters for data Extraction

1. Ribbon Tour.
2. Quick Filtering.
3. Filtering by Multiple Criteria.
4. Saving the Filtered Data.
5. Performing Calculations on Filtered Data.

MS Power Point:

Exercise 10: Working with bullets and numbering

1. Multilevel numbering and Bulleting.
2. Creating List.
3. Page bordering.
4. Page background.
5. Aligning text.
6. Text directions.
7. Columns option.

Exercise 11: Working with Objects

1. Shapes, Clipart and Picture, Word Art, Smart Art.
2. Change the Order of Objects.
3. Inserting slide header and footer.
4. Inserting Text boxes.
5. Inserting shapes, using quick styles.
6. Inserting Word art.
7. Inserting symbols.
8. Inserting Chart.

Exercise 12: Working with Movies and Sounds

1. Inserting Movie from a Computer File.
2. Inserting Audio file.
3. Audio Video playback and format options.
4. Video options, Adjust options.
5. Reshaping and bordering Video.

Exercise 13: Using SmartArt and Tables

1. Working with Tables, Table Formatting.
2. Table Styles.
3. Alignment option.
4. Merge and split option.
5. Converting text to smart art.

Exercise 14: Animation and Slide Transition

1. Default Animation, Custom Animation.
2. Modify a Default or Custom Animation.
3. Reorder Animation Using Transitions,
4. Apply a Slide Transition, Modifying a Transition,
5. Advancing to the Next Slide.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Design a mail merged document and share and print the document.	Apply	1	1, 2
2	Make use of pivot tables and charts for data management.	Apply	1	1, 2, 5
3	Apply macro function and automate the task and proof reading.	Apply	1	1, 2, 3, 5
4	Categorize the data by applying filters and data manipulation and extracting formulas.	Analyse	2	1, 2,4
5	Prepare a Power Point presentation using various multimedia options.	Apply	2	1, 2,4,5

TEXT BOOK:

1. Microsoft Office 2007 Bible - John Walkenbach, Herb Tyson, Faithe Wempen, Cary N. Prague, Michael R. Groh, Peter G. Aitken, and Lisa A. Bucki -Wiley India pvt.ltd.
2. Stefan Kottwitz, "LaTeX Beginner's Guide: Create visually appealing texts, articles, and books for business and science using LaTeX", 2nd Edition, Kindle, 2021.

REFERENCE BOOKS:

1. Michael R. Miller, "Computer Basics Absolute Beginner's Guide, Windows 8 Edition", 6th Edition, Kindle Edition, 2012.
2. Satish Jain, Shalini Jain and M. Geetha, "Basic Computer Course Made Simple" PBS Publications, 2016.
3. John Monyok Maluth, "Basic Computer Knowledge", 5th edition, Kindle, 2016

22BB201-BUSINESS ENVIRONMENT

Hours per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Introduction to Business.

COURSE OBJECTIVE:

To familiarize the students with issues influencing business and its environment. Students also learn dimensions of business environment, policy framework- Industrial and trade policies, regulatory environment, role of regulatory institutions in Indian financial system and Global Business Environment.

MODULE-1

UNIT-1

8L+6T+0P=12 Hours

Introduction to Business Environment: Meaning, Internal Environment and External Environment - Political, Economic, Social, Technological, Environmental and Legal environments and their Importance, Techniques for Environment Analysis.

UNIT-2

8L+10T+0P=20 Hours

Economics Environment: Industrial policies, Monetary and Fiscal policies – Liberalization, Privatization and Globalization and business opportunities, Government Business Interface, Governance Reforms, IPRs, Pollution and Waste management practices.

PRACTICES:

- Take any industry of your interest and draft PESTEL and SWOT analysis for that industry.
- Compare last three years' monetary policies and identify the monetary position for Indian business in the next coming six months.
- Check out the different government websites and identify what is the Government's role to develop Industrial growth.
- Give a short presentation on recent Fiscal policies with its effect on business organizations.
- Identify recent Waste management practices initiated by the different business houses in India.

MODULE - 2

UNIT-1

8L+4T+0P=12 Hours

Regulatory Environment: Role of regulatory institutions in Indian financial system – RBI, SEBI, IRDA and AMFI, Financial Market Structure - Money and Capital Markets, Types of Industrial Financial Institutions.

UNIT-2

8L+12T+0P=20 Hours

Global Business Environment: GATT, WTO, FDI Policy, Multinational Corporations, Different dimensions of International Business environment - Regulatory environment, Cultural Environment and Social Responsibility environment.

PRACTICES:

- Identify different flows of money from Indian financial system to business organizations.
- Give a presentation on International aspects of business environment and its effect in Indian business environment.
- Developing Case Analysis on the cultural effect on Business environment.
- Identify different examples of socially responsible organizations should provide for their employees.

SKILLS:

- Identify different business environment factors for any industry.
- Analyze the role of regulatory institutions with reference to Indian financial system.
- List at least 3 MNCs of G-8 Countries operating in India along with products they manufacture.
- Collect the latest Fiscal, Monetary Policies and also identify its effect on business.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Gain knowledge on different dimensions of business environment.	Apply	1	2, 4
2	Appraising business opportunities and Policy framework of Industries.	Apply	1	6
3	Analyzing the role of regulatory institutions in Indian financial system.	Analyze	2	5, 6
4	Examine different International issues in business environment.	Analyze	2	4,5

TEXT BOOKS

1. Francis Cherunilam – Business Environment, Text and Cases, Himalaya Publishing House, 29th Edition, 2021.
2. RuddarDatt and K. P. M. Sundharam, Indian Economy, S. Chand, New Delhi, 39th Edition, 2022.

REFERENCE BOOKS

1. K.Aswathappa, Essentials of Business Environment, 15th Revised Edition, Himalaya Publishing House Pvt. Ltd, 2021.
2. Justin Paul, Business Environment, 4th Edition, Tata McGraw-Hill Education, 2018.
3. Shaikh & Saleem, Business Environment, Pearson, 4th Edition, 2018.
4. Anant K Sundaram & J Stewart Black, The International business environment, Pearson Education, 1st Edition, 2016.

Hours per week

L	T	P	C
1	2	2	3

PRE-REQUISITE KNOWLEDGE: Basics in Business Mathematics and Business Statistics.

COURSE DESCRIPTION AND OBJECTIVES:

This course is emphasis on procurement of the basic knowledge of Business Research methods concepts and techniques. Further it also provides the knowledge to develop formulation, implementation and evaluation skills of Business Research Methods in various organization by this research techniques, tools and methods what the student studied.

MODULE-1

UNIT-1

3L+6T+6P = 15 Hours

Introduction to Business Research Methods: Introduction to Research, Objectives of Research, Significance of Research, Types of Research, Research Approaches, Research Methods versus Methodology, Research Process, Criteria of Good Research, Problems Encountered by Researchers in India.

UNIT-2

5L+10T+10P=25Hours

Sampling Design

Concept of Surveys; Census and Sample surveys, Steps in sampling design, Criteria of selecting a sample, Characteristics of a good sample design, Different types of Sampling Designs: Non-probability sampling and probability sampling techniques.

PRACTICES:

- Types of research.
- Exploratory Research.
- Descriptive Research.
- Casual Research.
- Research Methods.
- Steps in Research Process.
- Census Survey.
- Sample Survey.
- Sampling Design.
- Probability Sampling Methods.
- Simple Random Sampling.
- Stratified Random Sampling.
- Cluster Sampling.
- Systematic Random Sampling.
- Multi-Stage Sampling.

MODULE-2

UNIT-1

3L+6T+6P= 15 Hours

Testing of Means: Concept of Hypothesis and Hypothesis testing procedure, Hypothesis Testing for Differences between Means by using t-test and z-tests; Two-Sample Hypothesis Tests: Two-Sample Tests for Differences in Means, Two-Sample Test for Means with Paired Samples, Hypothesis Testing for Comparing Two Related Sample. **Chi-Square:** Chi-square tests, conditions for applying chi-square test, chi-square test for goodness of fit and independence of attributes.

UNIT-2

5L+10T+10P=25 Hours

ANOVA and Report Writing Analysis of Variance (ANOVA); One-way ANOVA; Two-way ANOVA; Meaning and Significance of Interpretation, Techniques of Interpretation, Significance and different Steps in report writing, Layout of the Research Report, Types of Reports.

PRACTICES:

- Hypothesis testing procedure.
- T – test Single Population.
- T – test Two Population.
- Z – test Single Population.
- Z – test Two Population.
- Paired Sample Test.
- Chi – Square test.
- Goodness of Fit test.
- Test of Independence.
- ANOVA.
- One-way ANOVA.
- Two-way ANOVA.
- Report Writing.

SKILLS:

- Choose an area of interest, review a minimum of 4 literature on the same and formulate a topic for prospective research.
- Given a topic – collect data through primary and secondary sources.
- For a given data, analyze data using various statistical tools.
- For a given case study, prepare a research report in the required format.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the research process.	Apply	1	1,2
2	Executing criteria of selecting sample and choosing sampling.	Apply	1	2
3	Implement Testing of Means and Chi-square.	Analyze	2	3
4	Use Parametric Tests for hypothesis testing.	Analyze	2	4
5	Interpret the statistical results and prepare a good report.	Analyze	2	5,6

TEXT BOOK:

1. Naval Bajpai, “Business Research Mehtods” 2nd Edition, Pearson Publications, 2017.
2. C.R. Kothari, “Research Methodology”, 4th Edition, New Age International Publisher 2019.

REFERENCE BOOKS:

1. Panneerselvam R: “Research Methodology”, 2nd edition , PHI Learning Private Limited,2014.
2. Bhattacharya, D. K., “Research Methodology”, 2nd Edition, Excel Books, New Delhi, 2006.
3. Gupta S.P., “Statistical Methods”, 43rd edition, Sultan Chand, New Delhi, 2014.

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Business values, ethics and corporate governance.

COURSE DESCRIPTION AND OBJECTIVE:

To discuss the theories of ethics and Corporate Governance and explain how they can be applied in various business situations, importance of ethics in conducting business. Corporate social responsibility and ethical dilemmas at work place and corporate governance – Codes and Laws.

MODULE-1

UNIT-1

8L+8T+0P=16 Hours

Ethics-Meaning & Definition of Human Values and Ethics- Nature of Ethics - Business Ethics – Nature of Business Ethics – Relationship between ethics and business –Different views of ethics – Stages of Ethical Consciousness.

Importance of Ethics in Business – Ethical theories – Law and Ethics - Trust and ethics – Suppliers, Customers, Employees Integrative Social Contact Theory – Hyper norms.

UNIT-2

8L+8T+0P=16 Hours

Ethical Organization and its corporate code – Characteristics of ethical organization - Corporate Code – Implementation of Corporate Code- Ethical issues in Marketing – Ethics in marketing strategy, Marketing Mix-Ethical issues in Operations – Role of Operations Manager, Quality Control, Ethical Problems in operations - Ethical issues in Purchase– Role, Purchase Code of Ethics –Ethical issues in HRM& Gender Equity – Organizational Policies regarding Gender- Gender Roles-Equality of Opportunity- Principles of Ethical Hiring, Promotion- Ethics in remuneration and retrenchment – Downsizing workforce –Protection against harassment. Ethical Issues in Finance – Ethics in Financial Markets – Investor protection measures.

PRACTICES:

(These activities are only indicative; the Faculty member can innovate)

- Case studies/ related ethical issues in business with respect to Indian context.
- Role plays related ethical issues in business with respect to Indian context

MODULE-2

UNIT-I

8L+8T+0P=16 Hours

Corporate Social Responsibility – Meaning & Definition of CSR-Historical perspective of CSR from Industrial Revolution to Social Activism – CSR towards Stake Holders– Corporate expectations of Society -CSR-Legislation in India & the world- Current CSR Practices of firms in India.

UNIT-2

8L+8T+0P= 16 Hours

Ethical Dilemmas at work place&Corporate Governance –Ethical dilemmas in decision making - Ethical Leadership – whistle Blowing, Corporate Governance -Meaning & Definition of Corporate

Governance, Committees of Corporate Governance– Cadbury committee – OECD committee – KM Birla committee on Corporate Governance.

PRACTICES:

(These activities are only indicative; the Faculty member can innovate)

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business houses and Society in Indian Context and relating the same with respect to the models studied.
- Mini Project: Collect details of unethical practices by businesses in today’s context in the areas of Production, Marketing, HRM, and Financial services and make a report.

SKILLS:

- Introduce students to faulty rationalization.
- Expose students to opposing viewpoints.
- Allow students to develop critical thinking skills.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1.	Applying human values, ethics and objectives of ethics.	Apply	1	1,2
2.	Analyze the importance of ethics in conducting business and Gender equity.	Apply	1	2
3.	Build Ethical organization and its corporate code.	Analyze	2	3
4.	Apply Ethical issues in different functions in organization.	Analyze	2	4
5.	Make use of Corporate social responsibility and ethical dilemmas at work place.	Analyze	2	5,6
6.	Build Corporate governance – Codes and Laws.	Analyze	2	3

TEXT BOOKS:

1. Sadri – Business Ethics Concepts and Cases, TMH, 1998.
2. R.C.Shekar - Ethical Choices in Business.

REFERENCE BOOKS:

1. LaRue Tone Hosmer - The Ethics of Management, Universal books.
2. Ethics in Business & Corporate Governance by Mandat, TMH, 2010.
3. Business Ethics and Corporate Governance – ICFAI Publications.
4. Business Ethics – An Indian Perspective by Francis, TMH 2010.

22BB204-BUSINESS LAWS

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basic knowledge on business laws.

COURSE DESCRIPTION AND OBJECTIVE:

The main objective of the course is to make the students know the legal framework for carrying out a business. Issues related to drafting contracts, negotiable instruments, consumer protection laws and environmental laws will be discussed.

MODULE-1

UNIT-1

6L+10T+0P =16 Hours

Indian Contracts Act – 1872: Nature and types of contracts - Essential elements of valid contract
Discharge of contracts - Remedies for breach of contract.

UNIT-2

10L+6T+0P=16 Hours

Sale of Goods Act – 1930 & Negotiable Instrument Act – 1881: Meaning of Sale and Goods –
Conditions and Warranties – Transfer of Property – Performance of contract of sale. Characteristics
of NI – Kinds of NI – Holder and Holder in Due Course.

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MODULE-2

UNIT-1

8L+8T+0P=16 Hours

Cheques(N.I Act)& The Consumer Protection Act - 1986: Types of Endorsements – Crossing of
Cheque – Dishonor of Cheque – Discharge of NI.),The Consumer Protection Act - 2019:
Objectives of the Act, Consumer Protection Councils – Consumer Disputes Redressal: Agencies,
Forums and Commissions.

UNIT-2

8L+8T+0P=16 Hours

The Air (Prevention and Control of Pollution) Act, 1981 - The Water (Prevention and Control of
Pollution) Act, 1974 - The Environment (Protection) Act, 1986.

SKILLS:

(These activities are only indicative, the Faculty member can innovate)

- Draft a 'rent agreement' incorporating all the essential features of a valid agreement.
- Case laws 'involving points of law of contracts'.
- Draft a complaint against 'unfair trade practice' adapted by a businessman – to the consumer forum.
- List out the latest cases of both High Court and Supreme Court on Environmental issues with both facts and judgements. [Atleast 2 cases].

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	By the end of this course it is expected that the student will be able to:	Apply	1	3
2	Learn essential elements of a valid contract.	Apply	1	1
3	Understand the concepts in Sale of Goods.	Analyze	2	3
4	Acquire the knowledge in Partnership Act and Negotiable Instrument Act.	Analyze	2	3
5	Understand Consumer Protection Act and its importance in the present context.	Analyze	2	3
6	Learn other environmental laws.	Analyze	2	3

TEXT BOOKS:

1. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, 2006.
2. C.L.Bansal, Business and Corporate Laws, 4/e, Excel Books, 2006.

REFERENCE BOOKS:

1. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, 2004.
2. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007.
3. R.S.N Pilli Bagavathi, Business Law, S.Chand Publications

22BB205-ORGANIZATIONAL BEHAVIOUR

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Organizational behaviour.

COURSE DESCRIPTION AND OBJECTIVES:

To comprehend the dynamics of Management practices in international context, to evaluate behavioral frameworks that suits for Corporate world from Global perspective and various business model that suits for all international context.

MODULE-1

UNIT-1

9L+7T+0P=16 Hours

Introduction to Ob, Nature of OB: Nature and scope of OB - contributing disciplines to OB - Environmental and Organizational context of Organizational Behavior.

UNIT-2

7L+9T+0P=16 Hours

perception, personality and attitude, Perception - Process: Individual and Organizational factors that influence perceptual process. Role of perception in managerial activities and organizational processes. Personality and Attitudes: Personality as continuum – Meaning of Personality – Johari window and Transactional Analysis Nature and Dimension of Attitudes.

PRACTICES:

- Survey on resistance to changing policies in The Banking Sector, The IT Sector.
- Undertake a study to find out the various non-financial incentives used to motivate employees.
- A study in job enrichment and factors contributing to absenteeism and employee turnover in any industry of your choice.
- Analyze the characteristics and components of attitudes.
- Perform a study on the determinants of personality of a group of individuals.

MODULE-2

UNIT-1

9L+7T+0P=16 Hours

Ggroup dynamics: Group Dynamics: The Nature of groups. Kinds of groups – Stages of Group Development – Factors Contributing to Groups Cohesiveness - Meaning & types of stress – Effect of Stress – Strategies of cope with stress Principles of Learning & Reinforcement - Observational Learning - Cognitive Learning - Organizational Behavior Modification - Steps in Organizational Behavior Modification process.

UNIT-2

7L+9T+0P=16 Hours

Conflict Management: Nature of conflict – Dynamics of Conflict – Conflict resolution modes – approaches to conflict management – sources of conflict in organization.

PRACTICES:

- Analyze the organizational culture and climate in the BPO industry.
- Conduct a study on the reasons for attrition in the BPO industry.
- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.

SKILLS:

- Examine group dynamics, power and influence in organizations, and explain how they are interrelated.
- Explain how the process of perception and diversity influences the management processes and contributes to individual differences.
- Describe sources of conflict and stress in organizations and illustrate ways of effectively managing them.

COURSE OUTCOMES:

Upon successful learning of this course, the student have the ability to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Become aware of perceptual process and possible errors and act accordingly.	Apply	1	2
2	Act according to the group dynamics and handle stress.	Apply	2	6
3	Identify differences in personalities and attitudes.	Analyze	1	3
4	Resolve certain issues by applying conflict management.	Apply	2	1
5	Analyze compare different models	Analyze	1	1

TEXT BOOKS:

1. Fred Luthans, Brett C. Luthans, Key Luthans, an evidence-based approach “Organizational Behaviour”, 13th edition, Mcgraw Higher Ed, 2015.
2. Niharika Vobra Stephn P.Robbins, Timothy A Jugle, Organisationl Behaviour, Pearson, 2022.

REFERENCE BOOKS

1. Debra L. Nelson, James Campbell Quick, “Organisation Behavior”, 8th edition, Cengage, 2013.
2. Griffin Phillips / Gully, Organizational Behavior Cengage India 2020.
3. Stephen P. Robbin, Organizational Behavior, Pearson, 2018

22BB206-ANALYTICAL SKILLS FOR MANAGERS - I

Hours per week

L	T	P	C
0	0	4	2

PRE-REQUISITE KNOWLEDGE: Analytical skills for managers.

COURSE DESCRIPTION AND OBJECTIVE:

Students will be introduced to various Arithmetic and Reasoning Problems. The students will have acquaintance with various problems like Time& distance, Percentages, profited Ossetic. besides solving puzzles and Critical Reasoning.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

QUANTITATIVE APTITUDE 1:

Number System, HCF and LCF of Numbers Percentage, Profit, Loss and Discount.

UNIT-2

0L+0T+16P=16 Hours

QUANTITATIVE APTITUDE 2:

Average and Mixtures, Ratio and Proportion, Partnership and Shares.

PRACTICES:

- Each concept would be taught in detail in the class followed by 10 problems solved in the class. Students would have to solve 10additional problems as homework assignment in each concept.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

LOGICAL REASONING 1:

Calendar, Clocks, Ordering and Ranking, Seating Arrangements.

UNIT-2

0L+0T+16P=16 Hours

LOGICAL REASONING 2:

Blood Relations, Directions and Syllogisms.

PRACTICES:

- Each concept would be taught in detail in the class followed by 10 problems solved in the class. Students would have to solve 10additional problems as homework assignment in each concept.

SKILLS:

- Helps in developing and improving problem solving skills.
- Allow students to develop critical thinking skills.

COURSEOUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Solves Arithmetic and Reasoning Problems within shortest possible time without paperwork.	Apply	1	2, 5
2	Student exhibits better analytical skills and aptitude skills.	Analyze	2	2, 4
3	Student developing interpretational skills.	Evaluation	2	2, 4

TEXT BOOKS:

1. Quantitative Aptitude for Competitive Examinations by R.S.Aggarwal (2021).
2. The Pearson Guide to Quantitative Aptitude for Competitive Examinations by Dinesh Khattar (2016).

REFERENCE BOOKS:

1. Quantitative Aptitude for Competitive Examinations by Trishna Knowledge Systems (2013).
2. A Modern Approach to Verbal & Non-Verbal Reasoning by R. S.Aggarwal (February 2010).
3. Bell, P., & Zaric, G. (2013). Analytics for managers: With excel. Routledge.

PRE-REQUISITE KNOWLEDGE: Essential skills for managers.

L	T	P	C
0	0	4	2

COURSE DESCRIPTION AND OBJECTIVE:

The objective of this course is to familiarize the student with the professional skills required for managers to run the business effectively. The course focuses on practicing the soft skills through different activities to build a successful career.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

Presenting yourself professionally: Managing your image, dressing appropriately, meeting business casual standards, Interacting with others.

UNIT-2

0L+0T+16P=16 Hours

Communicating with E-mails: Understanding e-mail messages, Composing the main elements of messages, Creating professional e-mail messages.

PRACTICES:

(These activities are only indicative, the Faculty member can innovate)

- Send an e-mail to a friend to invite to attend a B-school meet.
- Develop a conversation to interact with a customer for product promotion.
- Create a presentation to promote an upcoming event.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

Making formal Presentations: Planning effective presentations, Developing, Rehearsing and Delivering a presentation.

UNIT-2

0L+0T+16P=16 Hours

Working with customers: communicating empathetically with customers, coping with angry customers, Dealing with the unexpected and disabled customers. Use of Computers and Internet is required during the course practice sessions.

PRACTICES:

(These activities are only indicative; the Faculty member can innovate)

- Update social networking profile to create professional image.
- Take a problem that's seemingly complex and present the simplified version.

SKILLS:

- Communication.
- Enthusiasm and attitude.
- Teamwork.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Build and show professionalism in dressing and interactions.	Apply	1	1, 2, 12
2	Make use of e-mails and telephone for effective communication.	Apply	1	1, 2, 5, 12
3	Develop power point presentations for professional reporting and demonstration.	Apply	1	1, 2, 3, 5, 12
4	Apply the customer service skills to the business needs.	Analyze	2	1, 2, 12
5	Identify and solve the business problems using the problem solving skills.	Analyze	2	1, 2

TEXT BOOK:

1. Soft Skills for Everyone, Butterfield Jeff, Cengage Learning, 2011.
2. Management Skills by David Rohlander, O, reilly Publications.

REFERENCE:

1. Training in Interpersonal Skills, Stephen P. Robbins, Philips L. Hunsaker, McGraw Hill.
2. Newstead, Shelly, and Emma Isles-Buck. Essential skills for managers of child-centred settings. Routledge, 2013.
3. Newstead, S., & Isles-Buck, E. (2013). Essential skills for managers of child-centred settings. Routledge.

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: Basics on property law.

COURSE OBJECTIVE:

Innovations in diverse areas of technology has led to the growth of importance of Intellectual Property Laws. This course aims to give an overview of the evolution of IPR and different types of IPR. The paper is aimed at discussing the jurisprudence of IP and judicial decisions on different forms of IP.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

Introduction to the Concept of Intellectual Property- Importance of human creativity- Types of IPR, Theories of IPR, Historical background – International Conventions of IPRs; WTO, TRIPs; National treatment; Most favored treatment; Dispute settlement mechanisms, Patents: Indian Patents Act, 1970 - Patentable Inventions; Procedure to obtain patent; Specification; rights of Patentee; Transfer, Revocation and Surrender of Patents; Infringement of Patents and Remedies for infringement; Government use of Patents for Public purpose.

UNIT-2

0L+0T+16P=16 Hours

Trade Marks: Trade Marks Act, 1999 - Functions of Trademarks; Service marks; Registration of Trademarks; Doctrine of distinctiveness; Infringement of Trademarks; Remedies; Licensing in trademarks – Deceptive Similarity and passing off.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

Copyright: Copyright Act 1957 - Characteristics; works protected under copyright - Literary works; Dramatic, musical & artistic works; Architecture, cinematograph film & sound recording; Author and ownership of Copyright; Rights conferred by Copyright; Term of Copyright; Infringement and Remedies for Infringement; Performers' Right; Publication.

UNIT-2

0L+0T+16P=16 Hours

Designs: Design Act, 2000 - Registerable designs; Procedure for Registration; Piracy of a design; Geographical Indication; National Register of Plant Varieties; Protection of Traditional Knowledge.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To understand the jurisprudential and theoretical ideology behind the concepts of IPRs.	Analyze	1	1

2	To recognise the economic importance of IPRs.	Apply	1	2
3	To understand the origin and development of IPRs and acquaint with various international conventions relating to IPR.	Analyze	1	1
4	To analyse various forms of IP and its interface with technological developments.	Analyze	2	3
5	To interpret and analyse various judicial decisions concerning IPRs.	Analyze	2	3

TEXT BOOKS:

1. Bently and Sherman, Intellectual Property Law, Oxford University Press, U.K., 2004.
2. Ananth Padmanabhan, Intellectual Property Rights: Infringement and Remedies, LexisNexis, Nagpur, 2012.

REFERENCE BOOKS:

1. N.S. Gopalakrishnan, Principles of Intellectual Property, EBC, Lucknow, 2014.
2. Dimitrov, Martin. Piracy and the state: the politics of intellectual property rights in China. Cambridge University Press, 2009. Dimitrov, Martin.
3. Piracy and the state: the politics of intellectual property rights in China. Cambridge University Press, 2009.

22BB210-MARKETING MANAGEMENT

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basics knowledge of market and its elements.

COURSE DESCRIPTION AND OBJECTIVES

The primary objective of this course aims at making students to understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm to do the effective marketing decisions.

MODULE-1

UNIT-1

10L+6T+0P=16 Hours

FUNDAMENTALS OF MARKETING

Fundamentals of Marketing–Nature and Scope of Marketing, Marketing Philosophy, Core Elements Marketing, Vs Selling, Consumer Markets and Industrial, Marketing Mix, Markets Marketing Environment, Consumer Decision Making Process.

UNIT-2

6L+10T+0P=16 Hours

STP AND PRODUCT DECISION

STP Strategy: Market Segmentation, Targeting and Product Positioning.

Product Decisions- Product Mix Decisions, New Product Development- Concept, Process and, Failure of New Products, Product Life cycle - Stages and Strategies for Different Stages of PLC.

PRACTICES:

- Case Study on Marketing Environment.
- Case study on Consumer Buying Behavior.
- Case Study on STP strategies.
- Case study on NPD and PLC.

MODULE-2

UNIT-1

10L+6T+0P=16 Hours

PRICING AND DISTRIBUTION DECISIONS

Pricing Decisions- Pricing Concept, Pricing Objectives, Pricing Methods, Methods of Setting Price, Pricing Strategies,

Distribution Decisions-Concept and Types of Distribution Channels for Consumer/ Industrial Products.

UNIT-2

6L+10T+0P=16 Hours

PROMOTION DECISION

Marketing Communication -Marketing Communication: Communication Process.

Promotion Decision -Promotion Mix Elements: Advertising, Sales Promotion, Public Relations, Publicity, Direct Marketing, and Personal Selling.

PRACTICES:

- Case Study on Pricing Decision.
- Case Study on Distribution Decision.
- Case study on Marketing Communication.
- Case Study on Promotion Mix.

SKILLS:

- Understand the core elements of marketing.
- Find out the factors influencing the consumer buying behavior.
- Learn market segmentation, targeting and product positioning strategies.
- Can draw the product life cycle of any company.
- Explore the factors to be consider while doing pricing, distribution and promotion decisions.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Classify different marketing philosophy concepts and differentiate Consumer market from Industrial market, and Marketing from Selling.	Analyse	1	1
2	Evaluate marketing environment and consumer decision making process to do appropriate marketing decision.	Analyse	1	1
3	Apply the knowledge in segmenting markets, selecting target market and launch product with appropriate product positioning strategies.	Apply	1	3
4	Analyse the concepts that influence to take effective product ,pricing as well as distribution decisions.	Analyse Apply	2	5
5	Evaluate the importance of marketing communication and various promotion tools to implement the suitable promotional strategies for their firm.	Analyse Apply	2	3

TEXT BOOK:

- 1.Phillip Kotler: Maketing Management, 11/e, Pearson Publishers, 2011.
- 2.Rajan Saxena: Marketing Management, 4/e, TMH, 2009.

REFERENCE BOOKS:

1. Stanton William J., Fundamentals of Marketing, McGraw Hill, N. Delhi 10th Ed.
2. V.S.Ramaswamy, S.Namakumari: Marketing Management, 4/e, Macmillan, 2009.
3. Deepak, R. K. A., & Jeyakumar, S. (2019). Marketing management. Edu creation Publishing.

22BB211-HUMAN RESOURCE MANAGEMENT

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basics of Organization Behavior and Introduction to Human Resources.

COURSE DESCRIPTION AND OBJECTIVE:

The course provides an understanding of how the human resources management function is led in organizations. By the end of the course the learner will be able to appraise HRM functions and know how they can be executed in the organizations.

MODULE-1

UNIT-1

7L+9T+0P=16 Hours

Human Resource Management and its Functions

HRM at work – Functions of HRM – Trends in shaping HRM - The HR manager's proficiencies – Labor legislations in India – Equal employment opportunity, HR Audits, Talent Management, Impact of Post-COVID on HRM practices.

UNIT-2

9L+7T+0P=16 Hours

Job analysis - Methods, Writing Job Descriptions and Job Specifications, Effective recruiting, sources of recruiting candidates, Developing and using application forms, e-Recruitment, Use of social media with its applications, Selection - Types of testing, Background investigation and other selection methods, Basic types of interviews, Errors that can undermine an interview's usefulness, Designing and conducting an effective interview.

PRACTICES:

- Identify recent trends in HRM by Interviewing different HR Managers.
- Divide total class into groups consisting of 4 to 6 students each and ask each group to develop their own JD Form of any role from the organization.
- Check out the recruitment pages of PSU, an Indian Manufacturing company, a start-up, and a hotel chain. Compare the sites and discuss their features.
- Study the interview practices adopted by five companies visiting your campus and make a presentation to the class.

MODULE-2

UNIT-1

7L+9T+0P=16 Hours

Training, Managing Performance & Compensation

Training - Process & Methods, Performance Management - Using Information Technology to support Performance Management, Techniques of Appraising performance, Managing employee turnover and retention, Career Management - Employee's and Employer's role of Career Management, Employee life cycle career management.

UNIT-2

9L+7T+0P=16 Hours

Factors determining pay, establishing pay rates–Job evaluation method & Market competitive pay plan, Incentives: Individual, team and organization wide Plans, Employee benefits & relations, Collective bargaining process, handling grievances, Managing global HRM.

PRACTICES:

- Develop a Training and orientation programme for a graduation student who are entering MBA Programme in your institution.
- Identify different Techniques of Appraising performance and develop a Performance appraisal form for your class instructor.
- By understanding different pay rates develop a salary slip for different levels of job in any organization of your choice.
- You are the HR Consultant to a small business with about 40 employees, develop a list of legal benefits you believe it should offer, along with your reasons for suggesting them.
- Developing Case Analysis on Performance Management in different organizations.

SKILLS:

- Select any Industry of your choice and write its HR policies.
- Take any job title and draft out Job Descriptions and Job Specifications for it.
- Develop HRM Practices in your own Social Networking Profile.
- Chart out the methods of appraising employees of any (one) organization of your choice.
- Conduct discussion on how HR Management concepts and techniques can be used to all managers.

COURSE OUTCOMES

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Applying overall functions of human resource management with the changing role of HR Department in organizations.	Apply	1	2, 4
2	Identifying how the job analysis and recruiting functions of HRM are executed in the organizations.	Apply	1	6
3	Design selection and training modules for developing the employee in the organization.	Analyze	2	5, 6
4	Develop and motivate employees through pay structures and other benefits in the organization.	Analyze	2	4,5

TEXT BOOKS:

1. Gary Dessler, “Human Resource Management”, 14th Edition, PHI, 2015.
2. Aswathappa.K, “Human Resource Management-Text & Cases”, 7th Edition, McGraw-Hill, 2016

REFERENCE BOOKS:

1. Biswajeet Patnayak, "Human Resource Management", 2nd Edition, PHI, 2002.
2. Jon M. Werner & Desimone, "Human Resource Development-Foundation Framework and Application", 2nd Edition, Cengage Publishers, 2008,
3. Bernardin, H.J. and Russell, J.E., 2006. Human resource management (p. 736). New York: Tata McGraw-Hill.

22BB212-INTRODUCTION TO BUSINESS ANALYTICS

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basic Concepts of Management.

COURSE DESCRIPTION AND OBJECTIVES:

This course introduces the Role of Business Analyst and Data Science in business. The course emphasizes the basic concept of data management and data mining techniques. To familiarize the learner with the basic concept of machine learning, business analysis, concept of Data Science and Project Life Cycle.

MODULE-1

UNIT-1

8L+8T+0P=16Hours

INTRODUCTION TO BUSINESS ANALYTICS

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

UNIT-2

8L+8T+0P=16 Hours

DATA MANAGEMENT

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

PRACTICES:

- Identify the need of analytics in business.
- Distinguish business analytics and data science.
- Explore career options in business analytics.
- Identify the applications of business analytics.
- Determine the roles and responsibilities of business analyst and data scientist.

MODULE-2

UNIT-1

8L+8T+0P=16

Hours

DATA MINING

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

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

UNIT-2

8L+8T+0P=16 Hours

PREDECTIVE ANALYTICS & APPLICATIONS

Trend lines and Regression Analysis: Modeling relationships and trends in data, Simple Linear Regression: Best fitting, least-square regression, SLR with excel, testing hypothesis. Residual analysis and regression assumptions. Multiple linear regression. Building good regression model. Regression with categorical independent variables.

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

PRACTICES:

- Applications of data mining.
- OLAP and OLTP.
- Multidimensional data analysis.
- Basic concept of Association Analysis.
- Cluster Analysis.
- Regression model.
- Retail Analytics.
- Marketing Analytics.
- Financial Analytics.
- Healthcare Analytics.
- Supply Chain Analytics.

SKILLS:

- Fundamentals of business analytics.
- Analyze the applicability of analytics for business problems.
- Application of data transformations.
- Design business models.
- Comprehend Machine learning methods for data model design.
- Building regression model.
- Use cases of business analytics in different domains of business.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Design a business model using business analytics and Data Science.	Apply	1	1, 2
2	Make use of data management for handling Project Life Cycle.	Apply	1	1, 2, 5
3	Apply data mining techniques on business data.	Apply	2	1, 2, 3, 5
4	Categorize machine learning concept for business level applicability.	Analyze	2	1, 2,4
5	Classify applications of business analytics in different domain and building regression model.	Analyze	2	1, 2,4,5

TEXT BOOKS:

1. Bhimasankaram Pochiraju, Sridhar Seshadri, “Essentials of Business Analytics:An Introduction to the Methodology and its Applications” 11th Edition, Springer Cham, 2019. DOI:<https://doi.org/10.1007/978-3-319-68837-4>.
2. Andreas C. Müller, Sarah Guido, O’Reilly “Introduction to Machine Learning with Python: A Guide for Data Scientists” 1st Edition, 2016.ISBN: 9781449369415.

REFERENCE BOOK:

1. S. Christian Albright, “Business Analytics: Data Analysis & Decision Making” 1st Edition 2015.
2. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. 2nd Edition, 2013.
3. Pinder, Jonathan P. Introduction to business analytics using simulation. Academic Press, 2022.

22BB213-PRODUCTION& OPERATIONS MANAGEMENT

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Production& operations management.

COURSE DESCRIPTION AND OBJECTIVE:

The Objective of the course is to enable students to learn the Basics of Operations Management, which will help them in understanding actual business process. Students will learn concepts of production system, factors effecting productivity, issues of purchasing and inventory management.

MODULE-1

UNIT-1

7L+9T+0P=16 Hours

Production systems: Operations Management - Definition, Objectives and Functions, Systems concept of Production, Types of production System- Job, Batch, Flow and Mass Production.

UNIT-2

9L+7T+0P=16 Hours

Plant layouts and Production Management: Facilities Layout – Types of layout – Process, product, Cellular, fixed position, with its advantages and disadvantages. Production Planning and control activities, Aggregate Planning-Definition, Objectives, process and the strategies. MRP I.

PRACTICES:

- Visit any factory and list out the physical facilities and type of production followed.
- Visit any factory and prepare a report on the production planning and control activities.
- Visit a company and draw a chart on plant layout/ suggest suitable methods for productivity improvement.

MODULE-2

UNIT-1

7L+9T+0P=16 Hours

Productivity Improvement: Factors affecting productivity and their measurement, Total productivity and factor productivity, techniques for improving productivity. Work Study – Method Study, Stop watch Time Study.

UNIT-2

9L+7T+0P=16 Hours

Purchasing and Inventory Management: Purchase function Procedure. Meaning of Inventory, Inventory control, Economic Order quantity, Inventory analysis Methods – ABC, VED, XYZ methods – their utility. Inventory Valuation Methods: Periodic and perpetual systems; FIFO, LIFO, Average cost and Weighted Average Cost Methods.

Quality Management: Inspection, Quality, Statistical Quality Control – control charts for variables and control charts for attributes. Deming, concept. Total Quality Management, Six Sigma.

PRACTICES

- List out the functions of materials management in an organization.
- Visit any industry and list out the various quality measures adopted.

SKILLS:

- Identify and present skills required to be a successful production manager.

- Identify types of production systems followed in an organization
- Identify inventory control techniques followed in private sector.
- Collect different quality controlling techniques followed by any private organization.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate basic concepts of production systems.	Apply	1	3,2,1
2	Appraise Production Planning and different types of layouts.	Analyze	1	2,1,3
3	Compare and contrast different types of productivity and techniques for improving productivity.	Apply	2	3,2,1
4	Differentiate different techniques of inventory control and inventory valuation methods.	Apply	2	2,1,3
5	Examine different techniques for quality improvement.	Apply	2	3,2,1

TEXT BOOKS:

1. R.Paannerselvam, “Production and Operations Management”, 2nd ed., PHI 2006.
2. K.Asathappa, K.Sridhara Bhat, “Production and Operations Management”, 2nd ed., HPH, 2010.

REFERENCE BOOKS:

1. S. N. Chary, “Production and Operations Management”, 6th ed., TMH 2006.
2. Buffa, “Modern Production Operation Management”, 6th ed., Willey 2008.
3. Joseph S Matrinich, “Production and Operations Management”, 8th ed., Willey 2008.

PRE-REQUISITE KNOWLEDGE: Basics in Accounting.

L	T	P	C
1	2	2	3

COURSE DESCRIPTION AND OBJECTIVES:

This course aims to provide a framework of fundamental concepts, Principles and approaches of business finance. It enables the students to apply their knowledge in solving problems of corporate organizations and help them to improve their overall capacities in the field of business finance.

MODULE-1

UNIT-1

3L+6T+6P =9 Hours

FINANCIAL MANAGEMENT

Meaning, importance, scope and objectives- Conflicts in profit versus value maximization principle- Role of Chief Financial Officer.

Time Value of Money-Compounding and discounting techniques – concepts of annuity and perpetuity.

UNIT- 2

5L+10T+10P=25 Hours

INVESTMENT DECISIONS

Purpose, objective, process- Techniques of decision making: payback period method, accounting rate of return, net present value, internal rate of return, modified internal rate of return, discounted payback period and profitability index.

PRACTICES:

- Simple Interest.
- Compound interest.
- Present value of single amount.
- Present value of series of cash flows.
- Future value of single amount.
- Future value of series of cash flows.
- Annuity.
- Perpetuity.
- Payback period.
- Accounting rate of return.
- Net present value.
- Internal Rate of return.
- Profitability index.

MODULE – 2

UNIT-1

4L+8T+8P=14 Hours

MANAGEMENT OF WORKING CAPITAL

Meaning, types, factors affecting Working capital, estimation of working capital – Inventory Management and Valuations, Management of cash and marketable securities.

UNIT–2

4L+8T+8P=18 Hours

CAPITAL STRUCTURE & DIVIDEND DECISIONS

Cost of Capital – weighted average cost of capital, Capital Structure theories– designing optimum capital structure, operating and financial leverage.

Types and Forms of dividend, Theories of dividend – Walter model, Gordon model, MM hypothesis, concept of bonus shares.

PRACTICES:

- Cost of Equity.
- Cost of retained earnings.
- Cost of preference shares.
- Cost of debt.
- Weighted Average cost of capital.
- Overall cost of capital.
- EBIT-EPS Analysis.
- Patterns of capital structure.
- Operating leverage.
- Financial leverage.
- Combined leverage.
- NI Approach.
- MM Hypothesis.
- Walter model.
- Gordon model.
- Estimation of working capital.
- Valuation of inventory.
- Optimum cash balance.

SKILLS:

- Select five companies from different industry, and find how many of the selected companies are calling their financial managers as CFO/ Director finance/ VP Finance and finance controller.
- Select one company from the following industry and explain the structure of finance departments a) IT b) Manufacturing.
- Assume that you are going to join an MBA Program me(After BBA) of private institute. Administrative officer of the college said to you that you can pay fees in any of the two options 1) 6,00,000 lump sump amount or 2) 6,50,000 in four equal installments .which option do you prefer? Why?
- Prepare a project proposal assuming that you are going to start a mineral water plant.
- Prepare a blueprint of working capital of a small concern.
- Select a manufacturing firm of your own choice and evaluate the performance of its inventory management with 6 years financial data.
- Collect annual report of a company and compute dividend payout ratio.
- study the capital structure analysis of two companies from the same industry and give comments.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply the concepts of time value of money relating to corporate investment decisions.	Apply	1	2,1
2	Analyze and evaluate investment opportunities and apply capital budgeting techniques in investment decisions.	Apply	1	2,3
3	Determine the estimation of working capital requirements, Inventory Management and Valuations.	Analyze	2	2,6
4	Demonstrate conceptual and practical knowledge of cost of capital and capital structure and how it affects a firm's value..	Analyze	2	4,2
5	Evaluate the dividend decisions of firm and to know the relationship between dividend decisions and market value of the firm.	Analyze	2	2,3

TEXT BOOK:

1. I.M. Pandey, Financial Management, Pearson; Twelfth edition, 2021.
2. Financial Management Text, Problems and cases M.Y.Khan 8th e, McGraw Hill Education 2018

REFERENCE BOOKS:

1. Prasanna Chandra, Financial Management & Practice, 9th Edition, MHI, 2015.
2. Preeti Singh, Investment Management Security Analysis and Portfolio Management, 19th Edition, Himalaya Publishing House, 2015.
3. V.K. Bhalla, Financial Management, 1st Edition, S. Chand, 2014.

22BB215-DATA VISUALIZATION USING TABLEAU

Hours per week

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: No prerequisite knowledge.

COURSE DESCRIPTION AND OBJECTIVE:

Data Visualization is the presentation of data in a pictorial or graphical format. Today analysts are required to deal with large amount of data. Visualization helps in presenting the data in pictorial or graphical format. Such visual representation will help in providing better insights to the decision maker. Tableau is popular visualization tool to create visual data for managerial decisions.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

INTRODUCTION TO DATA VISUALIZATION

Concept and importance of data visualization, choosing appropriate visual encodings – ordering of items, number of distinct values, structure of visualization, Positioning - Placement and Proximity, Graphs and Layouts, Colors, Size, Text and Typography, Shape, Lines.

UNIT-2

0L+0T+16P=16 Hours

BASIC OPERATIONS IN TABLEAU

Introduction to Tableau, connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts – Creating tables, bar graphs, pie charts, histograms, line charts, stacked bar graphs, box plots, showing aggregate measures, Bivariate Charts – Creating tables, scatter plots, swapping rows and columns, adding trend lines, selecting color palettes, using dates.

PRACTICES:

- Choose appropriate visual encoding.
- Define the structure of visualization.
- Define the structure of positioning.
- Analyze basic operations.
- Analyze basic visualization themes.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

OPERATIONS IN TABLEAU

Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data. Grouping and creating hierarchies in Tableau. Creating and using Filters in Tableau.

UNIT-2

0L+0T+16P=16 Hours

DATA VISUALIZATION

Facets, area charts, bullet graphs, dual axes charts, Gnat charts, heat maps, Maps – Setting geographical roles, placing marks on map, overlaying demographic data, choropleth maps, polygon shapes, customizing maps, creating dashboards, creating animated visualizations.

PRACTICES:

- Application of logic operations.
- Groups and hierarchies and data manipulations.
- Handling demographic data.
- Customizing maps.
- Customizing dashboards.
- Customizing animations.

SKILLS:

- Application of logic operations.
- Data cleaning.
- Data extraction.
- Tabular visualization.
- Develop visualization charts.
- Develop visualization graphs.
- Develop visualization maps.
- Develop visualization animations.
- Customizing dashboards for the organization data.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply visualization techniques on data.	Apply	1	1, 2
2	Make use of operators, filters charts, graphs and other visualization methods on data.	Apply	1	1, 2, 5
3	Creating dashboards and hierarchical customized visuals.	Apply	2	1, 2, 3, 5
4	Interpret the charts, graphs and animations.	Analyze	2	1, 2,4
5	Construct Multivariate visuals.	Analyze	2	1, 2,4,5

TEXT BOOKS:

1. Joshua N. Milligan, “Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization”, 4th Edition, 2020.
2. Mastering Tableau 2021: Implement advanced business intelligence techniques and analytics with Tableau, 3rd Edition, by Marleen Meier & David Baldwin, 2021.

REFERENCE BOOKS:

1. Lindy Ryan , “Visual Data Storytelling with Tableau”, 1st Edition, Pearson Paperback, July 2018.
2. ChandraishSinha, “Tableau 10 For Beginners: Step By Step Guide To Developing Visualizations” 1st Edition, 2020.
3. Jones, Ben. Communicating data with Tableau: Designing, developing, and delivering data visualizations. " O'Reilly Media, Inc.", 2014.v

22BB216-ANALYTICAL SKILLS FOR MANAGERS-II

Hours per week

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: No prerequisite knowledge.

COURSE DESCRIPTION AND OBJECTIVE:

Students will be introduced to various Arithmetic and Reasoning Problems. The students will have acquaintance with various problems like Time& distance, Percentages, Profit and Loss etc. besides solving puzzles and Critical Reasoning.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

Time and work, Pipes and Cisterns, Problems on Ages, Simple & Compound interest.

UNIT-2

0L+0T+16P=16 Hours

Time Speed & Distance, Boats and Streams, Permutation & Combination & Probability.

PRACTICES:

- Each concept would be taught in detail in the class followed by 10 problems solved in the class. Students would have to solve 10additional problems as homework assignment in each concept.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

Nonverbal reasoning, Analytical puzzles, Dices and Cubes.

UNIT-2

0L+0T+16P=16 Hours

Letters erased number series, Odd man out and Analogy, Coding & decoding, Critical reasoning.

PRACTICES:

- Each concept would be taught in detail in the class followed by 10 problems solved in the class. Students would have to solve 10additional problems as homework assignment in each concept.

SKILLS:

- Helps in developing and improving problem solving skills.
- Allow students to develop critical thinking skills.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Student can meet the demands of current job market besides equipping them higher studies like CAT, GMAT etc...	Apply	1	2, 5
2	Solves Arithmetic and Reasoning Problems within shortest possible time without paper work.	Apply	1	2, 5
3	Student exhibits better analytical skills and aptitude skills.	Analyze	2	2, 4
4	Student develops interpretational skills.	Elevate	2	2, 4

TEXT BOOKS:

1. Quantitative Aptitude for Competitive Examinations by R.S. Aggarwal (2013)
2. The Pearson Guide to Quantitative Aptitude for Competitive Examinations by Dinesh Khattar.

REFERENCE BOOKS:

1. Quantitative Aptitude for Competitive Examinations by Trishna Knowledge Systems (2013).
2. A Modern Approach to Verbal & Non-Verbal Reasoning by R.S. Aggarwal (February 2010).
3. Bell P, Zaric G. Analytics for managers: With excel. Routledge; 2013.

22BB218-ACCOUNTING USING TALLY

Hours per week

L	T	P	C
0	0	4	2

PRE-REQUISITES KNOWLEDGE: The student needs to have basic knowledge of accounting and computer.

COURSE DESCRIPTION AND OBJECTIVE:

To impart knowledge regarding concepts of Financial Accounting. Tally is an accounting package which is used for learning to maintain accounts. This course helps students to learn and practice Computerized Accounting Systems using Tally.ERP.9. This course helps students to prepare financial statements for any company by using software package i.e Tally ERP 9.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

Tally Introduction, Accounts Information- Ledgers, Groups, Inventory Information- Stock Groups, Stock Items, Units of Measure.

UNIT-2

0L+0T+16P=16 Hours

Accounting Vouchers- Receipts Vouchers, Payment Vouchers, Purchase Vouchers, Sales Vouchers, Contra Vouchers, Journal Vouchers, Debit Note, Credit Note, Memorandum Vouchers, God owns.

MODULE-2

UNIT-1

0L+0T+10P=10 Hours

Date Management- More than one year company creation, Change Period, Payroll System, Discount Management- Cash Discount, Trade Discount, Vouchers Types, Back up, Restore.

UNIT-2:

0L+0T+22P=22 Hours

Display- Trial Balance, Day Book, Account books, Statement of Accounts, Inventory Books, Display- Trial Balance, Day Book, Account books, Statement of Accounts, Inventory Books, Exception Reports, Print Management, Various Types of Company- Traders, Processional, Opening Balance with New Company, Other Options, GST- CGST, SGST, IGST, Printout Management, Others Options.

PRACTICES:

- Hands-on session & case study on company creation.
- Hands-on & case study on accounting vouchers.
- Hands-on session and case study on date management.
- Case study on financial statements preparation using Tally ERP 9.

SKILLS:

- Prepare financial statements for trading firm using Tally ERP 9.
- Prepare financial statements for restaurant firm using Tally ERP 9.
- Prepare financial statements for provisions store using Tally ERP 9.
- Prepare financial statements for super market using Tally ERP 9.

COURSEOUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Create company using Tally ERP 9.	Create	1	1, 2, 4, 5
2	Create accounting vouchers.	Create	1	1, 2, 5
3	Apply date management, pay roll and discounts.	Apply	2	1, 2, 3, 5
4	Build financial statements using Tally ERP 9.	Create	2	1, 2, 5

TEXT BOOKS:

1. Tally ERP 9 with GST, by Sajee Kurian (Author), Blessings Inc; First Edition (1 January 2017).
2. Computerized Accountancy Tally – ERP-9 – Auther – Prof K.K.Tomy – (2020)

REFERENCE BOOKS:

1. TALLY ERP 9, by Asok K. Nadhani (Author), BPB Publications; Fourth edition (1 January 2018).
2. Financial Accountancy using Tally –ERP-9by Marish Jain (Author) BPB Publication Updated Edition 2018.
3. Implementation Tally ERP-9 by Ashok k Nadhani latest Edition (2021).

22BB302-STRATEGIC MANAGEMENT

Hours per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basics knowledge of management.

COURSE DESCRIPTION AND OBJECTIVES:

The basic objective of this course is to help the students to learn the concept of strategy and understand the significance of managing the business strategically in the current business environment.

MODULE-1

UNIT-1

10L+6T+0P=16 Hours

FUNDAMENTALS OF STRATEGIC MANAGEMENT

Fundamentals of Strategy and Strategic Management-Strategic Management Process- Hierarchy of Strategic Intent – Mintzberg's 5ps Strategy- Environmental Appraisal-SWOT, Competitive Advantages, Porter's Five Force Analysis and Competitor Analysis.

UNIT-2

6L+10T+0P=16 Hours

STRATEGY FORMULATION

Strategy Formulation – Strategic Analysis and Choice- Portfolio Analysis: BCG Matrix, GE Matrix Balanced Score Card; Corporate Level Strategies, Business Level Strategies, Functional Level Strategies.

PRACTICES:

- Case Study on Strategic Management.
- Case Study on Strategic Intent.
- Case Study on Environmental Appraisal.
- Case Study on Competitive advantages.

MODULE-2

UNIT-1

10L+6T+0P=16 Hours

STRATEGY IMPLEMENTATION

Strategy Implementation—Nature and Barriers to Strategy Implementation- Resource Allocation- Structural Implementation-Behavioral Implementation-Strategic Leadership, Functional and Operational Implementation.

UNIT- 2

6L+10T+0P=16 Hours

STRATEGY EVALUATION AND CONTROL

Strategic Evaluation and Control –An Overview of Strategic Evaluation and Control –Strategic Evaluation Process, Techniques for Strategic Control & Operational Control.

PRACTICES:

- Case Study on Resource Allocation.

- Case Study on Strategic Leadership.
- Case Study on Structural Implementation.
- Case Study on Strategic Evaluation and Control.

SKILLS:

- Develop the mission, vision, goal and objective of the company.
- Do the SWOT Analysis of the company.
- Perform the environmental analysis and design the suitable strategy for the company.
- Learn the strategic leadership qualities.
- Evaluate the company performance and do necessary correction as per need.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Design and develop the strategic intent hierarchy of the company.	Create	1	4
2	Analyse the internal and external environment by appraisal methods and techniques.	Analyse	1	2
3	Develop the various business and corporate level strategies by applying the strategic analysis tools and techniques.	Apply	1	1,2
4	Effectively implement the strategies by understanding the various strategic implementation issues.	Apply	2	2,4
5	Evaluation and control of strategy with various control techniques.	Evaluation	2	1,4

TEXT BOOKS:

1. Azar kazmi, Adela Kazmi “Strategic Management”, 4e, McGraw Hill, New Delhi, 2015.
2. Subba Rao p: Business policy and Strategic Management, Text and Cases- Himalaya Publishing House-2nd revised edition 2016.

REFERENCE BOOKS:

1. Fred R. David: Strategic Management, Concepts and Cases-Prentice Hall,13th edition,2011.
2. Appa Rao C, Business Policy and Strategic Management, Excel publishers,2008.
3. Thomposn& Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
4. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.

22BB303-ENTREPRENEURSHIP DEVELOPMENT

Hour per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basic knowledge on entrepreneurship.

COURSE DESCRIPTION AND OBJECTIVE:

The objective of the course is to make students understand the concept, process, types and promotion of entrepreneurship. In addition, this course will develop skills of students in the area of conducting feasibility studies, analysis of opportunities and strategies, exploration of new startup businesses and to acquaint the students about various issues of entrepreneurship.

MODULE-1

UNIT-1

6L+10T+0P= 16 Hours

INTRODUCTION TO ENTREPRENEURSHIP

Nature and Forms of Entrepreneurship: Entrepreneurship Concept, Entrepreneurial motivation, Ethics in entrepreneur, Characteristics, Essential features, functions of entrepreneur, kinds of entrepreneurs, corporate entrepreneurship, Intrapreneurs - Introduction to Entrepreneurship, Agripreneurship, Tourism entrepreneurship, Social entrepreneurship, Ecological entrepreneurship, Technopreneurship.

UNIT-2

10L+6T+0P=16 Hours

Startups: Concept, need, factors, life cycle, Introduction to innovation and disruptive innovation, sources of start-up ideas and evaluation criteria, Technology based start-ups, characteristics of Tech startup, new startup model, key factors for success and reasons for failure. Central government support to startups.

PRACTICES

- Discussion on types of entrepreneurs.
- Discussion on the need for startups in India.
- Discussion on reasons for the success or failure of an enterprise.

MODULE-2

UNIT-1

6L+10T+0P= 16 Hours

Business planning, the role of the Government in promoting entrepreneurship, Legal and Financial aspects of the Entrepreneurship: statutory requirements for startups, Entrepreneurs and legal regulatory systems, patents and trademarks, Intellectual Property Rights, Financing by Commercial Banks, Bank Loans, specific type of finance like Angel Investors Venture capital, funds from Mudra Bank, Government Grants and Subsidies.

UNIT-2

10L+6T+0P=16 Hours

Business planning, and Feasibility Studies: The Concept of Business planning and modeling, Importance and contents of business plan, Internal and External Environment Analysis, Technological Competitiveness, Feasibility, SWOT Analysis, Product and Process Development, Major steps in product development.

MSME and Entrepreneurship Development: Role of DIC, SIDBI, SIDO, NISIET, SISI and PMEGP in promoting Entrepreneurship. Industrial sickness – Reasons for sickness and Revival measures.

PRACTICES

- Discussion on the government assistance in promoting entrepreneurship.
- Discussion on the environmental factors influence on an enterprise.
- Discussion on the importance of feasibility studies.
- Discussion on the reasons for industrial sickness.

SKILLS

- Visit the DIC and make list of the various existing institutions supporting Entrepreneurs in Andhra Pradesh and analyze the facilities provided by them.
- Arrange for a guest lecture by an entrepreneur of your choice.
- Analyze the scope of Angel Investing and Venture Capital in India.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Use concepts, process and types of entrepreneurship in the organization.	Apply	1	4,3,1
2	Use knowledge of entrepreneurship in building their own startups systematically.	Apply	1	6,2,4
3	Implement various Legal and Financial aspects of the Entrepreneurship.	Apply	2	4,2,5
4	Execute skills in the area of conducting feasibility studies, analysis of opportunities and strategies and promotion of entrepreneurship.	Apply	2	4,2,3
5	Examine the contribution of MSME towards the country's economy.	Analyze	2	4,2,1

TEXT BOOKS:

1. E.Jordon, Dr.K.Natarajan, Entrepreneurship Development, 17th edition, Himalaya Publication 2017
2. Charles E. Bamford, Garry D.Bruton Entrepreneurship: a small business approach, 1st Edition, McGraw-Hill, New Delhi, 2010.

REFERENCES BOOKS:

1. Madhurima Lall, ShikhaSahai, entrepreneurship, 1st Edition, Excel Books, New Delhi, 2006.
2. S.S. Khanka, Entrepreneurial Development, Revised Edition, S. Chand and Company Limited, New Delhi, 2007.
3. Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, 4th Edition, Pearson, New Delhi, 2006.
4. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6th Edition, TMH, New Delhi, 2006.
5. P. Naryana Reddy, Entrepreneurship – Test and Cases, 3rd Edition, Cengage Learning, New Delhi, 2011.

22BB304-MANAGEMENT ACCOUNTING

Hour per week

L	T	P	C
1	2	0	2

PRE-REQUISITE KNOWLEDGE: Basics in Financial accounting and cost accounting.

COURSE DESCRIPTION AND OBJECTIVES:

This course enhances the abilities of learners to develop the concept of management accounting and its significance in the business. It enables the learners to acquire abilities to analyze the financial statements. This course enables the learners to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporate. This course helps the students develop competence with their usage in managerial decision making and control.

MODULE-1

UNIT-1

4L+ 6T+0P=10 Hours

INTRODUCTION TO MANAGEMENT ACCOUNTING

Management Accounting: Need, Essentials of Management Accounting, Importance, Objectives, Scope, Functions, Advantages, Limitations, Distinction between Financial Accounting and Management Accounting, Distinction between Cost Accounting and Management Accounting.

UNIT-2

4L+10T+0P =14 Hours

MARGINAL COSTING

Marginal Costing: Meaning and Definition of Marginal cost and Marginal Costing, Contribution, Profit Volume Ratio, Advantages and limitations of Marginal Costing.

PRACTICES:

- Marginal cost technique.
- Contribution.
- P/V Ratio.
- Margin of safety.
- Make or buy decisions.
- Profit planning.
- Foreign market offer.

MODULE-2

UNIT-1

4L+6T+0P = 10 Hours

BUDGETS, FINANCIAL STATEMENT ANALYSIS

Budget and Budgetary Control: Meaning, Objective, Limitations of Budget and Budgetary Control, Fixed and Flexible budgets.

Analysis and Interpretation of Financial Statements: Methods of Analysis, Comparative and

Common Size Statement Analysis.

UNIT-2

4L+10T+0P=14 Hours

RATIO ANALYSIS

Ratio Analysis for decision-making: Meaning, importance and merit & Demerits of Ratio.

Analysis-Types of Ratios-Liquidity-Solvency-Profitability and Turnover.

PRACTICES:

- Flexible budget.
- Fixed budget.
- Cash budget.
- Comparative income statement.
- Comparative balance sheet.
- Common size income statement.
- Common size balance sheet.
- Liquidity ratio.
- Solvency ratio.
- Turnover ratios.
- Profitability ratio.

SKILLS:

- Identify and examine the changing role of the management accountant in contemporary Business.
- The attitude of top management is crucial to the success or failure of the budgetary system. Do you agree?
- Prepare common size profit and loss account and balance sheet of a select manufacturing company.
- Compare margin of safety of a given company with margin of safety of market leader.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Illustrate Marginal costing and decision making applications.	Apply	1	1,2
2	Estimate Flexible and cash budgets.	Apply	1	2
3	Analyze and interpretation of financial statements for decision making.	Analyze	2	3
4	Evaluating financial performance using Ratio analysis for decision making.	Analyze	2	4

5	Apply ratio analysis for service sector.	Analyze	2	5,6
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TEXT BOOK:

1. M. Y. Khan, K. P. Jain:: “Management Accounting”, 7th Edition, McGraw Hill Education, 2017.
2. M. Pandey::”Management Accounting”, 3rd Edition, Vikas Publication House Pvt Ltd, 2010.
3. Sr. K. Paul: “Management Accounting”, 2nd Edition, New Central Book Agency, 2012.

REFERENCE BOOKS:

1. S. N. Maheshwari:: “Principles of Management Accounting”, 1st Edition, Sultan Chand&Sons, 2014.
2. R. K. Sharma and Shashi K. Gupta: “Management Accounting”, 1st Edition, Kalyani Publishers, 2014.
3. Richard M. Lynch and Robert Williamson: “Accounting for Management Planning and Control”, 2nd Revised Edition, McGraw-Hill, 1978.
4. Horngren: “Introduction to Management Accounting”, 16th Edition, Pearson, 2013.

22BB305-ESSENTIAL SKILLS FOR MANAGERS - II

Hour per week

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: Essential skills for managers.

COURSE OBJECTIVE:

The objective of this course is to familiarize the student with the professional skills required for managers to run the business effectively. The course focuses on practicing the soft skills through different activities to build a successful career.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

Writing effective cover letters, writing chronological and functional resumes, Managing time and stress.

UNIT-2

0L+0T+16P=16 Hours

THINKING CRITICALLY: Identify in arguments, assessing the credibility of an argument, Exploring weaknesses in an argument, Emotional Intelligence.

PRACTICES:

(These activities are only indicative, the Faculty member can innovate)

- Send an e-mail to a friend to invite to attend a B-school meet.
- Develop a conversation to interact with a customer for product promotion.
- Create a presentation to promote an upcoming event.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

Negotiations: Bargaining strategies, Effective negotiations.

Resolving Conflicts: Key conflict management skills, Behavioral checklist.

UNIT-2

0L+0T+16P=16 Hours

Planning and Managing Your Career: Understanding career management, researching your options, Developing long-term and short-term career plans.

*Use of Computers and Internet is required during the course practice sessions.

PRACTICES:

(These activities are only indicative; the Faculty member can innovate)

- Update social networking profile to create professional image.
- Take a problem that's seemingly complex and present the simplified version.

SKILLS:

- Communication.
- Enthusiasm and attitude.
- Teamwork.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Show professional work ethics and interpersonal skill at workplace.	Apply	1	1, 2, 12
2	Solve typical work place issues using negotiation and conflict management skills.	Apply	1	1, 2, 5, 12
3	Plan and conduct meetings professionally and lead the teams.	Apply	1	1, 2, 3, 5, 12
4	Develop personal career plans and create professional resume for employment.	Analyze	2	1, 2, 12

TEXT BOOK:

Soft Skills for Everyone, Butterfield Jeff, Cengage Learning, 2011.

REFERENCE:

Training in Interpersonal Skills, Stephen P. Robbins, Philips L. Hunsaker, McGraw Hill.

22BB306-STOCK MARKET TRADING

Hours per week:

L	T	P	C
0	0	4	2

PREREQUISITES KNOWLEDGE:

Students should be trained to Bloomberg system, and be able to access information and quotes on basic financial instruments.

They should be able to link Excel sheets to Bloomberg quotes.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of the course is to introduce the different facets of actual trading. The students will be taught different types of trading strategies, as well as a concrete build-up of positions. They will become familiar with the notions of Relative Value trading, technical trading, fundamental trading, options trading. During the thirty hours of class, students will develop a concrete knowledge of how markets work. Since a big part of each session will be done in a virtual trading floor, they will practically learn how to trade a few instruments. These sessions will teach them trading reflexes and appropriate reactions to market movements. Another objective is to educate the students to the notion of balance between risk and reward, to give them a framework that can help them when they decide to do investments (in a professional OR personal way). Eventually the course will help students to figure out if they want a career in this area of business.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

Introduction to Technical Analysis: Meaning of Technical Analysis- Major Factor behind technical analysis- Advantages of Technical Analysis- Difference between Fundamental and Technical Analysis- Career and scope in Technical Analysis.

History Behind Technical Analysis: Role of Technical Analysis in Live Market - History of Technical Analysis.

Types of Charts: Bar chart- Line chart- Point & figure chart- Candlesticks Patterns.

Implementing Chart and Candlestick Patterns: Support & Resistance Levels-Trends- Moving Average- P Gaps- Volume.

Trend analysis: Trends- Direction- Duration -Trend lines- Channel lines- Breakout trend lines: rules of confirmation.

UNIT-2

0L+0T+16P=16 Hours

Oscillators: Definition- Role- Relationship with Underlying Instrument- In-gear- Bullish divergence - Bearish divergence- Types- Momentum- Rate of Change- Relative Strength Index – Stochastic- Larry Williams %R – MACD- Moving Average Oscillator.

Moving averages: Definition- Benefits- Types- Number of moving averages- Duration-Double crossover - Japanese crosses- Triple crossovers- Envelope model- Bollinger Bands

Technical theories: Dow Theory Theories- Elliott Wave Principles- Fibonacci Sequence- Gann Analysis- Cycle Analysis.

PRACTICES:

- Collect the past share price data of any software company and estimate future share price with the help of candle charts.
- Fit the trend analysis for the past stock data of any FMCG company.
- Identify the momentum of stock price with the help of oscillators.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

SENTIMENTAL INDICATORS: Put/Call ratio- Bull/bear Indicators- Insider activity- CBOE Volatility index- VIX.

Ratio Analysis: Percentages: Dow, Fibonacci and Gann- Fans- Arcs- Retracements vs. Extensions.

Chart formations & Trend reversal formations: Head and Shoulders- Double Tops and Double Bottoms- Triple Tops and Triple Bottoms- V-tops (spikes)- Rounded Tops and Rounded Bottoms (saucers).

Trend continuation formation: Flags- Pennant- Triangles- Wedges.

Specialty indicators: Directional Movement Index- On-balance Volume- Parabolic (SAR)- Intraday momentum indicator.

UNIT-2

0L+0T+16P=16 Hours

STOP LOSS: What is stop loss- How to set stop loss- Stop loss through SAR parabolic Stop loss through ATR indicator-

Why interest rate affects the market: Relationship between Interest rate change & stock Price change- Interest Rate Risk on market.

Volume and open interest: Volume & open interest with Support & résistance- Using open interest to find bull & bear signal.

Intermarket Technical Analysis: Inter market relation using Technical concepts- Inter market Analysis –Gold, crude, silver, DJIA, Nifty, Dollar, International Market.

Technical analysis indicators: Relative strength index- Rate of change index (ROC)- Stochastic (%K D)- Larry William %R- Moving average convergence & divergence (MACD)- MACD Histogram- Bollinger ban- Real time computer presentation.

PRACTICES:

- Formulate the chart and identify tops, bottoms and trend reversal of selected companies.
- Identify the technical indicators of any pharmaceutical company.
- Analyse and interpret inter market technical analysis of any commodity.

SKILLS:

- Login to moneybhai.com which is virtually trading platform construct on portfolio.
- Prepare charts for past share price data to different companies and decide which company investment is made.

- Forecast future share price of any selected company of your choice.

COURSE OUTCOMES:

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

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To introduce the different facets of actual trading.	Apply	1	1
2	To analyse different types of trading strategies, as well as a concrete build-up of positions.	Apply	1	3
3	To familiar with the notions of Relative Value trading, technical trading, fundamental trading, options trading.	Analyze	2	4
4	To analyse trading reflexes and appropriate reactions to market movements.	Analyze	2	2
5	To know that when to invest in stocks.	Analyze	2	1

TEXT BOOK:

1. “TECHNICAL ANALYSIS FINANCIAL MARKETS A COMPREHENSIVE GUIDE TO TRADING METHODS AND APPLICATIONS” By JOHN J. MURPHY, NEW YORK INSTITUTE OF FINANCE.
2. Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications, By JOHN J. MURPHY, NEW YORK INSTITUTE OF FINANCE.

BOOKS FOR REFERENCE:

1. “Getting Started in Technical Analysis”, by Jack D. Schwager, WILEY.

22BB307-INTERNATIONAL BUSINESS

Hour per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Introduction to Business.

COURSE DESCRIPTION AND OBJECTIVES:

The purpose of this paper is to enable the students learn nature, scope and structure of international business, and understand the influence of various environmental factors on international business operations and acquainting the students with the structure and policy frame work of India's foreign trade.

MODULE-1

UNIT-1

6L+6T+0P=12 Hours

INTRODUCTION TO INTERNATIONAL BUSINESS: Importance nature and scope of International business; modes of entry and Theories of International Business; Framework for analyzing international business environment – Political, Economic, Social, Technological, Environmental and Legal environments and their impact on international business decisions.

UNIT-2

10L+10T+0P=20 Hours

GLOBAL TRADING ENVIRONMENT: World trade in goods and services – Major trends and developments; – Tariff and non-tariff barriers; International Economic Institutions and Agreements – WTO, IMF, World Bank, and other International agreements; Regional Economic Groupings in Practice- Global economic forum- BRICS – Structure and functioning of EC and NAFTA; Other Regional economic cooperation's.

PRACTICES:

- Case study related to business environment with respect to International context.
- Group discussion on role of WTO, IMF and World Bank.
- Debate on contribution of BRICS and NAFTA.

MODULE-2

UNIT-1

8L+8T+0P=16 Hours

GLOBAL TECHNOLOGY& INTERNATIONAL OPERATIONS: Global Technological Management – Technology and Business; Issues in international technology transfers; Management of International Operations – Location of production; Management of Inventory; Sourcing of Inputs, International Logistics, Changing patterns of International Productions.

UNIT-2

8L+8T+0P=16 Hours

INDIAN FOREIGN TRADE POLICY & EXPORTS AND IMPORTS: India's Foreign Trade – Trends and developments; India's foreign trade in global context. Recent Foreign Trade Policy –

Export and Import Procedures; Role of commercial banks in foreign trade; EXIM Banks; Export credit insurance and ECGC.Foreign Investment Policy – Indians Joint ventures abroad.

PRACTICES:

- Case study on Global technological management.
- Short presentation EXIM Bank.
- Group discussion on Foreign Investment Policy.

SKILLS:

- Preparing how PESTELenvironment impact on international business decisions.
- Collect the latest information on International Economic Institutions.
- Prepare a report on Issues in international technology transfers.
- Mini Project on the export and Import procedures of any company.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1.	Examine how the environmental factors influence international business decisions.	Analyze	1	4, 1,2
2.	Examine international economic institutions and their role in international trade.	Analyze	1	3,4,2
3.	Relate changing patterns of International Productions.	Analyze	2	3,2,4
4.	Appraise the highlights of Indian foreign trade policy.	Evaluate	2	3,2,1

TEXTBOOKS:

1. Aswathappa, “International Business”, 6" edition, McGraw Hill Education 2017.
2. P. Subba Rao, “International Business”, 4 " edition, HPH 2017.

REFERENCEBOOKS:

1. John Daniels, Lee H Radebaugh, Daniel Sullivan, Prashant Salwan, 16th edition, Pearson Education 2018.
2. Economic Survey, Govt. of India 2018.
3. Export-import Policy and Other Documents, Govt. Of India 2015-2020.

22BB308-PROJECT MANAGEMENT

Hour per week

L	T	P	C
2	4	0	4

PREREQUISITE KNOWLEDGE: Basic functional knowledge of economics, human resources management, finance and operations management.

COURSE DESCRIPTION AND OBJECTIVES:

This course will enable the students to gain knowledge about the modern project management, project life-cycle, estimation of project times and costs. This course will develop skills of students in the area of project management techniques, managing project risks and teams and out sourcing project works and monitoring of project progress and project closure; to acquaint the students about various issues of project management.

MODULE-1

UNIT-1

6L+12T+0P=18 Hours

Modern Project Management: Project life cycle, characteristics of Project, drivers of project management, project governance, project management – a socio technical approach, Project portfolio management system, Project selection criteria, project request for proposal (RFP) defining the project scope, establishing project priorities, creating work breakdown structures (WBS), integrating WBS with the organization responsibilities, responsibility matrix.

UNIT-2

10L+20T+0P=30 Hours

Estimating project times, costs and project management techniques:

Factors influencing quality estimates, top – down versus bottom – up estimates, methods for estimation of project times and costs, bottom – up approaches for estimating project times and costs, types of costs, creating database for estimation.

Network Analysis – PERT and CPM – application of network techniques to simple projects.

PRACTICES:

- Discussion of a case on WBS followed in managing an event.
- Preparation of responsibility matrix for the developed WBS.
- Exercise on PERT and CPM
- Preparation of project time estimation by following top down approach estimation to a selected project.
- Preparation of project time estimation by following bottom – up approach of estimation to a selected project.
- Discussion of a case on, creating database for estimation of a project.

MODULE-2

UNIT-1

6L+12T+0P=18 Hours

Managing project risk and scheduling resources: risk management processes, risk identification, risk assessment, risk response development, contingency planning, risk response

control, change control management. Types of resource constraints, classification of scheduling problem, resource allocation methods, benefits of scheduling the resources, assigning project work.

UNIT-2

10L+20T+0P=30 Hours

Managing Project Teams, outsourcing Project work, project closer: Five stage team development model, situational factors affecting team development, building high performance project team, managing virtual project teams, project team pitfalls. Outsourcing of project tasks, best practices in outsourcing project work. Structure of a project monitoring information system, project monitoring and control process.,

PRACTICES:

- Prepare a risk profile for an identified project.
- Estimating the project cost for a given small project.
- Identification and Preparation of project risks through a case.
- Preparation of a report on outsourcing components in a project.
- Developing a Structure of a project monitoring information for a small project.

SKILLS:

- Project selection by applying proper selection methods.
- Time and cost estimation for a given project.
- Project team development for a project.
- Developing project monitoring information system.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the concepts and acquiring the skills of formal project planning processes.	Apply	1	1,4
2	Able to estimate project times, costs and apply the project management techniques.	Evaluate	1	2,3
3	Developing abilities in Management of project risk and scheduling.	Apply	2	5
4	Able to develop skills in managing the Project Teams, outsourcing Project work Monitoring and closure of project activity.	Apply	2	6

TEXT BOOK:

1. Clifford F. Gray, Erik W. Larson and Gowtham. V. Desai “Project Management, the Managerial Process” 6e, Mc Graw Hill, 2014.

REFERENCE BOOKS:

1. Merydith, Montel and Gopal “Project Management”, 9/e, Wiley, 2015.
2. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, 8/E, Tata McGraw Hill, 2017.
3. L.S Srinath “PERT and CPM” 3/e, EWP, 2001.

22BB309-OPERATIONS RESEARCH

Hour per week

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basic knowledge of Business Management.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of the course is to introduce some of the tools that facilitate a better understanding of the operations in a quantitative form and help them in taking the right decision about the business through a mathematical approach.

MODULE- 1

UNIT-1

6L+6T+ 0P =12 Hours

LINEAR PROGRAMMING

Introduction to Linear programming – formulation of LPP – solution of LPP - Using Graphical Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem - Two-Phase and Big-M method - Definition of the Dual Problem, Primal, Dual Relationships.

UNIT-2

10L+10T+0P=20Hours

Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, and Travelling Salesman Problem.

PRACTICES:

- Identify and list out real-life situations in which linear programming techniques can be applied.
- Analyze and prepare a report on the Travelling salesman.
- using several methods, minimize transportation costs and find out an optimal solution.

MODULE– 2

UNIT-1

8L+8T+0P =16 Hours

GAME THEORY

Introduction – Two-Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods, Graphical Solution of 2 x n and m x 2 games.

UNIT-2

8L+8T+0P=16 Hours

PERT, CPM, AND DECISION THEORY

Definitions, various terms used in networking, drawing networks – identifying critical path – the probability of completing the project within the given time.

Steps in the Decision Making, Different environments in which Decisions Are Made, Criteria for Decision Making Under Uncertainty, Decision Making Under conditions of Risk - Decision Trees, Graphic Displays of the Decision Making Process, Decision Making With an Active Opponent.

PRACTICES:

- Analyze optimal strategies for the value of the game under the game theory.
- Make the decision in various decision-making environments and draw a decision tree, then determine the expected monetary value, and expected opportunity loss, and construct decision trees for making decisions.

SKILLS:

- Expert in problem-solving and analytical skills.
- Evaluate the firm's competitive advantages.
- Supply chain applications and job assignments.
- Draw network diagrams for a project and identify the critical path.
- Computation of earliest expected time and latest allowable time for events in a project.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify situations in which linear programming techniques can be applied.	Apply	1	1,2,4,6
2	Recognize and evaluate transportation problems, assignments, and traveling salesmen's problems.	Analyze	1,2	1,2,3,4
3	Analyze optimal strategies for the value of the game.	Apply	2	1, 2, 3, 5
4	Make the decision in various decision-making environments.	Evaluate	1, 2	1,2,4,6
5	Analyze the probability of completing the project within a given time in a conflict and competitive environment.	Evaluate	1, 2	1,2,3,4,5, 6

TEXT BOOKS:

1. J.K.Sharma, "Operations Research: Theory & Applications", Macmillan India, 2007.
2. S.D.Sharma, "Operations Research", 11th ed., Kendarnath, Ramanath & Co

REFERENCE BOOKS:

1. Barry Render, Ralph M.Stair,Jr. Michael E.Hanna, "Quantitative Analysis for Management", 9/e, PHI Pvt. Ltd , New Delhi, 2007.

2. Hamdy, A.Taha, "Operations Research: An Introduction", Prentice-Hall of India, New Delhi, 2007.
3. Harvey M. Wagner, "Principles Of Operations Research", PHI, New Delhi, 2003.
4. Pannerselvam.R, "Operations Research", 2nd ed., PHI.
5. Operations Research, Kranthi Swaroop, P.K.Gupta and Manmohan, 4th ed., Sultan & Sons.

22BB311-DIGITAL MARKETING

Hour per week

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: Basics of Marketing Management.

COURSE DESCRIPTION AND OBJECTIVES:

Digital marketing is rapidly growing force in the present marketing domain and is set to be the future of marketing. It has resulted in numerous opportunities and avenues for advertising and marketing both in domestic and international business environment. Therefore, there is a need to understand the fundamentals of Digital Marketing and to inculcate the skills of digital marketing among students. In this background, a course on Digital Marketing has been designed which aims to build conceptual foundation of digital marketing and to develop the students' skills to plan, implement and monitor digital marketing campaigns in globalized environment.

MODULE-1

0L+0T+32P=32 Hours

Exercise 1

1. Introduction to Digital Marketing and its Significance.
2. Traditional Marketing Vs Digital Marketing.
3. Digital Marketing Process.

Exercise 2

1. Website Planning and Development: Types of websites.
2. Website Planning and Development: Keywords.

Exercise 3

1. Understanding Domain and Webhosting.
2. Building Website/Blog using CMS WordPress.
3. Using WordPress Plug-ins.

Exercise 4

1. Introduction to Search Engine Optimization.
2. Keyword Planner Tools.
3. On Page SEO Techniques-Indexing and Key Word Placement.

Exercise 5

1. On Page SEO Techniques- Content Optimization.
2. On Page SEO : Yoast SEO Plug-in.
3. Off –Page SEO Techniques.

Exercise 6

1. Email Marketing- Introduction and Significance.
2. Designing e-mail marketing campaigns using Mail Chimp.

Exercise 7

1. Building E-mail List and Signup Forms.
2. Email Marketing Strategy and Monitoring.

Exercise 8

1. Pay Per Click Advertising: Introduction.
2. Pay Per Click Advertising: Google Adword.
3. Types of Bidding strategies.

MODULE-2

0L+0T+32P=32 Hours

Exercise 9

1. Designing and Monitoring search campaigns.
2. Designing and Monitoring Display campaigns.

Exercise 10

1. Designing and Monitoring Video campaigns.
2. Designing and Monitoring Universal App Campaigns.

Exercise 11

1. Google Analytics : Introduction and Significance.
2. Google Analytics Interface and Setup.
3. Understanding Goals and Conversions.

Exercise 12

1. Monitoring Traffic Behavior and preparing Reports.
2. Social Media Marketing: Introduction and Significance.
3. Facebook Marketing: Introduction Types of Various Ad Formats.

Exercise 13

1. Social Media Marketing: Throwing a Great “Party” on Social Media.
2. Identifying Goals for Social Media Marketing such as eWOM, Customer Evangelists & More.
3. Building a Content Marketing Machine.
4. Deliverables: Your SMM Master Plan and a Content Marketing Plan.

Exercise 14

1. Setting up Facebook Advertising Account.
2. Understanding Facebook Audience and its Types.
3. Designing Facebook Advertising Campaigns.

4. Working with Facebook Pixel.
5. The Structure of Facebook: Pages and Profiles.
6. Understanding Edge rank and Interactivity.
7. Page Setup and Posting Rhythm.
8. Leveraging Facebook Advertising.
9. Deliverable: A Facebook Marketing Plan.

Exercise 15: LinkedIn Marketing

1. The Structure of LinkedIn: Profiles, Pages, Groups, and a Social Rolodex.
2. Optimizing Your LinkedIn Profile.
3. Using LinkedIn as a Social Rolodex.
4. LinkedIn Pages, and Groups.
5. Deliverable: A LinkedIn Marketing Plan.

Exercise 16: YouTube Marketing

1. YouTube and the Video Revolution.
2. The Three Uses of Video: Supportive, SEO, and Viral.
3. YouTube Channel Basics and Video Tips.
4. Deliverable: A YouTube Marketing Plan.

COURSE OUTCOMES: Upon successful completion of this course, students will have the ability to:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyse the key concepts related to digital marketing including E-commerce business models, digital marketing process.	Analyze	1	1, 2
2	Analyze online consumer behavior, online research and behavior tracking, assessing and selecting digital marketing strategies.	Analyze	1	1, 2, 5
3	Determine a comprehensive marketing plan using tools and methodologies of Search Engine Optimization.	Apply	2	1, 2, 3, 5
4	Categorize Display Advertising, Mobile and Social Media.	Apply	2	1, 2,4
5	Review and prioritize the strategic options for boosting customer acquisition, conversion, retention through Integrated Marketing Communication.	Analyze	2	1, 2,4,5

TEXT BOOKS:

1. Puneet Singh Bhatia, “Fundamentals of Digital Marketing”, Pearson publications. 2nd Edition 2019.
2. Jason McDonald, Social Media Marketing Workbook 2017.

BOOKS FOR REFERENCE:

1. Digital Marketing: Cases from India by Rajendra Nargundkar and Romi Sainy, Notion Press, Inc 2018.
2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Kogan Page Publisher 1st edition 2018.

22BB401-DESIGN THINKING

Hour per week

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Design thinking.

COURSE OBJECTIVE: To immerse students into the world of innovation as a systematic process of tackling relevant business and/or social problems.

MODULE-1

UNIT-1

4L+16T+0P=20 Hours

Design Thinking Background: Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mindset.

Design Thinking Approach: Fundamental Concepts: Empathy, Ethnography, Divergent Thinking, Convergent Thinking, Visual Thinking, Assumption Testing, Prototyping, Time for Learning and Validation.

UNIT-2

4L+16T+0P=20 Hours

Design Thinking Resources: People, place, materials, and Organization fit.

Design Thinking Processes: Numerous Approaches, Double Diamond Process, 5-Stage School Process, Designing for Growth Process, Role of Project Management.

MODULE-2

UNIT-1

4L+16T+0P=20 Hours

Design Thinking in Practice: Process Stages of Designing for Growth: What Is, What If, What Wows, What Works.

Design Thinking Tools and Methods: Purposeful Use of Tools and Alignment with Process- What Is: Visualization, What Is: Journey Mapping, What Is: Value Chain Analysis, What Is: Mind Mapping, What If: Brainstorming, What If: Concept Development.

UNIT-2

4L+16T+0P=20 Hours

Design Thinking Testing: What Wows: Assumption Testing, What Wows: Rapid Prototyping, What Works: Customer Co-Creation, What Works: Learning Launch.

Design Thinking Application: Design Thinking Applied to Product Development.

SKILLS:

- Emotional Intelligence.
- Consensus Building.
- Problem framing.

- User Research.
- Journey Mapping.
- Brainstorming.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Describe business uses of design thinking.	Apply	1	1
2	Explain the design thinking approach to solving problems.	Apply	1	2,2
3	Apply design thinking approaches and tools to a variety of challenges and problems.	Apply	2	3
4	Participate positively in collaborative ideation and evaluation.	Analyze	2	3

TEXT BOOKS:

1. “Designing for growth: A design thinking tool kit for managers”, by Jeanne Liedtka and Tim Ogilvie., 2011, ISBN 978-0-231-15838-1.
2. “The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems”, by Michael Lewrick, Patrick Link, Larry Leifer., 2018, ISBN 978-1-119-46747-2.

REFERENCE BOOKS:

1. “Presumptive design: Design provocations for innovation”, by Leo Frishberg and Charles Lambdin., 2016, ISBN: 978-0-12-803086-8.
2. “Systems thinking: Managing chaos and complexity: A platform for designing business architecture.”, “Chapter Seven: Design Thinking”, by Jamshid Gharajedaghi, 2011, ISBN 978-0-12-385915-0.
3. Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. (2021). Consumer Behaviour-Building Marketing Strategy. Irwin McGraw-Hill, New York.

22BB402-DIRECT TAXATION

Hour per week

L	T	P	C
2	4	0	4

PRE-REQUISITE KNOWLEDGE – Basics of taxes-status of individual- income of individual, house property, Business/ profession, capital gains, other sources.

COURSE OBJECTIVE:

To make students to understand about the basics of taxes. To motivate students in calculation taxes on incomes, house property, business / profession and capital gains. To enlighten the management students about the deductions from taxes.

MODULE-1

UNIT-1.

8L+16T+0P=24Hours

Overview of Direct taxes: Direct tax- Definition, meaning, Importance, Need, objectives and classification of direct Taxes-Income tax and wealth tax. Determination of status of Individual, Hindu undivided family, company or industry and other person.

UNIT-2

8L+16T+0P=24 Hours

Income under the head salaries: Computation of total income - computation of income under the head salaries, types allowances and exemptions, salary, types of provident fund,, perquisites, types of perks, deductions u/s 16 out of gross salary. Income from house property: computation of income from house property, computation of annual value.

PRACTICES:

- Determine the residential status of individual.
- prepare format of tax return file.
- calculation of taxes on individual salary.

MODULE-2

UNIT-1

8L+16T+0P=24 Hours

Deductions from income from house property. Types of rental values, Exempted incomes from house property. Income from Profits and gains of business or profession – Introductions, charging of provisions, computation, expenses which can be debited and Rate of deductions. deductions from income from house property. Types of rental values, Exempted incomes from house property.

UNIT-2

8L+16T+0P=24 Hours

capital gains: computation of capital gains, treatment of capital losses, exempted capital gains, tax on capital gains. pension schemes for employees ,Income from other sources: General incomes- specific incomes-deductions allowed U/57.deductions in respect of health insurance.

PRACTICES:

- Determine the tax charging on income of house property.
- Calculate the tax charging on income of business and profession.
- Calculate the tax charging on income of capital gain.

SKILLS:

- Preparing a format for tax return file.
- Determine the tax calculation on house property.
- Tax calculation on individual salary, business/ profession.
- Find out the tax on capital gain and other sources of income.

COURSE OUT COMES:

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

COs No	Course Out comes	Blooms level	Module No	Mapping with PO'S
1	Find out the concepts and importance of various types of direct taxes.	Apply	1	3,1,2
2	Evaluate the income from salaries and types of allowances deductions from taxes.	Analyze	1	4,2, 5
3	Computation of income from house property.	Evaluate	1	2,1,3
4	Computation of income from profits and gains of business or profession	Evaluate	2	4,1,3
5	Analyze the capital gains and income from various sources.	Analyze	2	2,3,1

TEXT BOOKS:

1. Bhagawath Prasad, "Direct Taxes Law and Practice", 60 th edition, Taxman, 2018
2. V.S. Date, "Indirect Taxes", 39th Edition, Taxman, 2017.

REFERENCE BOOKS:

1. V.P. Gaur, Puja Gaur, "Taxation And LAB work" 1st Edition, Kalyani Publishers, 2009.
2. S.Bhattacharya, "Indian Income Tax Law and Practice", 14 th edition, wadhwa sales corporation.
3. Sareen, V.K., & Sharma, A. (nd). "Indirect Tax Laws", 15 th edition, kalyani publisher,2016.

22BB403-SOCIAL ENTREPRENEURSHIP

Hour per week

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Basic knowledge on social entrepreneurship.

COURSE DESCRIPTION AND OBJECTIVES:

To provide knowledge about The Social Entrepreneurship Help students to develop “a Social entrepreneurial imagination and to bring out the practice of Social Entrepreneurship in India.

MODULE-1

UNIT-1

4L+16T+0P=20 Hours

SOCIAL ENTREPRENEUR, SOCIAL ENTREPRENEURSHIP AND SOCIAL ENTERPRISES:

Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of social entrepreneurship-explicitly formulated mission to create and sustain social value and to benefit the communities, high degree of economic risk and autonomy in activities related to producing goods and/or selling services, pursuit of new opportunities and exploration of hidden resources to serve that missions, quest for sustainable models, based on well elaborated feasibility study.

Characteristics of Social Entrepreneur-social catalysts, socially aware, opportunity seeking, innovative, resourceful. accountable, differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship, Social Entrepreneurship in developing countries and in India.

UNIT-2

4L+16T+0P= 20 Hours

SOCIAL ENTREPRENEUR STRATEGIES:

Pricing strategy

Product and pricing strategies: Different pricing strategies, stages of new product development,

Cooperative Strategy:

Building Networks, Partnerships and Alliances. Treating the Donors as investors managing the board entrepreneurially. Growing with an entrepreneurial mindset. Managing organizational organizational change. Major approaches to customer relationship management.

Market strategy:

Leading retailing and rewarding people entrepreneurially. Performing information that really performs. Key skills involved in personal selling. Growing and exploring new market directions.

Financial strategy:

Developing viable earned income strategies. Challenges in financial management and strategies to overcome challenges.

SOCIAL INNOVATION AND ENTREPRENEURSHIP

INTRODUCTION TO SOCIAL INNOVATION

Innovation–Meaning, Need and Components of Innovation. Social Innovation–Meaning–Definition–History–Drivers–Types and Implications. Social Entrepreneur and Entrepreneurship. Difference between Social Entrepreneurship, Social Enterprise and Social Economy.

PROCESS OF SOCIAL INNOVATION

Social Innovation Process: Prompts–Proposals–Prototypes–Sustaining–scaling and Systematic change. Connecting People, Ideas and Resources: Innovation Intermediaries champions–Teams–Hubs–Institution–Network and Platforms. Different Ways of Supporting Social Innovation: In the Public Sector– In the Third Sector–In the Market Economy–In the Household Economy.

MODULE-2

UNIT-1

4L+16T+0P= 20 Hours

SOCIAL ENTREPRENEURSHIP IN PRACTICE

Bangladesh Rural Advancement Committee (BRAC), The Grameen Bank (GB), The Self Employment Women's Association (SEWA), Aravind Eye Hospital, Barefoot College, Bharti Samruddhi Investment Consulting Services (BASIX), Narayana Hrudayalaya Institute of Medical Sciences, Technology Informatics Design Endeavour (TIDE). Boundaries of Social Entrepreneurship–Social service provision, Social activism.

UNIT-2

4L+16T+0P= 20 Hours

ETHICAL ENTREPRENEURSHIP AND CHALLENGES

IN SOCIAL ENTREPRENEURSHIP

Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship.

COURSE OUTCOMES

Upon successful completion of this course the students have ability to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understanding the concept of social entrepreneurship and its contributions towards the nation economy.	Understand	1	3
2	Importance of designing strategies to become a successful social entrepreneur.	Design	1	2
3	Understand the role of various association promotion social entrepreneurship.	Understand	2	3
4	Analyzing the importance of ethics in entrepreneurship	Analyze	2	1

TEX BOKS:

1. Social Entrepreneurship, Concept Beugre, Routledge, 2017.
2. Social Entrepreneurship, J Howard Kucher, Stephanie, E Raible Edward Elgar Publishing Ltd, 2022.

REFERENCES:

1. Introduction to Social Entrepreneurship Teresa Chachine, CRC Press 2016.
2. Understanding Social Entrepreneurship, Jill Kichkul, Thomas S.Lyons, 2020.
3. Building a Successful Social Venture: A Guide for Social Entrepreneurs , Eric Carlson James Koch, 2018.

22BB405-CROSS-CULTURAL MANAGEMENT

Hour per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basic knowledge on cross cultural management.

COURSE DESCRIPTION AND OBJECTIVES:

To comprehend the dynamics of Management practices in international context, to evaluate behavioral frameworks that suits for Corporate world from Global perspective and various business model that suits for all international context.

MODULE-1

UNIT-1

8L+8T+0P=16 Hours

UNDERSTANDING CULTURE: Meaning, - Characteristics - Levels of Culture, Approaches to Understand Societies Culture: Structuralist, Interpretivists, Cognitivists, Poststructuralists and Synthetic Approach. Understanding Cultural Differences and Similarities across Globe: Dimensions of Culture - Florence Kluckhohn and Fred Strodbeck; Halls; Hofstede and Trompennars.

Understanding Value Synchronization: Organization and National Culture: Meaning of Organizational Culture, Types of Organizational Culture across globe.

Motivation: Understanding cross cultural Implications by using Process and Content Theories of Motivation.

UNIT-2

8L+8T+0P=16 Hours

ETHICS, ETHICAL DILEMMA AND ETHICAL DECISION MAKING

Factors involved in Shaping Business Ethics in global scenario; Informal Systems- Ethical Dilemma and solution through Ethical Theories.

Negotiation: Meaning of Negotiation; Understanding negotiation through various Stages and Dimensions of Negotiation from cross cultural Perspective.

Conflict and Conflict Management Styles: Meaning of Conflicts; Conflict process and Conflict Management styles across nations.

PRACTICES:

- According to classic national culture research (e.g., Hofstede, 2001) there are five dimensions of national culture – power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, and short-long term orientation. Drawing on existing research and/ or personal examples, critically analyze the usefulness of these dimensions of national culture as a framework for understanding and interpreting behavior in an international work context.
- Critically discuss how culture affects motivation. In doing so, consider whether existing motivation theories apply abroad.
- You are a human resources manager for a start-up international company. You are tasked with designing a cultural bias-free selection procedure and training program for new employees. What advice would you provide your team to ensure you attract, hire, and retain the ‘best’ employees, regardless of their country of origin? Be sure to critically

assess and evaluate the readings this week in your answer.

MODULE-2

UNIT-1

8L+8T+0P=16 Hours

INTERNATIONAL BUSINESS: Factors and approaches that determines the MNEs. Expatriate: Life Cycle; Understanding organizational and Personal Expectation towards Expatriate success: Emotional Intelligence and Cross Cultural Training Program. Live experience of Expatriates.

UNIT-2

8L+8T+0P=16 Hours

CULTURAL INFLUENCE IN CHOICE OF ENTRY STRATEGY AND GLOBAL LEADERSHIP: Introduction to IB from domestic business; Managing Global Team; Mergers and Acquisition- Understanding the importance of staffing synergy - Success and Failure Stories of different International M & A; Solutions to overcome failures Family Business and perspectives: Understanding the growth of family businesses across globe with special reference to different cultural Cluster Qualities of Global Managers: Views on various traits of Global Managers.

PRACTICES:

- Visit a cultural event or multicultural group that is unfamiliar to you, interact with members of that culture, and write a reflections report on your experiences. include the following: 1) A brief description of the culture you interacted with. 2) A brief description of your pre-conceptions about the culture based on prior research you had done. 3) A reflection on your interactions with people from different cultures. Did your expectations match your experience? Did you experience 'culture shock'. How did you adapt to these experiences? 4) A reflection on what you learned about this experience.
- To what extent is it necessary for the leader of a multi-cultural team to be familiar with the culture of each team member, and to what extent can a leader resolve communication problem within the team?

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Comprehend individual's societal culture and its importance.	Apply	1	3
2	Evaluate cultural differences among nations which is critical for effective management in Multi-Cultural Environment.	Evaluate	1,2	3
3	Analyze the importance of individual's value synchronization in terms of various organizational	Analyze	2	4

	behaviors across the globe to have longer sustainability.			
4	Critically examining the Importance of ethical framework in the cross cultural management practices.	Analyze	1,2	1,3
5	Develop the ability to negotiate and handling conflicts in the cross cultural environment.	Develop	1	2,6

TEXT BOOKS

1. David Livermore, Soon Ang, Linn Van Dyne (2015), Leading with Cultural Intelligence: The Real Secret to Success, 2nd Edition, AMACON.
2. David C.Themas, Mark, F.Peterson, Cross Cultural Management 4th edition 2017.

REFERENCE BOOKS

1. David C. Thomas, Mark F. Peterson, (2014), Cross-Cultural Management: Essential Concepts, 3rd edition, Sage Publications.
2. Shobhana Madhavan Cross Cultural Management : Concepts & Cases, 2nd ediditon, Oxford University, Press, 2016
3. Jasmin Mahadevan & Hanriett Primacz and Laurence Raman; cases in Critical Cross Cultural Management Toylor & Francis, 2019.

22BB406-CORPORATE STRATEGY

Hour per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basics knowledge of management and strategy.

COURSE DESCRIPTION AND OBJECTIVES

The basic objective of this course is to help the students to learn the concept of strategy and understand the significance of managing the business strategically in the current business environment.

MODULE-1

UNIT-1

10L+6T+0P=16 Hours

FUNDAMENTALS OF STRATEGIC MANAGEMENT

Fundamentals of Strategy Understanding Strategy-Strategic Management Levels-Issues in Strategic decision making - Strategic Management for Sustainability- Corporate Governance, Corporate Social Responsibility.

FUNDAMENTALS OF STRATEGY AND STRATEGIC MANAGEMENT-

UNIT-2

6L+10T+0P=16 Hours

Strategy Formulation –Organizational Capability Factors, Consideration in Organizational Appraisal, Structuring Organizational Appraisal, Strategic Analysis and Choice- SOWT, Value Chain analysis, Experience Curve analysis, Life Cycle Analysis, Strategic Group Analysis,- Corporate Restructuring-Perusing Strategies.

PRACTICES:

- Case Study on Strategic Management.
- Case Study on Strategic Decision Making.
- Case Study on organizational Appraisal.
- Case Study on Corporate Social Responsibility.

MODULE-2

UNIT-1

10L+6T+0P=16 Hours

ACTIVATIONG STRATEGIES

Strategy Implementation-Model of Strategy Implementation, Project Implementation, Procedural Implementation, - Structures for Strategies-Corporate Culture, Ethics and Values for Strategic Management, - Operational Implementation.

UNIT-2**6L+10T+0P=16 Hours****STRATEGY EVALUATION AND CONTROL**

Strategic Evaluation and Control –Techniques of Strategic Evaluation and Control- Role of organizational system in Evaluation.

PRACTICES:

- Case Study on Corporate culture , Ethics and Values.
- Case Study on Structural Implementation.
- Case Study on Strategic Evaluation and Control.

SKILLS;

- Frame the CSR activities of the company.
- Do the SWOT Analysis of the company.
- Perform the organizational appraisal and design the suitable strategy for the company.
- Develop corporate ethics and values.
- Evaluate the company performance and do necessary correction as per need.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Design and develop corporate governance and corporate social responsibility of the company.	Create	1	4
2	Analyse the internal and external environment by appraisal methods and techniques.	Analyse	1	2
3	Develop the various corporate restructuring strategies by applying the strategic analysis tools and techniques.	Apply	1	1,2
4	Effectively implement the strategies by understanding the various strategic implementation issues.	Apply	2	2,4
5	Evaluation and control of strategy with various control techniques.	Evaluation	2	1,4

TEXT BOOKS:

1. Azar kazmi, Adela Kazmi “Strategic Management”, 4e, McGraw Hill, New Delhi, 2015.
2. Fred R. David: Strategic Management, Concepts and Cases-Prentice Hall,13th edition,2011

REFERENCE BOOKS:

1. Appa Rao C, Business Policy and Strategic Management, Excel publishers,2008.
2. Subba Rao p: Business policy and Strategic Management, Text and Cases- Himalaya Publishing House-2nd revised edition 2010.
3. Thomposn & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
4. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.

22BB501-ADVANCE BUSINESS RESEARCH METHODS

Hour per week

L	T	P	C
1	2	0	2

PRE-REQUISITE KNOWLEDGE: Business Mathematics and Business Statistics.

COURSE DESCRIPTION AND OBJECTIVES:

Business research is a systematic enquiry whose objective is to provide information to solve managerial problems. This course is an introduction on how to do business research with an emphasis on applied problem solving. It has a major emphasis on applied problem-solving strategies and report preparation skills.

MODULE-1

UNIT-1

4L+8T+0P =10 Hours

BUSINESS RESEARCH, SOURCES OF DATA AND SCALES OF MEASUREMENT

Introduction to Business Research, Types of research: Exploratory research, Descriptive research. Sources of Data: Primary and Secondary Data, Scales of Measurement, Types of Measurement, Criteria for Good Measurement. Questionnaire Design – Phases of Questionnaire Design.

UNIT – 2

4L+8T+0P=10 Hours

SAMPLING AND DATA COLLECTION:

Introduction, Random sampling methods: Simple random sampling, Stratified random sampling, Cluster sampling, Systematic sampling, Multi stage sampling. Non-Random sampling: Quota sampling, Convenience sampling, Judgment sampling, Classification of Survey and Observation Methods.

PRACTICES:

- Types of research
- Exploratory Research,
- Descriptive Research,
- Casual Research,
- Research Methods.
- Steps in Research Process.
- Census Survey,
- Sample Survey,
- Sampling Design
- Probability Sampling Methods.
- Simple Random Sampling,
- Stratified Random Sampling.

- Cluster Sampling,
- Systematic Random Sampling.
- Multi-Stage Sampling,
- Non – Probability Sampling Methods.
- Convenience Sampling,
- Quota Sampling,
- Judgment Sampling,
- Snowball Sampling.

MODULE–2

UNIT–1

4L+8T+0P=10 Hours

HYPOTHESIS TESTING

Introduction to Hypothesis testing: Hypothesis testing for single mean, Two population means using t-test, Two-tailed and One-tailed tests of hypothesis, Hypothesis testing with z statistic for the difference in the means of two populations.

UNIT-2

4L+8T+0P=10 Hours

HYPOTHESES TESTING FOR CATEGORICAL DATA& ANOVA

Introduction, defining chi-square statistic, Conditions for applying test, Goodness of fit, Test of independence. Analysis of variance, completely randomized design (ONE-WAY ANOVA), and Randomized block design (TWO-WAY ANOVA). (Problems based on ANOVA and Chi-square etc). **Report Writing:** Introduction to Report Writing, and Organization of the report writing.

PRACTICES:

- Hypothesis testing procedure,
- T – test Single Population,
- T – test Two Population,
- Z – test Single Population,
- Z – test Two Population,
- Paired Sample Test,
- Chi – Square test,
- Goodness of Fit test,
- Test of Independence,
- ANOVA,
- One way ANOVA,
- Two way ANOVA,
- Report Writing.

SKILLS:

- Choose an area of interest, review a minimum of 4 literature on the same and formulate a topic for prospective research.
- Given a topic – collect data through primary and secondary sources.
- For a given data, analyze data using various statistical tools.
- For a given case study, prepare a research report in the required format.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the research process.	Apply	1	1,2
2	Executing criteria of selecting sample and choosing sampling.	Apply	1	2
3	Implement Testing of Means and Chi-square.	Analyze	2	3
4	Use Parametric Tests for hypothesis testing.	Analyze	2	4
5	Interpret the statistical results and prepare a good report.	Analyze	2	5,6

TEXT BOOK:

1. Naval Bajpai, “Business Research Methods” 2nd Edition, Pearson Publications, 2017.
2. C.R. Kothari, “Research Methodology”, 4th Edition, New Age International Publisher 2019.

REFERENCE BOOKS:

1. Panneerselvam R: “Research Methodology”, 2nd edition , PHI Learning Private Limited, 2014.
2. Bhattacharya, D. K., “Research Methodology”, 2nd Edition, Excel Books, New Delhi, 2006.
3. Gupta S.P., “Statistical Methods”, 43rd edition, Sultan Chand, New Delhi, 2014.

22BB502-CORPORATE LEADERSHIP

Hours per week:

L	T	P	C
2	4	0	4

PREREQUISITE KNOWLEDGE: Leadership, Principles of Management.

COURSE OBJECTIVE: To enable the students to understand historical and contemporary leadership theories and also build a foundation upon which allows lifelong learning practices for leadership development particularly in corporate sector.

MODULE-1

UNDERSTANDING LEADERSHIP

UNIT-1

8L+16T+0P=24 Hours

Leadership, Leadership as Influencing Others, Leadership in Transition, Understanding the Foundations of Leadership - Leadership Models, Leadership Trait Theory, Leadership Behavior Theory, Contingency Theory and Situational Leadership Theory. Demonstrating Effective Leadership - Leadership Character, Leadership Behavior.

UNIT-2

8L+16T+0P=24 Hours

Learning Leadership Skills- Leadership Styles: Effective Vs Successful Managers; Leaders Vs Managers, Leadership Adaptation – Studies, Leadership Behaviour: Emergence: Leadership and Trust, Transformation Leadership in organizations.

PRACTICES

- Develop different leaders example for the statement “leaders are born or made”.
- Evaluate fundamental leadership practices relevant to contemporary organizations.
- Prepare a report on different Transformation Leadership in organizations.

MODULE-2

BUILDING LEADERSHIP CAPACITY IN THE ORGANIZATION

UNIT-1

8L+16T+0P=24 Hours

Leadership and Management, Competencies and Skills of Leaders: Issues in Organizational Leadership, Self Regulating - The Key to Institution Building- Framework of institution Building, Issues in Institution Building.

UNIT-2

8L+16T+0P=24 Hours

Levels of Leadership in the Organization - Highly Capable Individual, Contributing Team Member, Competent Manager, Effective Leader and Executive of Leadership, Who Are the Organization's Potential Leaders, Building Volunteer Leaders in the Organization, Training New Leaders.

PRACTICES

- Identify any four Organisation Leadership and draft how there are Self Regulating.
- Discuss at least two of the variables that moderate Executive of Leadership particular in organization.
- Prepare a report on different Issues in Organizational Leadership.

SKILLS

- Assess potential leadership philosophy, traits, skills, behaviors, and develop a leadership portfolio.
- Make a study of Institution Building and develop Framework of institution Building particular in MNC'S .
- Case analysis on Building Volunteer Leaders in the Organization.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Evaluate how Leadership will Influencing in the organization.	Apply	1	2,3
2	Building Transformation Leadership Behaviour in the organisation.	Apply	1	5
3	Develop Self Regulating for different Issues in Organizational Leadership.	Analyze	2	3
4	Analysing different Levels of Leadership in the Organization.	Analyze	2	2,3

TEXT BOOKS

1. Peter G Northouse, Leadership: Theory and practice, 6E, 2021, Sage publications, ISBN- 9788132110071.
2. [David A. Waldman](#), [Charles O'Reilly](#), Leadership for Organizations, 2018, Sage publications, ISBN- 9781544360522.

REFERENCE BOOKS

1. Azza Bejaoui, Corporate Leadership and Its Role in Shaping Organizational Culture and Performance, 2e, 2021. [IGI Global](#), ISBN - 9781522582670, 1522582673.
2. [Karen Dill Bowerman](#), [Montgomery Van Wart](#) , The Business of Leadership – An Introduction, 5e, 2018, ISBN- 9781317458111.
3. [David Kirimi](#), [David Minja](#), [Minja Barine](#), [Kirimi Ardon Barine](#) , Transformational Corporate Leadership, 2016, ISBN – 9781937455064.

22BB503-ADVANCED DATA VISUALIZATION

Hours per week:

PREREQUISITE KNOWLEDGE: Basic computer knowledge and research methodology.

L	T	P	C
0	0	4	2

COURSE DESCRIPTION AND OBJECTIVES:

This course is all about data visualization, the art and science of turning data into readable graphics. To explore how to design and create data visualizations based on data available and tasks to be achieved. This process includes data modeling, data processing (such as aggregation and filtering), mapping data attributes to graphical attributes, and strategic visual encoding based on known properties of visual perception as well as the task(s) at hand. Students will also learn to evaluate the effectiveness of visualization designs, and think critically about each design decision, such as choice of color and choice of visual encoding.

MODULE-1

UNIT-1

0L+0T+16P=16 Hours

Visualizing Data with Charts: Creating Combination Charts, Combo Chart with Secondary Axis, Discriminating Series and Category Axis, Chart Elements and Chart Styles, Data Labels, Quick Layout, Using Pictures in Column Charts, Band Chart, Thermometer Chart, Gantt Chart, Waterfall Chart, Sparklines, PivotCharts: PivotChart from PivotTable.

UNIT-2

0L+0T+16P=16 Hours

VISUALIZATION WITH R-PROGRAMMING

Data Visualization using R: Pie Charts, 3D Pie Charts & Bar Charts, Box Plots, Histograms & Line Graphs, Scatter Plots & Scatterplot Matrices, Bar Plot & Density Plot, Analysis with ScatterPlot, BoxPlot, Histograms, Pie Charts & Basic Plot.

PRACTICES:

On a dataset in Excel-

- Create charts, combo charts with secondary axis.
- Change chart elements and styles and data labels.
- Practice column charts, band chart and Gantt chart.

On a dataset in R Programming-

- Create pie chart, bar chart.
- Box plot for outliers.
- Data analysis with Scatter Plot, Box Plot,
- Data analysis with Histograms, Pie Charts & Basic Plot.

MODULE-2

UNIT-1

0L+0T+16P=16 Hours

VISUALIZATION WITH PYTHON

Python Pandas – Introduction, Environment Setup, Introduction to Data Structures, Series, Data Frame, Panel, Basic Functionality, Descriptive Statistics, Function Application, Reindexing, Iteration, Sorting, Working with Text Data. Python Pandas Visualization: Basic Plotting: plot, Bar Plot, Histograms, Box Plots, Area Plot, Scatter Plot, Pie Chart.

UNIT-2

0L+0T+16P=16 Hours

VISUALIZATION WITH MICROSOFT POWER BI

Power BI – Home, Introduction, Installation Steps, Architecture, Supported Data Sources, Comparison with Other BI Tools, Data Modeling, Dashboard Options, Visualization Options, Excel Integration, Sharing Power BI Dashboards.

PRACTICES:

On a dataset -

- Create charts, Tables.
- Practice Histograms, Box Plots,
- Practice Area Plot, Scatter Plot, Pie Chart.

SKILLS:

- Designing a Visual representation.
- Data extraction and manipulation.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply pivot chart and tables and create a visual representation.	Apply	1	1, 2, 4, 5
2	Apply pivot chart and tables and create a visual representation using R programming.	Apply	1, 2	1, 2, 5
3	Develop a visualization on the dataset using Python Pandas.	Create	1, 2	1, 2, 3, 5
4	Create a dashboard on the dataset using Power BI.	Create	2	1, 2, 5

TEXT BOOKS:

1. Michael R. Miller, "Computer Basics Absolute Beginner's Guide, Windows 8 Edition", 6th Edition, Kindle Edition, 2021.
2. Joshua N. Milligan, "Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization", 4th Edition, 2020.
3. Mastering Tableau 2021: Implement advanced business intelligence techniques and analytics with Tableau, 3rd Edition, by Marleen Meier & David Baldwin, 2021.

WEB REFERENCES:

1. Excel: https://www.tutorialspoint.com/excel_data_analysis/excel_data_analysis_visualization.htm
2. Python: https://www.tutorialspoint.com/python_pandas/python_pandas_visualization.htm
3. Power BI: https://www.tutorialspoint.com/power_bi/index.htm

22BB801-MARKETING RESEARCH

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE:

Business Mathematics, Business Statistics and Business Research Methods.

COURSE DESCRIPTION AND OBJECTIVES:

The course is designed to inculcate the analytical abilities and research skills among the students to facilitate decision making in solving various marketing problems.

MODULE-1

UNIT-1

10L+8T+0P=18 Hours

INTRODUCTION TO MARKETING RESEARCH

Typical applications of Marketing Research- Limitations of Marketing Research- Secondary and Primary data sources for marketing research- Disadvantages of Secondary Data - Marketing research process- Plan for sampling, sample size determination for the primary data.

UNIT-2

14L+8T+0P=22 Hours

RESEARCH METHODS AND DESIGN

Exploratory and Conclusive research- Major Qualitative Research Techniques- Depth Interview, Focus Group, Projective techniques- Questionnaire Design for marketing research- scales of Measurement used in marketing research.

PRACTICES:

- Applications of Marketing Research.
- Data Sources.
- Marketing Research Process.
- Sample Size Determination.
- Exploratory Research.
- Questionnaire Design.
- Scales of Measurement.

MODULE-2

UNIT-1

10L+8T+0P=18 Hours

SAMPLING METHODS

Sample size and Sampling Techniques- sampling errors- Data cleaning- Missing value imputation- Outlier deletion- Field procedures- Planning the Data analysis - **Simple tabulation and cross Tabulation.**

UNIT-2

14L+8+0P=22 Hours

FACTOR AND CLUSTER ANALYSIS

Factor and Cluster Analysis for Market segmentation- Reliability and Validity of the Questionnaire –Correlation and Regression. **Multivariate Analysis** - Discriminant Analysis and Conjoint Analysis for Classification and Prediction - Applied focus through statistical packages.

PRACTICES:

- Sampling Errors.
- Non – Sampling Errors.
- Data Cleaning.
- Missing Value imputation.
- Outlier Detection.
- Simple Tabulation.
- Cross – Tabulation.
- Factor Analysis.
- Cluster Analysis.
- Reliability and Validity of Questionnaire.
- Correlation and Regression.
- Discriminant Analysis.
- Conjoint Analysis.

SKILLS:

- To collect the data regarding any phenomenon in the form of both primary and secondary.
- To make out an effective research design process for an identified problem.
- Appropriate questionnaires can be designed to fulfil the research objectives.
- Association and Variance analysis can be measured between variables.
- Causal relationship between the variables can be analyzed.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Typical applications of Marketing Research and Research process.	Apply	1	2,4
2	Research Methods and Design and instruments of data collection.	Analyze	2	4,6
3	Statistical tools and their application in analyzing and resolving marketing problems.	Analyze	2	1,2,4

TEXT BOOKS:

1. Naresh Malhotra, Das: Marketing research: An applied Orientation, Pearson Education, 7th Edition, 2019.
2. Dr.Deepak Chawala,Dr.Neena Sodhi Research Methodology Concepts and cases, Vikas Publications - 2019

REFERENCE BOOKS:

1. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall, 7th Edition, Richard d Irwin, 1989.
2. Suja R Nair: Marketing Research, Text with cases-2nd Revised Edition, Himalaya Publication-2014.
3. Burns, Alvin C., Ann Veeck, and Ronald F. Bush. Marketing research. Essex: Pearson, 2017.

22BB802-CONSUMER BEHAVIOUR

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basics knowledge of marketing.

COURSE DESCRIPTION AND OBJECTIVES

The purpose of this course is to introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy. This course discussed the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.

MODULE-1

UNIT-1

12L+4T+0P=16 Hours

INTRODUCTION TO CONSUMER BEHAVIOR

Introduction to Consumer Behavior: Its Origins, Nature and Importance of CB, and Strategic Application of CB in Marketing, Consumer Research Process.

UNIT-2

12L+12T+0P=24 Hours

CB IN INDIVIDUAL SETTINGS

CB in Individual Settings-Consumer Motivation- Personality and Consumer Behavior- Consumer Perception-Consumer Learning - Consumer Attitude Formation and Change- Communication and Consumer Behavior.

PRACTICES:

- Case Study on role of Consumer Behavior.
- Case study on Consumer Perception.
- Case Study on Consumer Motivation.
- Case study on Consumer Attitude.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

CB IN SOCIAL AND CULTURAL SETTING

CB in Social Setting-Reference group influence: types of consumer relevant groups, factors affecting group influence, Family: functions of family, family decision making, family life cycle (FLC), **CB in Cultural setting-** The influence of Social class on Consumer Behavior – Impact of Culture, Subculture and Cross culture on Consumer behavior.

UNIT-2

12L+8T+0P=20 Hours

CONSUMER DECISION MAKING PROCESS

Consumer Decision Making Process-Problem recognition, Information Search Process and Evaluation, Purchasing process, Post purchase behavior.

PRACTICES:

- Case Study on Role of reference group in CB.
- Case Study on Role Family Life Cycle in CB.
- Case study on Role Social class and Culture in CB.
- Case Study on Purchase and Post purchase behavior.

SKILLS:

- Understand the role of consumer in marketing.
- Design the consumer research.
- Analyze consumer perception and attitude.
- Design consumer motivation program.
- Understand the consumer decision making process.

COURSEOUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Design and develop consumer research process.	Create	1	1
2	Analyze the impact individual determinants on consumer behavior.	Analyze	1	2
3	Analyze the impact social and cultural determinants on consumer behavior.	Analyze	2	2
4	Learn and analyses the various factors influencing consumer behavior and develop strategies that motivate the consumer decisions.	Apply	2	1,2
5	Analyze consumer post purchase behavior.	Analyze	2	2

TEXT BOOKS:

1. Consumer Behavior Large Schiffon , Joe Wesnbel, S.Rames 12th Editin by person 2018.
2. Consumer Behaviour, S.Ramesh Kcinna, L.Schiffmar,L.Kanak, 11th Edition 2017.

REFERENCES BOOKS:

1. Seth, J. N. & Mittal, B. (2nd ed., 2003). Customer Behaviour-A Managerial Perspective. Thomson South-Western, 2003.
2. Consumer Behaviour, S.Ramesh Kcinna, L.Schiffmar,L.Kanak, 11th Edition 2017.
3. Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. (2001). Consumer Behaviour-Building Marketing Strategy. Irwin McGraw-Hill, New York.

22BB803-RETAIL MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basics knowledge of marketing.

COURSE DESCRIPTION AND OBJECTIVES

To facilitate the students about the concepts of Retailing, retail operation and retail management through cases so that students can analyses the growing scope of retail industry and choose and develop their career in retailing.

MODULE-1

UNIT-1

12L+4T+0P=16 Hours

FUNDAMENTALS OF RETAILING

Fundamentals of Retailing: Evolution of Retailing, Types of Retail Formats, function of retailing, Factors Influencing Retail. Retailing in India.

UNIT-2

12L+12T+0P=24 Hours

RETAIL OPERATION

Retail Operation-Controlling Store Operation. Retail Location and Layout Management- Store Location and Site Selection, Store Layout Design, Retail Buying.

PRACTICES:

- Case Study on role of retailing.
- Case study on Factors Influencing Retail.
- Case Study on store operation.
- Case study on Retail Buying.

MODULE-2

UNIT-1

12L+4T+0P=16 Hours

RETAIL INVENTORY MANAGEMENT

Inventory Management: Merchandising Planning, Sources of Merchandise, Types of Merchandise, Display of Merchandise.

UNIT-2:

12L+12T+0P=24 Hours

RETAIL MARKETING MANAGEMENT

Retail Marketing Management: Pricing the Retail Merchandise, Promoting the Retail Merchandise. Customer Service.

PRACTICES:

- Case Study on merchandise planning.
- Case Study on retail pricing.

- Case study on retail promotion.
- Case Study on retail customer service.

SKILLS:

- Understand the role of Retailing.
- Analyze the factors affecting retail operation.
- Select suitable site and location.
- Design the retail layout effectively.
- Design suitable merchandise plan, purchase merchandise and display it effectively.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Classifying the different retail formats.	Analyze	1	2
2	Analyze the retail store operation as well as able to develop strategies to manage retail buying.	Apply	1	2,1
3	Develop strategies for smooth retail operation.	Apply	2	1,4
4	Analyze retail buying behaviour and develop suitable retail marketing strategy.	Analyze and apply	2	1,2
5	Retain retail customer by designing appropriate customer service.	create	2	5

TEXT BOOK:

1. A J Lamba , The Art of Retailing, Tata Mcgraw Hill.
2. Swapna Pradhan, Retail Management-Text & Cases, 4th Edition, TMH, 2013.

REFERENCE BOOKS:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing ,3rdEdition ,Oxford Higher education.
2. Madaan KVS, Fundamentals of Retailing,1st Edition, Tata McGraw Hill,2009.
3. Suja Nair, Retail Management, 1st Edition, Himalaya Publication House, 2012.
4. Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), First Edition, Himalaya Publication House, 2009.

22BB804-SALES MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basics knowledge of marketing and selling.

COURSE DESCRIPTION AND OBJECTIVES:

The aim of this course is to enable students to understand sales management, sales force management. They can also emerge as good sales executives and support the organization's efforts towards business development.

MODULE-1

UNIT-1

12L+4T+0P=16Hours

FUNDAMENTALS OF SALES MANAGEMENT

Fundamentals of sales Management-Evolution, Objective, Importance of Sales Management, Types of Selling, Theories of Selling, Sales Forecasting Methods and Evaluation of Sales Forecasts. Selling Skills, Selling Strategies, Selling Process.

UNIT-2

12L+12T+0P=24 Hours

SALES FORCE MANAGEMENT

Organizing The Sales Effort-Formulating Personal-Selling Strategy: Objectives, Determining the Kind and Size of Sales Personnel, Sales Organizations: Purpose, Setting-up and Types.

Sales Force Management: Recruitment and Selection of Sales Personnel. Planning, Executing and Evaluation of Training Programs, Motivation Sales Personnel.

PRACTICES:

- Case Study on selling strategy.
- Case study on Selling skill.
- Case Study on Sales force training.
- Case study on Sales force motivation.

MODULE-2

UNIT-1

12L+4T+0P=16 Hours

SALESFORCE COMPENSATION

Sales Force Compensating: Devising Sales Compensation and Fringe Benefits Plans. Methods of Controlling and Reimbursing Expenses of Sales Personnel.

UNIT-2

12L+12T+0P=24 Hours

SALES FORCE CONTROL

Controlling the sales effort-The Sales Budget: Purpose, Budgetary Procedure. Quotas: Quota-Setting Procedures, Administering the Quota system. Sales Territories: Procedure for Setting up.

PRACTICES:

- Case Study on Sales force compensation.
- Case Study on Sales Budget.
- Case study on Sales Quota.

SKILLS:

- Understand the role of Sales force in marketing.
- Recruitment and selection of suitable sales force.
- Design effective sales force training program.
- Design effective and suitable compensation policy.
- Develop appropriate sales budget.
- Fixing appropriate sale territory.

COURSEOUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyze the importance of sales management concepts and sales forecasting in marketing and motivating sales personnel as well as setting up the sales organization.	Analyze	1	2
2	Organizing the sales effort and implementing the selling strategy.	Apply	1	1
3	Do an effective sales force management through recruitment, selection, training and development.	Apply	1	1
4	Compensate and control the sales force effectively.	Apply	2	2
5	Develop the sales budget , effectively administer Sales Quotas and set Sales Territories.	Apply	2	1,4

TEXT BOOK:

1. Thapan K Panda Sunil Sahadav, Sales And Distribution Management 3rd e, Oxford University Press 2019.
2. S.L.Gupta, Sales & Distribution Management e21, Text and casefor Indian penspective, Trinity press, 2018.

REFERENCES BOOK:

1. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management, 2nd Edition Oxford.
2. Mark W Johnson, Greg, W Marshall Sales Force Management, 9th Eition, TMH.
3. Dr.S.L.Guptha, Sales and Distribution Management, 2nd Edition, Excel books, 2010.

22BB805-TOURISM MARKETING

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Marketing Management and Service Marketing.

COURSE DESCRIPTION AND OBJECTIVES:

To make students familiar with the concepts and marketing of tourism.

MODULE-1

UNIT-1

10L+8T+0P=18 Hours

INTRODUCTION TO SALES MANAGEMENT

Evolution of sales management, Importance of sales management, Types of selling, Difference between selling and marketing, Modern day sales activities, selling skills, selling strategies, Selling process. Case: Plastic industries, Inc., The role of personal selling in creating market. (Richard R.Still page no 104,105) Case: United air flow manufacturer of household appliances sales persons job. (Richard R.Still page no 115 to 118).

UNIT-2

14L+8T+0P=22 Hours

SALES PLANNING AND BUDGETING

Sales planning process, Sales forecasting methods, Sales budgeting process, Methods used for deciding sales budget, Types of quotas and quota setting procedure, Reasons for establishing or revising sales territories, Routing and scheduling sales persons, Market cost analysis. Case: Augsburg Wiesel Ltd, Manufacturer of table ware, Establishment of sales territories (Richard R Still, Page no 603 to 605) Case: Midland office engineering, Establishment of sales budgeting program. (Richard R Still, page no 588 to 589).

PRACTICES:

- Evaluation of Sales Management.
- Importance of Sales Management.
- Types of Selling.
- Selling Strategies.
- Sales planning process.
- Sales Budget.
- Sales Territories.

MODULE-2

UNIT-1

10L+8T+0P=18 Hours

SALES FORCE MANAGEMENT

Recruitment and selection of the sales force, Training the sales force, Sales force motivation, Sales force compensation, Sales force control and evaluation. Case: 1 Adjusting compensation plan to motivate sales representatives (K.SridharaBatt, page no 576 to 577) Case: 2 Sales force strategy at life insurance corporation. (K.SridharaBatt, page no 579).

UNIT-2

14L+8T+0P=22 Hours

DISTRIBUTION MANAGEMENT

Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements Case: 1 Fed Ex's Value Chain Solutions, (K.SridharaBatt page no 618 to 620) Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504). Managing channel institutions managing channel information systems, Managing retailers, Wholesalers, Franchisers, Designing channel systems, Reasons for channel conflicts, Managing conflict, Managing international channel of distribution, Ethical issues in sales and distribution management Case: 1 Kinetic engineering company, Handling channel conflict, (Krishna K Havaladar, Vasant page no 461) Case: 2 Indian ayurveda pharmacy limited, (Tapan K. Panda, Sunil Sahad page no 719) MBA R13 51.

PRACTICES:

- Recruitment and Selection of the sales force.
- Sales force motivation.
- Distribution Management.
- Channels for Rural Market.
- Managing Retailers.
- Reasons for channel conflicts.

SKILLS:

- Select some famous tourist places and direct the students to organise a study of STP and prepare airport.
- Direct the students to develop strategies for promoting tourism marketing in certain places of state.

COURSE OUTCOMES:

Upon completion of the course, student will able to achieve the following outcomes:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand nature of tourism marketing.	Apply	1	1,2
2	Analyze tourist buying process.	Apply	1	2
3	Evaluate STP of tourism marketing.	Analyze	2	3
4	Application of management information system in tourism marketing.	Analyze	2	4
5	Developing marketing strategies through survey and research .	Analyze	2	5,6

TEXT BOOKS:

1. Krishna K Havaladar and Vasnt M Cavale, "Sales and Distribution Management", 4th edition, TMH, 2020.
2. Journals: Indian Journal of Marketing, MICA Communications Review.

REFERENCE BOOKS:

1. Tapan K. Panda and Sunil Sahadev ,“Sales and Distribution Management”,3rd edition, Oxford, 2017.
2. S.L. Gupta and M.K.Rampal , “Cases in Sales and Distribution Management”, HPH, 2019.
3. Dinesh kumar, “Marketing Channels”,Oxford ,2015.

22BB806-ADVERTISING AND BRAND MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basics knowledge of marketing and marketing communication.

COURSE DESCRIPTION AND OBJECTIVES:

To enlighten the students with the concepts and application of advertising and brand management for promoting good and services.

MODULE-1

UNIT-1

12L+4T+0P=16 Hours

FUNDAMENTALS OF ADVERTISING

Fundamentals of Advertising – Role of Advertising in Promotional Mix Advertising and– Integrated Marketing (IMC). Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

UNIT-2

12L+12T+0P=24 Hours

ADVERTISING DECISIONS

Advertising Decisions- Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Advertising Appeals – Layout Design. Advertising Budget- Methods of Formulating Advertising Budgets.

PRACTICES:

- Case Study on role of advertising in marketing.
- Case Study on Advertising Appeal.
- Case Study on Advertising Media.
- Case Study on Advertising Budget.

MODULE-2

UNIT-1

14L+10T+0P =24 Hours

BRAND MANAGEMENT

Brand Management: Brand Building – Measuring Brand Performance – Designing Brand Marketing Program – Evaluating Brand Performance – Brand Positioning and Repositioning.

UNIT-2

10L+6T+0P =16 Hours

RETAIL AND OWN LABEL BRAND

Branding in Retail Business, Own Label Brand, Recent trend in branding.

PRACTICES:

- Case Study on branding.
- Case Study on brand positioning.
- Case Study on brand repositioning.
- Case Study on retail brand and own label brand.

SKILLS:

- Design Integrated marketing communication strategies.
- Effective Copy writing.
- Effective layout design.
- Application of ad-appeal in advertising.
- Develop ad-budget.
- Build effective brand management program.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyse the role of advertising in consumer buying behavior and marketing mix.	Analyse	1	2
2	Implement effective copy writing, creativity, layout design and advertising appeal decisions.	Apply	1	1,4
3	Implement appropriate ad-budget decision.	Apply	1	1,4
4	Build the brand and brand marketing programs.	Create	2	1
5	Design the brand positioning and repositioning strategies.	Create	2	1

TEXT BOOKS:

1. Foundation of Advertising – Theory & Practices, by S.A Chunnawala, K.C.Sethia, 9th e, 2022.
2. YLR Murthy, “Brand Management”, Indian Cases, Vikas, 2007.

REFERENCE BOOKS:

1. Jaishri Jethwani & Shruti Jain, “advertising Management’Oxford university press.
2. Manendra Mohan, “Advertising Management Concepts and Cases”, Tata McGraw Hill, 2008.
3. Kruti Shah, Advertising and Integrated marketing Communication”, McGraw Hill
4. Chunnawala, S.A., “Compendium of Brand Management”, Himalaya Publications House, 2013.
5. Mathur, “U.G. Brand Management - Text and Cases”, Macmillan India Ltd, 2006.
6. William Wills and John Burnett and Sandra Moriarty, “Advertising Principles and Practice” Pearson, 2014.

22BB807-SERVICES MARKETING

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Services marketing.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of the course is to make students understand differences between goods and services, and share the insights of the marketing strategies of service firms.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

Introduction: Introduction to services – characteristics of services – factors influencing the growth of the service sector – why services marketing – classification of services – importance of services – expanded mix of services.

UNIT-2

12L+8T+0P =20 Hours

Listening to Customer Requirements: Understanding Customer Expectations and Perceptions through Marketing Research - Building Customer Relationships - Service Recovery.

PRACTICES

- Discussion on contribution of service sector towards Indian economy.
- Discussion on importance of building CRM.
- Role plays on service recovery.

MODULE-2

UNIT -1

12L+8T+0P=20 Hours

Aligning Strategy, Service Design, and Standards: Service Development and Design – Customer-defined Service Standards - Physical Evidence and the Service scape.

UNIT -2

12L+8T+0P =20 Hours

Delivering and Performing Service: Employees ‘Roles in Service Delivery - Customers ‘ roles in Service Delivery - Delivering Service through Intermediaries and Electronic Channels - Managing Demand and Capacity.

Managing Service Promises and Closing all Gaps: Integrated Services Marketing Communications -Pricing of services - Service profitability - The Integrated Gaps Model of Service Quality.

PRACTICES:

- Role play on employees' role in service delivery.
- Discussion on the role electronic channels in service sector.
- Case study on service development and design and describe the physical evidence observed by you.

SKILLS

- List the various new services offered by different companies.
- Quizzes.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Use the basics of services.	Apply	1	4,2,6
2	Relate the customer expectations in services.	Analyze	1	6,5,4
3	Implement the service scape for quality services.	Apply	2	2,1,4
4	Appraise the role of employees in service. delivery.	Evaluate	2	6,5,3
5	Execute the marketing communication and pricing services.	Apply	2	5,4,6

TEXTBOOK:

1. Valarie A. Zeithaml and Mary Jo Bitner, Service Marketing, TATA McGraw-Hill, 3 Edition, 2015.
2. Tulika Sood, Strategic Marketing Management and Tactics in the Service Industry, IGI Global, 1st Edition, 2018.

REFERENCES BOOKS:

1. C. Bhattacharya, Service Marketing, Excel Books India, 2 Edition, 2009.
2. Wirtz, Jochen, and Christopher Lovelock. Services marketing: People, technology, strategy. World Scientific, 2021.
3. Lovelock, Christopher, and Paul Patterson. Services marketing. Pearson Australia, 2015.

22BB808-CUSTOMER RELATIONSHIP MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PRE REQUISITE KNOWLEDGE: Marketing Management.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of the subject is to imbibe CRM best practices to train on building CRM strategies relating to maintain the bonding and building loyalty with customers by building long term customer relationships.

MODULE-1

UNIT-1

12L+4T+0P = 16 Hours

Fundamentals of CRM: Relationship in business (A management tool) - Customer Relationship Management (A Conceptual Foundation) - Customer Relationship Management (A Literacy Perspective) - Customer Relationship Management Comprehension and Implementation Model.

UNIT-2

12L+12T+0P =24 Hours

(Research Dimensions of CRM and Information Technology Dynamics in CRM)

Research Dimensions of CRM: Customer satisfaction - Customer loyalty - Service Quality.

Information Technology Dynamics in CRM: Technology developments, Implementation in CRM and Customer care management through Information Technology Tools.

PRACTICES:

- Visit any website and list the customer relationship strategy of a sponsoring company.
- Find out the tools of any company to retain the customer.
- Observe the Distribution Network of a Company.
- List out Product Line of a company and note line modernization or deletion.
- Draw a Product Life Cycle with regard to a particular product of a company and observe its extension.

MODULE-2

UNIT-1

12L+4T+0P =16 Hours

Emerging Dimensions and Dynamics in CRM: Customer Retention and Experience Management, Service Recovery Management, Employee Factor in CRM, Emerging Concepts and Perspectives in CRM.

UNIT-2

12L+12T+0P =24 Hours

Application Dynamics of CRM: Customer service in service sector - CRM practices in rural markets - Customer relationship management practices in Indian service business:

Introduction – Banking and financial sector – Hospitality Industry – Aviation Industry – Retail Industry – Indian Telecom Industry.

PRACTICES:

- Prepare and present a report on Emerging Concepts and Perspectives in CRM.
- Prepare and present a report on Customer service in service sector (Banking and financial sector – Hospitality Industry – Aviation Industry –Retail Industry – Indian Telecom Industry etc).
- CRM in Service Sector Vs Production.

SKILLS:

- Develop a case study on Customer care management through Information Technology Tools.
- Development of Custer Retention Strategy.
- Service Recovery Strategy Development.

COURSE OUTCOMES:

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

COs No	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Ability to analyze relationship theory and relationship economics from the point of view of the customer and the organization.	Analyze	1	4,2,6
2	Ability to estimate customer needs better to build strong relation.	Analyze	1	6,5,4
3	Ability to assimilate role of technology intervention in relation with customer and develop suitable CRM strategies.	Analyze and Evaluate	2	2,1,4
4	Ability to implement change management strategies.	Apply, Evaluate	2	6,5,3
5	Ability to apply relationship strategies in various sectors.	Apply, Analyze and Evaluate	2	5,4,6

TEXT BOOK:

1. Alok Kumar Rai, Customer Relationship Management (Concepts and Cases), PHI Learning Pvt. Ltd., Second edition.
2. The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi.

REFERENCE BOOKS:

1. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India, New Delhi.
2. Kumar, Vineet, and Werner Reinartz. Customer relationship management. Springer-Verlag GmbH Germany, part of Springer Nature 2006, 2012, 2018, 2018.
3. Baran, Roger J., and Robert J. Galka. Customer Relationship Management: the foundation of contemporary marketing strategy. Routledge, 2016.

22BB809-INTERNATIONAL MARKETING

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Marketing Management and Business Environment.

COURSE DESCRIPTION AND OBJECTIVES:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and regulatory provisions of international trade.

MODULE-1

UNIT-1

12L+4T+0P=16 Hours

INTERNATIONAL MARKETING ENVIRONMENT

International Marketing Vs. International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing, Fiscal and Non-Fiscal Barriers, Non-tariff barriers; Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP.

UNIT-2

12L+12T+P0=24 Hours

INDIA AND WORLD TRADE

India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, negotiation of Documents; Instruments Of Payments – Open Account, Bills of Exchange; Letter Of Credit – Export Finance.

PRACTICES:

- Types of International Marketing.
- World Bank.
- IMF.
- UNCTAD.
- WTO.
- Trade Zones.
- Public Sector Trading Agencies.
- ECGS.
- Commodity Boards.
- Instruments of Payments.
- Open Account.
- Bills of Exchange.

MODULE-2

UNIT-1

12L+4T+0P=16 Hours

INTERNATIONAL MARKETING MIX

International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle.

UNIT-2

12L+12T+0P=24 Hours

PROMOTION STRATEGIES

Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

PRACTICES:

- International Marketing Mix.
- Identification of Markets.
- International Product Life Cycle.
- Promotion Strategy.
- Pricing Strategy.
- Forms of International Business.
- Joint Ventures.
- Turnkey Projects.

SKILLS:

- Bilateral Agreements.
- Bills of Exchange.
- Forms of International Business.
- Joint Ventures.
- Acquire the knowledge over the International trade.
- Turnkey Projects.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyze the role of financial institutions in promoting and developing world trade.	Apply	1	1,2
2	Understand trade barriers and analyses how to minimize their impact in developing trade policies.	Apply	1	2
3	Evaluate trade policy and other policies and their impact on world trade.	Analyze	2	3
4	Application of theoretical knowledge in the preparation of documents in export and import activities.	Analyze	2	4
5	Apply the knowledge in designing marketing mix in international marketing.	Analyze	2	5,6

TEXT BOOKS:

1. Bhattacharya, B. Export Marketing: Strategies for Success. New Delhi, Global Business Press, 2015.
2. On visit, Sak and Shaw, J J. International Marketing: Analysis and strategy. New Delhi, Prentice Hall of India, 2015.

REFERENCE BOOKS:

1. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 2015.
2. Czinkota, Michael R., and Ilkka A. Ronkainen. International marketing. Cengage Learning, 2013.
3. Johri, Lalit M. International marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 2010.

22BB810-STRATEGIC MARKETING

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Marketing Management and Strategic Management.

COURSE DESCRIPTION AND OBJECTIVES:

The basic objective of this course is to develop skills for analyzing market competition and designing appropriate competitive marketing strategies for higher market share.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

MARKETING SITUATION ANALYSIS

Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Expanding the Total Market, Protecting Market Share, Expanding Market Share.

UNIT-2

12L+8T+0P=20 Hours

MARKET CHALLENGER STRATEGIES

Choosing and Attack Strategy, Market Follower Strategies; Market Niche Strategies.

PRACTICES:

- Examining the Competitors strategies.
- Competitive Position.
- Expansion of total market.
- Analysis of Market Share.
- Market follower Strategies.
- Niche market strategies.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

COMPETITIVE MARKET STRATEGY

Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage.

UNIT-2

12L+8T+0P=20 Hours

PRODUCT DIFFERENTIATION AND BRAND POSITIONING

Competitive Pricing, Competitive, Advertising, Role of Sales Promotion in Competitive Marketing.

PRACTICES:

- Orientation over customers.
- Orientation over competitors.
- Industry segmentation.
- Competitive Pricing.
- Advertising.

SKILLS:

- Understand the dynamics of strategic marketing in a competitive market.
- Analyze competitor's strategies and estimating their reaction position.
- Analyze market leader's, challenger's and follower's strategies to understand their strengths. and weaknesses in attaining market share.
- Developing a competitive strategy for emerging industries.
- Evaluate the impact of product differentiation and brand positioning in a competitive market.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analysis of Competitor's Strategies.	Apply	1	1,2
2	Competitive Position.	Apply	1	2
3	Protecting Market Share and Expanding Market Share.	Analyze	2	3
4	Competitive Pricing.	Analyze	2	4
5	Role of Sales Promotion in Competitive Marketing.	Analyze	2	5,6

TEXT BOOKS:

1. Cravens, D W. Strategic Marketing. Homewood Illinois, Richard D. Irwin, 2017.
2. Kaynak, E and Savitt, R. Comparative Marketing Systems. New York, Praegar, 2014.

REFERENCE BOOKS:

1. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 2017.
2. Porter, M E. Competitive Advantage: Creating, Sustaining Superior Performance. New York, Free Press, 2015.
3. Porter, M E. Competitive Strategy: Techniques for Analysing Industries Competitors. New York, Free Press, 2010.

22BB811-FUNDAMENTALS OF INVESTMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITESKNOWLEDGE: Financial Management.

COURSE DESCRIPTIONAND OBJECTIVES:

The course starts by placing the professional investment management role within the broader financial services industry. Key clients are discussed and the services they require from investment management firms are isolated. The process of investment management is studied using a case study before the course turns to the asset classes and instrument that are used to construct investment portfolios. Risk and return, along with common industry measures of each, are the final technical topic of the day. During the final session, participants experience the role of the investment management professional during a simulation, where they invest client money against a backdrop of a changing macroeconomic climate.

This course offers an introduction to investments, including investment analysis, portfolio management, and capital markets. Designed to provide the basic concepts and principles of investing, the course examines investment policies, types of securities, factors that influence price changes, timing purchases/sales, preparing investment programs to meet objectives, investment risk and return, and portfolio balancing. Instruction also includes an overview of the securities market and its behavior, including sources of information about the various instruments traded, procedure of trades, and the relevant mechanics and techniques of the market.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

The Investment Environment: The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

UNIT-2

12L+8T+0P=20 Hours

Fixed Income Securities: Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

PRACTICES:

- Investment decision process.
- Trading in stock markets.
- Risk and Return calculation.
- Bond valuation.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

Approaches to Equity Analysis: Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalization models, and price-earnings multiple approach to equity valuation.

UNIT-2

12L+8T+0P=20 Hours

Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Types of orders, Put and Call options: how put and Call options work. Commodities, Derivatives of commodities, trading of commodity derivatives on MCX, Currency, derivatives and its trading.

PRACTICES:

- Fundamental Analysis.
- Technical Analysis.
- Equity valuation.
- Derivative trading.

SKILL:

- To understand the basics of investment.
- To identify the risk and return involved in managing investments.
- To evaluate the fixed income securities.
- To know the fundamental analysis and Technical Analysis.
- To understand the role of derivatives in stock markets.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify different types of investment instruments and Measure and evaluate risks associated with investments.	Apply	1	2,1
2	Explain the functions and operation of the stock exchanges, brokerage office facilities and services; the analysis of securities values from a fundamental value standpoint, relative market valuation, personal finance, and from the technical standpoint of individual issues and overall market measures.	Apply	1	2,3
3	To know the importance of fixed income securities and their calculations.	Analyze	2	2,6
4	To know the various models of stock valuations.	Analyze	2	4,2
5	To understand the importance and role of derivatives in stock trading.	Analyze	2	2,3

TEXT BOOKS:

1. Gitman and Joehnk, Fundamentals of Investing, Pearson.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.

REFERENCES:

1. AswathDamodaran, Investment Valuation Tool and Techniques for Determining.
2. S C.P. Jones, Investments Analysis and Management, Wiley, 8th Ed.
3. R.P. Rustogi, Fundamentals of Investment, Sultan Chand & Sons, New Delhi.
4. N.D. Vohra and B.R. Bagri, Futures and Options, McGraw Hill Education.
5. Mayo, An Introduction to Investment, Cengage Learning.

22BB812-INTERNATIONAL FINANCIAL MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Basics financial management.

COURSE DESCRIPTION AND OBJECTIVES:

With the growing acceptance of the policy of economic liberalization and globalization, there has been fast expansion in international trade, in the activities of the multinational corporations and in the international financial market. Recent times have witnessed remarkable growth in international transactions. To handle these transactions effectively, it is imperative to have qualified and trained personnel. In fact, this is one of the main reasons that the subject of international financial management has gained importance in the area of International financial dealings and in the curricula of business management courses all over the world and especially in the developing countries.

MODULE-1

UNIT-1:

11L+8T+ 0P = 19 Hours

International financial management: An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.

UNIT-2:

13L+8T+0P = 21 Hours

International flow of funds and monetary funds: Balance of Payments (BOP), Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Evolution, Gold standard, Bretton woods system, flexible exchange rate regime, EMU.

PRACTICES:

- Compare current account and capital account of BOP statements of different years with respect to India.
- Prepare a report on Indian BOP trends.
- Assume a simple world in which the United States exports soft drinks and beer to France and imports wine from France. If the United States imposes tariffs on the French wine, explain the likely impact on the values of the U.S beverages firms, U.S wine producers, the French beverages and the French wine producers.
- Comparative cost theory.
- Identify the factors affecting international trade flows.

MODULE-2

UNIT-1

12L+8T+0P =20 Hours

Foreign exchange market and exchanges rates: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Exchange Rates: Measuring exchange rate movements, Arbitrage process, Factors influencing exchange rates. Relationship between inflation, interest rates and exchange rates – IRP, PPP.

UNIT-2

12L+8T+ 0P=20Hours

International investments: Foreign Direct Investment, International Capital Budgeting, Payment methods of International trade, trade finance methods **Introduction to Cryptocurrencies**, Basics of cryptocurrency, Cryptography, Block chain, Distributed Consensus, Cryptocurrency, Cryptocurrency Regulation, Block chain Applications.

PRACTICES:

- Case study on crypto currency.
- Case study on international capital budgeting.
- Converting currencies.
- Determining exchange rates.
- Identify countries and their standard currency.
- Determine spread.
- Compute forward premium or discount.
- Direct and indirect quotations.
- How Arbitrage process can remove any discrepancies in the pricing of currencies.
- IRP and PPP theories.

SKILLS:

- When south korea's export growth stalled, south Korean firms suggested that south Korea's primary export problem was the weakness in the Japanese yen. How would you interpret this statement.
- What are typical reasons why MNCs expand internationally.
- Identify the more obvious risks faced by MNCs that expand internationally.
- To Analyze FDI growth in various sectors.
- A case study on exposure to international flow of funds.
- Small business dilemma on assessment by the sports exports company of factors that affects British pounds' value.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Examine the balance of payments and accounting concepts of balance of payments, factors in the international trade flow.	Apply	1	2
2	Analyzing of foreign exchange market.	Apply	1	3
3	Interpret factors affecting exchange rates.	Analyze	1	1
4	Evaluating international project proposals.	Analyze	2	4
5	Distinguish the international investments and the crypto currencies.	Analyze	2	2

TEXT BOOK:

1. INTERNATIONAL FINANCIAL MANAGEMENT, 14e, Jeff Madura, CENGAGE Learning, 2018.
2. MadhuVij, "International Finance Management", 4th Edition, Taxmann, December 2021.

REFERENCE BOOKS:

1. A.C. Shapiro, Multinational Financial Management, Wiley Publications 11th e, 2019.
2. P.G. Apte, International Financial Management, Tata-McGraw Hi 18th e, 2020.
3. V. Sharan, International Financial Management, 4th Edition, Prentice Hall India.
4. Maurice D. Levi, International Finance, 4th Edition, Routledge Publications.
5. O. Brien, International Finance, 2nd Edition, Oxford University Press.
6. Thummuluri Siddaih, "International Financial Management- An Analytical Framework", 3rd Edition, Pearson, 30 May 2021.
7. Taxmann, "Foreign Exchange Management Manual", 39th Edition, Taxmann, January 2022.
8. MadhuVij, "International Finance Management", 4th Edition, Taxmann, December 2021.

22BB813-BANKING AND FINANCIAL SERVICES

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Basics of banking.

COURSE DESCRIPTION AND OBJECTIVES:

Enabling the learner to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services.

MODULE-1

UNIT-1

10L+6T+0P=16 Hours

BANKING AND FINANCIAL SERVICES:

Indian financial system, Indian banking system, banking structure in India, Banking company's regulation, Evaluation of the banking system and future trends and reforms.

UNIT-2

FIXED INCOME SECURITIES MARKET:

14L+10T+0P =24 Hours

Structure and trends, G-sec market, Call money market, TB Market, Repo and CBLO, Bonds market, Trading in G-sec market-Interest rate, theories, Determinants, Dynamics of short term and long term rates.

PRACTICES:

- Differentiating different banks and their services.
- Collecting different types of fixed income securities.
- Comparing features of fixed income securities and choosing the best one.
- Decision making based on short term and long term rates.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

RETAIL BANKING SERVICES:

Retail banking services, Retail bank lending, Types of loans, Home loans, Personal loans, Car loans-commercial loans, Process of retail loans, Recovery process, Strategies.

UNIT-2

12L+8T+0P =20 Hours

NON-BANKING FINANCIAL COMPANIES AND TECHNOLOGY AND CRM PRACTICES IN BANKS:

Structure and role of NBFCs, Functions, Lending process, recovery Mechanism-Challenges and future prospectus. Customer relationship management, Role and impact of CRM, stages in CRM

process, Technology for retail banking. Concept of Non-Performing Assets (NPAs), types of NPAs, NPAs recovery strategies and methods, impact of NPAs, measures to control NPAs by Government of India and RBI.

PRACTICES:

- Identifying different types of loans issued by the banks.
- Retail banking services of private banks and public sector banks.
- Collecting NPAs of private sector banks and public sector bank.
- CRM practices of public sector and private sector.

SKILLS:

- How Indian banking system is different from banking system of U.S.
- Identify strategies to promote financial products and services.
- Collect problems being faced by NBFCs.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate the concepts of Indian financial system and banking regulations, evolutions, trends and reforms.	Apply	1	1
2	Identify the various types of securities in the investment.	Apply	1	2
3	Find out the various types of loans in the banks.	Analyze	2	3
4	Analyze the non- banking financial companies' roles, process, challenges and prospects.	Analyze	2	5
5	Apply the technology in customer relationship management.	Analyze	2	4

TEXT BOOK:

1. Suresh Padma Latha, “ Management Of Banking & Financial Services”, 4th Edition, Pearson, October 2017.
2. R.P.Rustagi, “Fundamental Of Financial Management”, 14th Edition, Taxmann, August 2019.

REFERENCE BOOKS:

1. Deepak Kapur, “ Management Of Financial Services”, 1st Edition, Bharti Publications, 2018.
2. Siddaiah , “ Fianancial Services”, 1st Edition, Pearson, December 2006.
3. S Gurusamy ‘Financial Services & System’ Thomson Publications.
4. M Y Khan ‘Financial Services’ Tata McGraw-Hill.
5. L M Bhole ‘Financial Institutions & Markets’ Tata McGraw- Hill.

6. Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications.
7. V. A. Avdhani 'Financial Services in India' Himalaya Publications.
8. Vasant Desai 'Financial Markets and Financial Services' Himalaya Publications.

22BB814-PROJECT FINANCE

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Project finance.

COURSE DESCRIPTION AND OBJECTIVES:

To create an understanding about the Projects and the process, criteria and the appraisal methodology for projects.

MODULE-1

UNIT-1

10L+4T+0P=14 Hours

Introduction to Projects: Concepts of project, Importance and characteristics, Types of project, Phase of a Project & Project Life Cycle, Project identification and analysis, Ideas generation and screening.

UNIT-2

14L+12T+0P=26 Hours

Project Appraisal: Project appraisal, techniques of project appraisal, identifying risk, developing an appraisal process, Appraisal procedure of financial institutions in India.

PRACTICES

- A case study on project selection.
- Group discussion appraisal procedure of financial institutions.
- Role play on project selection.

MODULE-2

UNIT-1

8L+6T+0P=14 Hours

Appraisal Measures : Appraisal measures, Meaning and use of appraisal measures, identifying the most appropriate measure for business payback, Discounted cash flow measures-NPV and IRR and other measures.

UNIT-2

16L+10T+0P=26 Hours

Cost Benefit Analysis: Cost benefit analysis, Concept of uniform annual equivalent, Determination of economic life, Inflation and its impact on projects, Social cost benefit analysis (SCBA) different methods.

Financial Analysis: Break-even point analysis, decision tree, scenario analysis and sensitivity analysis.

Financing and Control: Long term financing, searching of finances and their appropriate mix, Loan Syndication, Consortium financing, PERT and CPM.

PRACTICES:

- Hands-on session on Project approval methods and techniques.
- Case study on cost-benefit analysis.
- Role play on social cost benefit analysis of a project.
- Application of break-even analysis.
- Hands-on session on decision tree, scenario analysis and sensitivity analysis.

SKILLS:

- Identify steps involved in starting of a new course.
- Identify risk associated with starting of a new coffee shop in your locality.
- Apply project evaluation techniques for newly purchased solar project.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Examine the concept of project, project life cycle and types of projects.	Analyze	1	3,2,1
2	Applying project appraisal techniques.	Apply	1	2,1,3
3	Evaluating projects using project appraisal techniques.	Evaluate	2	3,2,1
4	Appraise cost benefit analysis of the projects.	Evaluate	2	2,1,3
5	Compare and contrast different sources of finance and selecting the best source of finance for project funding.	Analyse	2	3,2,1

TEXT BOOKS:

1. Prasanna Chandra: Project Planning, Analysis, Selection and Implementation, 8th edition, 2017.
2. Chaudhary S, Project Management, 2017.

REFERENCE BOOKS:

1. Harold Karzner, Project Management, 11ed, 2013, Wiley.
2. Project and infrastructure finance, Vikas Srivastava, 1st E, 2017 ox-ford University Press.
3. Principles of Project Finance, E.R.Yescombe, Academic Press, 2nd e, 2013.

22BB815-STRATEGIC COST MANAGEMENT AND DECISION MAKING

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Basics in management accounting.

COURSE DESCRIPTION AND OBJECTIVES:

Strategic Cost Management introduces students to the techniques and processes available to assist managers in planning and controlling organizational activities. It deals in depth with the process of identifying, measuring, analyzing, interpreting and communicating information to managers in pursuit of the organizations goals. Costs are a primary building block; which students were introduced to in Accounting for Decision Making. This subject takes students beyond the simple context to a far more complex level and provides the technical competence necessary for students to understand the role of cost information in organizations. This course will specifically cover the linkage between cost data and systems and the organization of activities in a range of manufacturing and service industries

MODULE-1

UNIT – 1:

10L+4T+0P=14Hours

Introduction to strategic cost management, Modern business environment

Concept of strategic Cost management, Limitations of traditional cost management, Traditional vs. Strategic cost management.

Modern business environment: Introduction/ Characteristics of the modern business environment, Cost of quality, Total quality management, Business excellence model, Throughput accounting and theory of constraints, Supply chain management (SCM), Gain sharing arrangements, Outsourcing.

UNIT-2

14L+12T+0P=26 Hours

Lean system and innovation

Introduction to lean system, Just-in-Time (JIT), Kaizen costing, 5Ss, Total productive maintenance (TPM), Cellular manufacturing/ One-Piece flow production systems, Six Sigma (SS) , Introduction to process innovation and Business Process Re-engineering(BPR).

PRACTICES:

- Case study on outsourcing.
- Case study on total quality management.
- Case study on six sigma.
- Case study on BPR.

MODULE-2

UNIT-1

8L+6T+0P=14 Hours

Cost management techniques and cost management for specific sectors: Cost Control/ Waste Control, Cost Reduction, Target Costing, Value Analysis/ Value Engineering, Pareto Analysis,

Life Cycle Costing, Environmental Management Accounting cost management for specific sectors: Agricultural sector, Information technology sector, Power sector.

UNIT-2

16L+10T+0P =26 Hours

Decision making and Pricing Strategies/ Decisions:

Decision making using CVP analysis, Decision making using relevant cost concepts, Decision making using activity based costing, Ethical and Non-Financial considerations relevant to decision making. Pricing Strategies/ Decisions: Theory & Principles of product pricing, Pricing, New product, Finished products & pricing of services, Sensitivity analysis in pricing decisions, Pricing decision under special circumstances, Pricing strategies.

PRACTICES:

- Pareto analysis for any manufacturing company.
- CVP analysis for any business organization.
- Decision making using Activity based costing.
- Pricing strategies and methods of different companies.

SKILLS:

- Identify different cost involved in agricultural sector.
- Prepare a cost sheet for a farmer.
- Collect 5's practices of any automobile company.
- Find out pricing practices of multinational companies.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Classify and demonstrate costs according to different classification schemes.	Apply	1	1
2	Outline a range of cost behavior patterns, and calculate and Interpret cost estimates derived using a range of techniques.	Apply	1	3
3	Analyze resource flows in different organization settings and design costing systems to capture critical resource flows.	Analyze	2	4
4	Explain techniques for the management of costs, time, and quality, to facilitate the effective use of organizational resources.	Analyze	2	2
5	Utilize cost information for the purposes of making a variety of value-based decisions.	Analyze	2	1

TEXT BOOK:

1. Simon Haslam Ben Shenoy, “Strategic Decision Making” , 5th Edition, Kogan Page Ltd., January 2018.
2. Parag Gupta, “Strategic Cost Management And Performance Evaluation”, 14th Edition, Study By Tech, 2020.

REFERENCE BOOKS:

1. Strategic cost management – Decision making CMA Kalyani Karna, corporate plus publication pvt.ltd.1st e,2021.
2. Strategic Cost Management, Prof. Jawahar Lal, HPH, 1st e, 2020.
3. Couto, Vinay, John Plansky, and Deniz Caglar. Fit for growth: a guide to strategic cost cutting, restructuring, and renewal. John Wiley & Sons, 2017.

22BB816-FINANCIAL DERIVATIVES

Hour per week

L	T	P	C
3	2	0	4

PRE – REQUISITE KNOWLEDGE – Forward contract, Future contract, option contract and swap contract.

COURSE DESCRIPTION AND OBJECTIVE:

This course is framed to make the students enlighten about types of contracts and its benefits to the stake holders.

MODULE-1

UNIT-1

10L+6T+0P=16 Hours

Introduction to Derivatives - Meaning, features, uses and Types of Derivatives, derivative markets, History of derivatives Markets, Evolution of Derivatives Market in India.

UNIT-2

14L+10T+0P=24 Hours

Forward contract - Meaning, features, classification of forward contract, merits and demerits of forward contract, Assumptions of forward pricing.

Future contract – Meaning, Features, types of future contracts, trading mechanism, clearing house, margin money, basic concepts in futures pricing.

PRACTICES:

- Find out the various types of risks in the investment.
- Determine the forward and Future contract price in hedge the risk.
- Calculate the value of forward and Future contract at the time of maturity.
- Understand the functions of clearing house in settlement of the contract.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

Option Contract - Introduction, Meaning, Types of Options- call option and putt option, Basic concepts used in options trading, option pricing, terminologies in option contract.

Option Pricing Model: Binomial model - introduction, assumptions, characteristics, merits and demerits of binomial model, Black Scholes Model, assumptions, option pricing model, types of models, merits and demerits of black schools

UNIT-2

12L+8T+0P=20 Hours

Swap contract -Black Scholes Model, assumptions, option pricing model, types of models, merits and demerits of black schools, Swaps Contracts: Introduction, Meaning, features, types of swaps – Merits and demerits of swaps, Swaps Markets.

PRACTICES

- Determine forward and contract price.
- Calculate the binomial and black schole option pricing model in the contract.
- Determine the value of option at the expiration date of the contract.
- Analyze the hedging schemes.

SKILLS:

- List out different types of financial derivatives along with their features in brief.
Compare and contrast between forwarding contracts and futures contracts with suitable examples. Present the mechanics of forwards, futures, swaps and options.

COURSE OUTCOMES:

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

COs No.	Course outcomes	Blooms level	Module no	Mapping with PO's
1	Find out the various risks in the investment.	Evaluation	1	2, 4, 1
2	Calculate the Forward and Future contract price.	Evaluation	1	3,6, 2
3	Determine the value of option pricing in the contract.	Analyze	1	2, 5, 3
4	Calculate the binomial and black schole option pricing model.	Apply	2	4, 1, 6
5	. Analyze the various features and types of swaps.	Analyze	2	5,3, 4

TEXT BOOKS:

1. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi, 3ed, 2017.
2. Kolb, Robert W: Understanding Future Markets, Prentice Hall Inc., New Delhi, 6ed,2016.

REFERENCE BOOKS:

1. Rajiv Srivatsava., Derivatives and Risk management, Oxford University Press (2016).
2. Prafulla Kumar Swarn, Fundamentals of Financial Dervetaves, Arivn sandhan University, Bhuvaneswar, ODISHA, India,
3. Hull, John C. Futures Options and Other Derivatives, Pearson Education (2008).

22BB817-CORPORATE VALUATION AND RESTRUCTURING

Hour per week

L	T	P	C
3	2	0	4

PRE REQUISITE KNOWLEDGE: Financial Management.

COURSE DESCRIPTION AND OBJECTIVE:

Corporate restructuring entails any fundamental change in a company's business or financial structure, designed to increase the company's value. This course aims to cover both aspects of corporate restructuring: financial restructuring and operational restructuring. Financial restructuring considers various improvements made to a firm's capital structure, in line with their cash-flow needs to promote efficiency, support growth, and maximize the value to shareholders, creditors and other stakeholders. Operational restructuring is the process of increasing the economic viability of the underlying business model through mergers and acquisitions or divestitures.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

Basics of Business Valuation:

Introduction, Purpose of Valuation, Distinction between Price and Value, Principles and Techniques of Valuation, Role of Valuation, Key Areas of Valuation, Concepts of Value: Market Value, Fair Value, Book Value, Intrinsic Value, Investment Value, Liquidation Value, Replacement Value. Role of Valuation in Business Acquisition and Corporate Finance, Valuation Process.

UNIT-2

12L+8T+0P=20 Hours

Valuation Models:

Approaches/Methods of Valuation: Asset-Based Approach, Earnings Based Approach (Earnings-Capitalization Method, P/E Ratio), DCF Approach: Market Value Based Approach, Market Value Added Approach. Enterprise DCF Valuation: Two Stage and Three Stage Growth Models, Relative Valuation –Direct Comparison and Peer Group Approach, Contingent Claim Valuation.

Enterprise Valuation:

Valuation of Firm in Pieces: Valuation of Debentures, Valuation of Equity Shares, Valuation of Preference Shares. Equity DCF Model (Dividend Discount Model and FCFE Model), Adjusted Present Value (APV) Model, Economic Profit Model.

PRACTICES:

- Business valuations.
- Valuation models.
- Equity DCF Model.
- Economic Profit Model.
- Enterprise valuation.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

Corporate Restructuring:

Introduction and Types of Corporate Restructuring.

Expansion: Amalgamation, Absorption, Tender Offer, Asset Acquisition and Joint Venture.

Contraction: Spinoff, Split Ups, Equity Carve out Divestiture, Asset Sale.

Corporate Controls: Going Private, Equity Buyback, Leveraged Buyouts, Anti-Takeover Defense.

UNIT-2

12L+8T+0P=20 Hours

Valuation of Mergers & Acquisition:

Concepts of Value in Context of Mergers & Acquisitions. Approaches to Valuation in Case of M&A: DCF Approach, Selection of Appropriate Cost of Capital for Valuation, Process of Selecting Target Companies, Forms of Consideration and Terms of Acquisitions, Implications of Regulations for Business Combinations, Post Merger Integration Process, Types of Exit Strategies and their Implications, Shareholder Value Analysis, Exchange Ratio-Bases Used for Computation.

PRACTICES:

- Corporate restructuring models.
- Corporate Controls.
- Mergers & acquisition valuation.
- Selecting Target Companies.
- Post-Merger Integration Process.

SKILL:

- Statistical reasoning.
- Application of theory to practice.
- Interpretation and analysis.
- Critical thinking.
- Synthesis of data and other information.
- Evaluation of data and other information.
- Accessing data and other information from a range of sources.
- Activity.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify and describe the various corporate valuation techniques.	Apply	1	2,1
2	Know the advantages and disadvantages of Residual income models and to Know how to distinguish value creation from value destruction in order to ensure long-term competitive success and survival.	Apply	1	2,3
3	Understand and apply cashflow-based valuation methods and multiples-based valuation methods in a corporate restructuring setting.	Analyze	2	2,6
4	Know the specificity of valuing companies in different industries.	Analyze	2	4,2
5	Understand and analyse the key economic, strategic and legal issues involved in corporate restructuring transactions.	Analyze	2	2,3

TEXT BOOKS:

1. Prasanna Chandra, Corporate Valuation : Text and Cases | Second Edition, Mc Graw Hill.
2. Rabi Narayan Kar, Minakshi, Mergers Acquisitions & Corporate Restructuring - Virtual Book, Taxmann.

REFERENCES:

1. Value Creation from Mergers And Acquisitions, SudiSudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
4. Corporate Restructuring, Bhagaban Das, DebdasRaskhit and SathyaSwaroopDebasish, Himalaya Publishing, 2009.

22BB818-STRATEGIC FINANCIAL MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Basics in Strategic Management and Financial Management.

COURSE DESCRIPTION AND OBJECTIVES:

To enlighten the students with the Concepts and Practical applications of Strategic Financial Management, with particular reference to the financial strategy and value of the enterprise.

MODULE-1

UNIT-1

12L+8T+0P =20 Hours

STRATEGIC FINANCIAL MANAGEMENT

Introduction to Strategic Financial Management- Meaning- Functions- characteristics- Scope-Importance- constraints- SFM relation with other subjects- Profit Maximization Vs wealth maximization - Difference between FM &SFM.

UNIT-2

12L+8T+0P = 20 Hours

STRATEGIC DECISION MAKING:

Introduction to Strategic decision making- Importance- Steps involved in decision making process- Approaches- Strategic Decision making- Rationality in decision making- classes of Decision Making- Decisions under certainty, risk, and uncertainty.

PRACTICES:

- Case study on decision making.
- Case study on SFM.

MODULE-2

UNIT-1

12L+8T+0P = 20 Hours

INVESTMENT STRATEGY

Introduction to Risk & Uncertainty - Types of Investment decision situations – Risk, Certainty, uncertainty- Sources of Risk-Techniques of Investment Decision Under Risk and Uncertainty – Risk Adjusted Discount rate(RADAR)- Certainty equivalent method or approach- Statistical methods- Decision Tree Analysis.

UNIT-2

12L+8T+0P = 20 Hours

FINANCIAL ANALYSIS AND FORECASTING:

Meaning of financial analysis, objectives of financial analysis, sources of information for financial statement analysis, steps of a financial statement analysis, traditional approaches to financial statement analysis, modern approaches to financial statement analysis.

Meaning and definition of financial forecasting, purpose, use, and importance of financial forecasting, forecasting financial statement, tools of forecasting financial statement.

PRACTICES:

- RADR.
- Sensitivity analysis.
- Simulation.
- IRR.
- Standard deviation.
- Decision tree analysis.
- Tools of financial statement analysis.
- Performa Income statement.
- Performa Balance sheet.

SKILLS:

- Collect the financial data of two companies and analyze comparative and common size statements.
- Collect the financial data of two companies and forecast their financial statements.
- Choose project proposal of any company of your choice and apply investment appraisal techniques and interpret the results.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To analyze and classify decision making approaches.	Apply	1	1,2
2	To apply techniques of investment under risk and uncertainty.	Apply	1	2
3	To solve, Interpret and analyze financial statement s by using tools.	Analyze	2	3
4	To solve and forecast financial statements by using tools.	Analyze	2	4

TEXT BOOK:

1. Rajni Sofat, Preeti Hiro, Strategic Financial Management, PHI.
2. Strategic Financial Management, Prasanna Chandra, McGraw Hill, 2nd e, 2017.

REFERENCE BOOKS:

1. Strategic Financial Management, Palanisamy Saravanan, Ox-ford, 1st e, 2014.
2. GP Jakhotiya, Strategic Financial Management, VikasPublication , New Delhi.2nd ed,2012.
3. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
4. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.

22BB819-RISK MANAGEMENT IN BANKS

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Risk Management in Banks.

COURSE OBJECTIVES:

This course is aimed to engage students in active discovery of foreign exchange concepts and risk management principles. In addition to this Students will be functioning in a business environment, developing an awareness of the challenges, applying tools to the existing problems, and also participate in the process of designing and implementing foreign exchange system and risk management strategy formulation.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

Framework of Foreign Exchange: Introduction to Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free market rates, Direct, Indirect and Cross Rates, Forward Rates: Quoting and Structure, Forward Exchange Rates versus Expected Future Spot Rate, Outright Forwards versus Swaps.

UNIT-2

12L+8T+0P=20 Hours

Foreign Exchange Systems: Fixed and Floating Exchange Rates - Exchange Rate System Prior to IMF – Exchange Rate Systems Under IMF – European Union – External Value of Rupee – Convertibility of Rupee – South East Asian Currency Crisis.

PRACTICES:

- Case study on foreign exchange management.
- Role play on foreign exchange systems.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

Administration of Foreign Exchange: Evolution of Exchange Controls-Foreign Exchange Management Act, 1999 – Administrative structure-Organization of an Authorized Dealer-Foreign Exchange Markets.

UNIT-2

12L+8T+0P=20 Hours

Exchange Arithmetic: Spot Exchange Rates– cross Rates – Forward Exchange rates–Forward Exchange Rates Based on cross Rates – Inter Bank Deals Swap Deals - Execution of Forward Contract – Cancellation / Extension of Forward Contract.

Risk Management: Exchange Dealings– Futures and options – Exchange Risk: Transaction Exposure –Translation and Economic Exposures – Interest Rate Risk – Managing interest Rate Risk.

PRACTICES:

- Collect salient features of foreign exchange management act.
- Collect and convert exchange rates.
- Case study on foreign exchange risk management.

SKILLS:

- Collect recent merger and acquisition and judge whether the merger deal is fair on both the parties.
- Calculate value of the merger and acquisition.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Appraise the framework of foreign exchange and their system.	Evaluate	1	3,2,1
2	Compare and contrast the exchange rate systems and translate currencies.	Apply	1	2,1,3
3	Examine administration of foreign exchange.	Analyze	2	3,2,1
4	Execute techniques of spot, forward and cross exchange rates.	Apply	2	2,1,3
5	Use strategies and plans for lasting risk management strategies.	Apply	2	3,2,1

TEXT BOOKS:

1. C. Jeevanandam: Foreign Exchange, 15th, Sultan Chand & Sons 2016.
2. Joel Bessis: Risk Management in Banking June 2021

REFERENCES:

1. Fred R. David: Strategic Management, Concepts and Cases-Prentice Hall,13th edition,2011
2. K.Sriharsha Reddy, R.Nageswra Rao, Banking and Insurance 4th Edition 2020.
3. The Seesntals of Risk Management, MC Grow-Hill Edcuation (P) 2018, Gildan Medle.

2BB820-BEHAVIOURAL FINANCE

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Investment Analysis and Portfolio Management.

COURSE DESCRIPTION:

Behavioral finance is the study of the influence of psychology on the behavior of financial practitioners. In the course, you will learn about the wide range of decision making biases and information processing errors that influence our financial decision making. The course provides an introduction into the study of the effects of social, cognitive, and emotional factors on the economic decisions of individuals and institutions. Psychological biases inhibit the individual's ability to make good investment decisions. This has several consequences on market prices, returns, and the resource allocation decisions made by individual and corporate decision-makers.

COURSE OBJECTIVE:

The primary objective of the course is to make the students familiar with the various behavioral implications in financial decision making and identifying the ways and means to overcome some of the biases prevalent in while making decisions in the financial market.

MODULE-1

UNIT-1:

12L+8T+0P= 20 Hours

Introduction to Behavioural Finance; Rationality of Studying Behavioral Finance, History of Behavioural Finance Studies, Theories of Behavioural Finance, Criticisms of Behavioral Finance, Arguments in Favour of Behavioural Finance.

UNIT-2

12L+8T+0P= 20 Hours

Basic Foundations of Behavioural Finance; Context of Studying Behavioural, Building Blocks of Behavioural Finance- Limits to Arbitrage, Psychology.

PRACTICES:

- Rationality study (Case study).
- various behavioural biases and their implications.
- Building Blocks of Behavioural Finance.
- Arbitrage Process.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

Investors' Psychology and Investment Decisions; Insufficient diversification, Naive Diversification, Excessive Trading, The Selling Decision, The Buying Decision.

UNIT-2

12L+8T+0P= 20 Hours

Prospect Theory, Regret Theory, Mental Accounting, Overconfidence and over-reaction in Financial Market, anchoring, Herd Behaviour, confirmatory bias.

PRACTICES:

- Investors' Psychology and Investment Decisions.
- The Selling Decision.
- The Buying Decision.
- Mental Accounting.

SKILLS:

- Decision Making.
- Cognitive Bias.
- Behavioural Economics.
- Psychology of Risk.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify and apply behavioural finance concepts to your own life and contemporary events.	Apply	1	2,1
2	Understand and critically discuss the cognitive biases and errors of judgment that affect financial decisions.	Apply	1	2,3
3	Critically evaluate behavioural influences involving individuals, investment decisions.	Analyze	2	2,6
4	Critically evaluate behavioural influences involving corporate (executive) financial decisions.	Analyze	2	4,2
5	Critically discuss important developments in this new area and the associated practical insights they provide.	Analyze	2	2,3

TEXT BOOKS:

1. Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
2. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.

REFERENCES:

1. The little book of Behavioural Investing by James Montier, John Wiley and Sons]
2. Behavioural Finance by Peter Dybdahl Hede, bookboon.com
3. Forbes, William (2009), Behavioural Finance, Wiley
4. Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioural Finance and Psychology of investing. New York; Oxford University Press.

4. Shleifer, A. (2000). Inefficient markets; An introduction to Behavioural Finance. Oxford Univ. Press.
5. Thaler, R. (1993). Advances in Behavioral Finance. Vol. I. New York, Russell Sage Foundation.
6. Thaler, R. (2005). Advances in Behavioural Finance. Vol. II. New York; Princeton University Press.

22BB821-INDUSTRIAL RELATIONS AND LABOUR LAWS

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Human Resource Management.

COURSE OBJECTIVE:

The objective of the course is to enable students to have an insight into the relations between management and employees in various sectors in India and legal aspects and acts linked to labor relations. Students will be able to understand the pros and cons of Trade Unions.

MODULE-1

UNIT-1

14L+6T+0P=20 Hours

INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

Economy and labour force in India- Approaches to IR; Employer organizations: Introduction, Origin and Growth.

Collective Bargaining – Meaning, Definition, Levels, Process and Hindrances; Negotiating techniques and skills; Drafting of an agreement.

UNIT-2:

10L+10T+0P=20 Hours

INDUSTRIAL CONFLICTS AND DISPUTES

Conflicts: Introduction and Manifestation; Disputes: Introduction, Prevention and Settlement; Stages in Settlement; Effects of Disputes.

PRACTICE:

- Conduct a Study on effectiveness of TU in APSRTC in selected units.
- Find out the collective Bargaining procedure in selected companies.
- Analyze the effectiveness of The ESI Act, 1948 and The EPF Act, 1952 in any manufacturing sector through a case study.

MODULE-2

UNIT-1

14L+6T+0P=20Hours

LABOUR LEGISLATIONS

Trade Unions Act, 1926; The Factories Act, 1948; The Employment (Standing Orders) Act, 1946; The Maternity Benefit Act, 1961.

UNIT-2

10L+10T+0P=20 Hours

WAGE LEGISLATIONS

The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965.

PRACTICES:

- Analyze the effectiveness of The Payment of Wages Act, 1936 in any manufacturing sector.
- The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965 in any pharma company.

SKILLS:

- Understand bargaining skills.
- Evaluate Negotiating techniques.
- Design dispute settlements.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Implement Industrial relations and collective bargaining process.	Apply	1	5
2	Interpret Indian economy and labour workforce after independence.	Apply	1	4
3	Apply settlement procedure for different industrial Conflicts and Disputes.	Apply	2	6
4	Prove that IR acts are effective by taking exceptional cases in India.	Analyse	2	1
5	Create a situation of Industrial dispute/conflict and negotiation techniques to resolve.	Analyse	2	7

TEXT BOOKS:

1. Piyali Ghosh and Shefali Nandan, “Industrial Relations and Labour Laws”, 1st Edition, McGraw Hill Education, 2015.
2. P.K.Padhi Labour and Industrial Laws 4th edition PHI 2019.

REFERENCE BOOKS:

1. Arun Monappa: Industrial Relations, 1st Edition, TMH, New Delhi, 2003.
2. Sinha: Industrial Relations, Trade Unions and Labor Legislation, 1st Edition, Pearson 2007.
3. P. K. Padhi: Labor and Industrial Laws, 1st Edition, PHI, 2007.

22BB822-TALENT PLANNING AND ACQUISITION

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic knowledge on talent planning and acquisition.

COURSE DESCRIPTION AND OBJECTIVES:

To enable the students, realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

MODULE-1

STRATEGIC STAFFING, JOB ANALYSIS

UNIT-1

6L+16T+0P=22Hours

Strategic Staffing: Definition, Components, Goals, integrating functional areas of HRM- Business and Staffing strategies: Firm's Business Strategy, Firm's Talent Philosophy – Deriving the firms staffing strategy, The Firm's Strategic Staffing Decisions –Legal Context: Types of Employment Relationships.

Job Analysis: Methods, Planning Job Analysis - Conducting Job Analysis, Developing Job Descriptions and Person Specifications – Competency Modelling– Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply- Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand.

UNIT-2

10L+8T+0P=18 Hours

Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics, Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically – Characteristics of using successful measures, Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods.

MODULE-2

UNIT-1

6L+16T+0P=22Hours

Latest trends in Recruitment: e-recruitment, Social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices – Selection tools and Techniques, Predictors of Job Performance- Testing: Types of Tests, The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategies.

UNIT-2

10L+8T+0P=18 Hours

The Employment Contract, presenting a job offer, Negotiating, Closing the Deal – Orienting (Induction) and Socializing New Employees – Managing the Flow of Workforce – Involuntary

Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation.

PRACTICES:

- Find out staffing strategy of any 2 companies.
- Conduct a survey on importance of HR planning in any 2 IT based companies.
- Study staffing strategies of any 2 companies of financial institution.
- List out the latest trends in Recruitment.
- Study orientation programs offered by any 2 companies.

COURSE OUTCOMES:

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

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Interpret organization's business strategy to all the key aspects of staffing function including human resource planning, job analysis, recruitment and selection.	Apply	1	5
2	Develop job descriptions, specifications and assess human resource planning in organizations.	Apply	1	4
3	Measure the effectiveness of staffing programs by applying data analytic techniques.	Apply	2	6
4	Make use of social media and other staffing technologies for effective employee selection.	Analyse	2	1
5	Design employee orientation programmes and evaluate staffing systems.	Analyse	2	7

TEXT BOOKS

1. Jean M. Phillips, Stanley M. Gully, Strategic Staffing, Pearson, 2014
2. Belcourt.M., Mc Bey K.J., Strategic Human Resource Planning, Cengage Learning, 2015.

REFERENCE BOOKS

1. Jyothirmee Choudhary, Human Resource Planning, Vrindia Publications (P) ltd. 2018
2. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13/e, Kogan Page, 2020.
3. Sahay, Pradeep. Competing on talent in today's business world: A blueprint for new ways of hiring. Cambridge Scholars Publishing, 2018.

22BB823-TALENT MANAGEMENT & SUCCESSION PLANNING

Hour per week

L	T	P	C
3	2	0	4

PRE-REQUISITE KNOWLEDGE: Talent management & succession planning.

COURSE DESCRIPTION AND OBJECTIVES:

To enable the students, realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

MODULE-1

UNIT-1

6L+16T+0P=22 Hours

TALENT MANAGEMENT

Significance of talent management, Aligning HRM goals to business, attracting talent, retaining talent, Becoming the best employer by employer branding activities, inculcating performance culture, right sizing the workforce, Work life balance initiatives, Providing HR leadership to business.

UNIT-2

10L+8T+0P=18 Hours

COMPETENCY MAPPING AND EMPLOYEE ENGAGEMENT

COMPETENCY MAPPING: Competency Mapping, Historical development, Definitions, features of competency methods, approaches to competency mapping, Competency mapping procedure, methods of data collection for mapping.

EMPLOYEE ENGAGEMENT: Employee engagement, Meaning and significance, Conceptual framework of engagement, Behaviors associated with engaged employees, Parameters to measure employee engagement, Q12 model of Gallup, Employee satisfaction survey.

PRACTICES:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Instruct students to track employee engagement of different companies
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioral event interview to collect data for competency mapping for the position of management professor.

MODULE-2

UNIT-1

10L+8T+0P=18 Hours

CAREER PLANNING: Career planning: Introduction, Objectives, Steps involved in career planning, creating career growth opportunity, mentoring employees for growth, providing developmental job assignments, providing resources of learning and development opportunities, Vertical promotions and horizontal postings to promote career progression, Psychological contract and career anchors.

UNIT-2

6L+16T+0P=22 Hours

SUCCESSION PLANNING: Introduction, Objectives, Significance, process. Identifying managerial positions which are critical for the business. - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents - Taking up lateral hiring.

PRACTICES:

- Instruct students to track employee engagement of different companies.
- Exercise on career planning of students.
- Exercise on expected learning and developmental opportunities.
- Succession planning failed companies and reasons behind.
- Successful succession planning companies and reasons behind.

SKILLS:

- Ensure that you draw the most important information from the lesson material, such as what a succession plan is and components of it.
- Use understanding of the concept of succession planning to recognize benefits a company receives from one.
- Access the knowledge you've gained regarding succession plans to explain what can happen if a business does not have one.

COURSE OUTCOMES:

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

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify what drives the need for talent management in organizations today.	Apply	1	2,4
2	Strategically Manage the talent and performance in organizations.	Apply	1	2
3	Implement proven strategies, tools, and processes to help manage talent and performance.	Evaluate	1	1
4	Discover ways of how to focus on people and their performance more effectively by examining each phase of the performance management process.	Analyze	2	5
5	Conduct succession planning and build a plan for CEO succession.	Analyze	2	1,6

TEXT BOOKS:

1. Lance Berger and Dorothy Berger, “Talent Management Handbook”, McGraw Hill Professional, 2017.
2. Sanghi and Seema, “The Handbook of Competency Mapping”, SAGE (Response Books), New Delhi, 2016.

REFERENCE BOOKS:

1. Lyle M. Spencer, Phd Signe M. Spencer, “Competence at Work Models for Superior Performance”, John Wiley & Sons, 2008.
2. Sunkara Suma & Venkateswarlu Karumuri, “.Talent Management”, Himalaya Publishing House, 2017.
3. Akram Al Ariss, “Global Talent Management” Challenges, strategies, s& Opportunities, 2020.

22BB824-LEARNING AND DEVELOPMENT

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic knowledge on development of organization.

COURSE DESCRIPTION AND OBJECTIVE:

It provides an understanding of planning and acquiring organization's talent needs from a strategic perspective and aimed to offer a deeper orientation of the staffing function of human resources, enables the learner to perform the talent acquisition function confidently.

MODULE-1

UNIT-1

10L+8T+0P=18 Hours

INTRODUCTION TO EMPLOYEE TRAINING & DEVELOPMENT

Training, designing effective training, the forces influencing working and learning, Snapshot of training practices, The strategic training & development process, Organizational characteristics that influence training, Training needs in different strategies, Models of organizing the training department, Outsourcing training.

UNIT-2

14L+8T+0P=22 Hours

DESIGNING TRAINING: Needs Assessment – Participates, Process, Scope of needs assessment Competency Models, Learning - Meaning, Theories, Learning process, Considerations in designing effective training programme Training Evaluation- Reasons for Evaluating Training, Evaluation Process.

TRANSFER OF TRAINING: Introduction, Training design, Work environment characteristics that influence transfer, Organizational environments that encourage transfer, Traditional training methods, Presentation methods, Hands-on methods, Group-building methods, Choosing a training method.

PRACTICES :

- List out training practices of any 2 telecommunication companies.
- Conduct a study on designing training programs of banking sector.
- Study the effectiveness of training programs of any 2 service sector related companies.
- Find out group building activities of any MNC company.
- Analyze any special issues of T&D programs.

MODULE-2

UNIT-1

10L+8T+0P= 18 Hours

TRAINING EVALUATION: Evaluation, Introduction, Reasons, Overview of evaluation process, Out-comes used in Evaluation, determining whether outcomes are good, Evaluation practices, De-signs, determining return on investment, Measuring human capital and training activity.

UNIT-2

14L+8T+0P=22 Hours

EMPLOYEE DEVELOPMENT: Employee development, Approaches to Employee development, Development planning process, Future of Training and Development - Training for Sustainability, Increased Use of New Technologies for Training Delivery and Instruction, Increased Use of Stakeholder-Focused Learning, Training Partnerships, and Outsourcing Training, Implications of Future Trends for Trainers' Skills and Competencies.

PRACTICES :

- Study training programs and processes in different organizations and analyze their effectiveness.
- Design a training program for a specific job role.
- Conduct a mock training session including need identification and evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Implement various training methods, observe and submit a report on its effectiveness.

SKILLS:

- What Learning and Development is and how it can support the achievement of organizational objectives.
- How to identify different roles in L&D, their responsibilities and activities.
- Best practices in building a list of skills and knowledge areas required to be a L&D professional.
- How to devise a plan to meet your individual learning and development needs?

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the training environment in organizations and the different models of training.	Understand	1	4
2	Conduct needs assessment for training programs.	Analyze	1	2
3	Design and execute effective training programs for employees using contemporary methods.	Design	1,2	2
4	Evaluate the training process and measure the outcomes.	Evaluate	2	6
5	Appraise and make use of technology to enhance learning in organizational training context.	Analyze	2	2,6

TEXT BOOKS:

1. Noe Raymond, "Employee Training & Development", 7th edition, Tata McGraw-Hill, 2017.
2. Pandu Naik. G., "Training & Development", Excel Books India, 2021.

REFERENCE BOOKS:

1. P. Nick Blanchard and James W. Thacker, "Effective Training: Systems, Strategies & Practices", 5th edition, Prentice Hall, 2014.
2. Harward, Taylor & Hall, "What Makes a Great Training Organization: A Handbook of Best Practices", 1st edition, Pearson, 2014.
3. Kolb, David A. Experiential learning: Experience as the source of learning and development. FT press, 2014.

22BB825-STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Human Resource Management.

COURSE OBJECTIVE: To enable the students to develop a strategic perspective of human resource management and understand the global HR management functions.

MODULE-1

UNIT-1

10L+8T+0P=18 Hours

Concept of SHRM: Strategic HRM - Definition, Basis, Principles, and Aims – Concepts of SHRM, Perspectives on SHRM – HR Strategies: Overall HR Strategies, Specific HR Strategies – Strategic Role of HR - The Impact of HRM - Formulating HR Strategy, Future Approaches to SHRM, Future for SHRM and its scenario, Regional and National Policy.

UNIT-2

6L+16T+0P=22 Hours

Strategic HR Systems: Staffing systems - Reward and compensation systems – Employee and career development systems - Performance management systems – HR Systems: The Link to Business Strategy and Firm Performance - Domestic and international labour market.

PRACTICES:

- Identify different aspects used for Formulating HR Strategy in any organization.
- Comment on the various strategic HRM themes of the HR–performance link: re-engineering, leadership, work-based learning and trade unions.
- ‘Business-level strategies may be constrained by human resource issues but rarely seem to be designed to influence them.’ Discuss.
- Prepare a report on different HR strategies taken in Domestic and International labour market by HR Managers.

MODULE 2

UNIT-1

10L+8T+0P=18 Hours

Strategic Imperatives-1: SHRM & HRD - Theory and practice of HRD - Formal, Informal learning, Career Development & Organization Development, Strategic options for HRD; SHRM & Employee relations- perspectives on employee relations, SHRM & Talent Management- Strategic dimensions of talent management, evaluating the effectiveness of Talent management.

UNIT-2

6L+16T+0P=22 Hours

Strategic Imperatives-2: Knowledge Management & SHRM- Knowledge sharing, SHRM applications in Knowledge Management; SHRM & CSR- Global trends, business ethics, CSR applications in SHRM; SHRM & Management of Change- Understanding the Change, Models of Planned Change, HR Professionals and Change Management.

PRACTICES:

- Outline difference between SHRM & HRD practices particularly in manufacturing companies.

- Discuss at least two of the variables that moderate differences between domestic and Global HR practices.
- As a newly-appointed Project Manager of a research team, you believe that you will be able to manage the project virtually from your office in London, even though the other six members are located in Munich. This will solve your personal dilemma as your family does not want to be relocated. The project has a six-month deadline. What factors should you consider in order to make this virtual assignment effective.

SKILLS:

- Study the performance appraisal of an international employee as compared to the host country national.
- Make a study of the training and development given to expatriates in an MNC.
- Report on the process of recruitment and selection in an international firm.
- Study the activities undertaken by at least two firms to fulfill their social responsibility.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Gain knowledge on how to frame strategies in the organization.	Apply	1	2, 5
2	Develop Latest Trends and Future Scenario in Strategic Human Resource Management.	Apply	1	3
3	Identifying strategies in employee relations and development function of Human Resources.	Analyze	1	4, 6
4	Analyzing Change and Knowledge Management strategies in HRM.	Analyze	2	4, 5
5	Examine how to Contingency Approaches will useful in developing Strategic Human Resource Management.	Analyze	2	5, 6

TEXT BOOKS:

1. Michael Armstrong, Strategic Human Resource Management: A Guide to Action, 5E, Kogan Page Publishers, 20014, ISBN 074945556X, 9780749455569.
2. Jeffrey A. Mello: Strategic Human Resource Management, Thomson, 5edition, 2019

REFERENCE BOOKS:

1. TanujaAgarwala: Strategic HRM, Oxford University Press, 1edition, 2014.
2. Dreher& Dougherty: Human Resource Strategy 1e, 2005, Tata McGraw Hills.
3. Catherine Truss, David Mankin, Clare Kelliher, Strategic Human Resource Management, Oxford University Press, 2e, 2018, ISBN:9780-19-958306-5.

22BB826-COMPENSATION AND REWARD SYSTEM

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Compensation and reward system.

COURSE DESCRIPTION AND OBJECTIVE:

To make student to be familiar with the theoretical and practical developments in the area of compensation and benefits and discuss the strategic importance of compensation for the achievement of organizational goals.

MODULE-1

UNIT-1

14L+6T+0P=20 Hours

INTRODUCTION TO COMPENSATION

Definition, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

UNIT-2

10L+10T+0P=20 Hours

Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions.

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure.

PRACTICES:

- Prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Compare and analyze compensation practices in different countries.
- Collect information from an IT organization regarding the Cost to Company of an employee.
- Collect information on Wages Act amendments.

MODULE-2

UNIT-1

14L+6T+0P=20 Hours

JOB EVALUATION

Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Incentives: Types of individual incentives: incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pressman's plan,

scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. incentive plans for white collar worker: straight salary, straight commission, combination plans.

UNIT-2

10L+10T+0P=20 Hours

DETERMINING EXTERNAL COMPETITIVENESS AND BENEFITS MANAGEMENT

Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades.

Employee Benefits: Nature and types of benefits, employee benefits programs-security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law.

Executive compensation – elements of executive compensation and its management – Executive compensation in an international context. International Compensation - global convergence of compensation practices.

PRACTICES:

- Prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in manufacturing organization.
- Compare compensation practices of different countries.
- Compare compensation practices of MSME's.

SKILLS:

- Knowledge of all federal, state and local regulations and compliance requirements related to employee compensation.
- Strong analytical skills and ability to interpret and communicate data.
- Computer proficiency and technical aptitude with the ability to use Microsoft products, including Excel.

COURSE OUTCOMES:

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

Cos No	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals	Apply	1	4
2	Be familiar with internal and external factors that influence compensation design	Apply	1	4
3	Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonuses.	Apply	1, 2	2
4	Designing the compensation strategies for attraction, motivation and retaining high quality workforce.	Develop	2	1
5	Determine the performance based compensation system for business excellence and solve various cases.	Create	2	6

TEXT BOOKS:

1. Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
2. Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012.

REFERENCE BOOKS:

1. Compensation, Jerry M. Newman, Barry Gerhart, George T. Milkovich, Mc Graw Hill, 2020
2. Strategic Compensation, Joseph, J. Mastocchio, 3rd Edition, Prentice Hall 2016.
3. Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2014.

22BB827-HR METRICS

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: HR metrics.

COURSE DESCRIPTION AND OBJECTIVES:

To enable the students, realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

MODULE-1

UNIT-1

14L+6T+0P=20 Hours

HR ANALYTICS-INTRODUCTION

What is HR Analytics - Growth of HR Analytics – Big Data and HR Analytics- Integrating Business Strategy, HR Analytics, and Competitive Advantage – Business value of HR Programmes- HR Analytics impact on business outcomes – Measuring HR Programs Impact.

UNIT-2

10L+10T+0P=20 Hours

HR ANALYTICS – MEASURES 1 & II

HR Analytics – Measures 1: (Practice using MS Excel)

Measures of Organization Structure – Talent Acquisition measures: Traditional measures, effectiveness measures, emerging measures – Organizational Demographics and Succession planning – Measuring ROI on Talent Development – Metrics and measures for Strategic alignment.

HR Analytics – Measures 2: (Practice using MS Excel)

Traditional Measures of employee engagement – Measuring attrition – Predictive modeling for employee attrition analysis – Measuring and Managing competencies – Competency Base lining – Traditional measures of compensation – Valuing Benefits using CTC statement – Portfolio management of benefits.

PRACTICES:

- Asses the demographic distribution of employees in a company.
- Present the calculation of important HR metrics.
- Predict attrition levels of HR in any organization.
- Fit HR data of an organization to an advanced analytic model.

MODULE-2

UNIT-1

14L+6T+0P=20 Hours

PREDICTIVE HR ANALYTICS & ADVANCED ANALYTICS AND VISUALIZATION

Predictive HR Analytics: (Practice using IBM-SPSS / MS Excel)

Predictive HR Analytics – Need, Applications of Predictive HR Analytics (Cases): Diversity Analytics, Employee Attitude Surveys, Predicting Employee Turnover, Predicting Employee

Performance, Recruitment and Selection analytics, Monitoring the impact of interventions, Business Applications: Predictive modeling scenarios.

UNIT - 2

10L+10T+0P=20 Hours

ADVANCED ANALYTICS AND VISUALIZATION:

Moderation and Interaction analysis – Multi-level linear modeling – Curvilinear relationships - Structural equation models – Growth models – Latent Class Analysis - Visualization Tools - Creating charts and graphs - Creating Pivot Table - Creating HR Dashboards.

PRACTICES:

- Identify the quantitative analyses suitable for the analysis of employee data.
- Interpret statistical output involving HR data.
- Calculate absenteeism costs, turnover costs, and return-on-investment.
- Create a HR dashboard for any one organization.

SKILLS:

- Develop recommendations for workforce planning (e.g., staffing needs) based on the results of a Markov Analysis.
- Develop effective surveys for use in an organizational setting.
- Translate research findings into practical conclusions and recommendations.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the importance of HR Analytics and Utilize HR analytics for business advantage.	Apply	1	2
2	Apply the HR Analytics and measure HR functions using software's such as MS Excel/ IBM-SPSS.	Apply	1, 2	4
3	Assess the effectiveness of HR functions by applying data analysis techniques.	Evaluate	1, 2	2
4	Build predictive models to forecast HR trends in organizations.	Develop	1, 2	4
5	Create visualization tools for effective presentation of HR analytics.	Create	1, 2	5

TEXT BOOKS:

1. Ramesh Soundararajan, Kuldeep Singh, winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India, New Delhi, 2017.
2. Dr Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page Publishers, 2016.

REFERENCE BOOKS:

1. Jac Fitz-enz, John Mattox, II, Predictive Analytics for Human Resources, John Wiley & Sons, 2014.
2. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Publishers, 2018.
3. Subhashini Durai, D., Krishnaveni Rudhramoorthy, and Shulagna Sarkar. "HR metrics and workforce analytics: It is a journey, not a destination." HUMAN RESOURCE MANAGEMENT INTERNATIONAL DIGEST (2019)

22BB828-ORGANIZATION DEVELOPMENT AND CHANGE

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Functions of Human Resources Management.

COURSE OBJECTIVE:

To enable the managers to cope up with the changes that take place constantly in business and also to make them manage the OD programmes and Change Management activities effectively.

MODULE-1

UNIT-1 - Organization Development model **14L+6T+0P=20 Hours**

Organization Development: Introduction Organization Development, Definition, Growth, Relevance – History and Evolution of OD – Theories of Planned Change – General Models of Planned Change- OD Practitioner: Competencies, Professional Values, Professional Ethics, Careers of Organization Development Professionals.

UNIT-2 **10L+10T+0P=20 Hours**

OD – Diagnosis: OD: Entering and Contracting- Diagnosing: Need, Open Systems Model – Organizational Level Diagnosis- Group Level Diagnosis – Individual Level Diagnosis – Methods for collecting and analyzing diagnostic data -Feeding Back the Diagnostic Data.

PRACTICES

- Identify any one of your personal change process from Lewin's change model.
- Assume as an OD Practitioner and prepare a proposal for solving any problem of Human Resource Management in an education Institute.
- Argue different Values and ethics need for the OD Practitioner in an organization.
- Talk about how Organizational level diagnosis is different from Group level diagnosis.
- Recognize different approaches to evaluation of an OD interventions.

MODULE - 2

UNIT-1 **14L+6T+0P=20 Hours**

INTERVENTIONS

OD - Implementing Interventions: Designing Effective Interventions – Overview of Interventions – Leading and Managing Change: Vision, Political Support, Transition, Sustaining – Evaluating OD interventions- Institutionalizing Organizational Change.

UNIT-2 **10L+10T+0P=22 Hours**

Strategic Change Interventions: Transformational Change: Characteristics – Integrated Strategic Change- Organization Design, Culture Change – Continuous Change: Self-Designing organizations- Learning Organizations.

PRACTICES

- Identify different issues developed by Intergroup, and Large-group interventions.
- Argue how Techno structural intervention has impacting the decisions of the organisation development.
- Give a short presentation on Human Resource Interventions with its implementations.
- Prepare a case analysis for the Techno structural Interventions.

SKILLS

- Draft out OD process for any organization.
- Apply the diagnostic models for any organization.
- Design OD Interventions and apply them for any two organizations.
- Implementation of change management programmes in organization.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Gain knowledge on different concepts of organizational development and Planned change.	Apply	1	4
2	Appraising OD process and profession in the organization.	Apply	1	2,4
3	Apply the diagnostic models to organizational scenarios.	Apply	1	4,5
4	Develop OD Interventions and apply them in organizations.	Create	2	6
5	Enable implementation of change management programmes in organizations.	Analyze	2	5,6

TEXT BOOKS:

1. Thomas G. Cummings, Christopher G. Worley, Organization Development & Change, 9E, Cengage Learning, 2018,
2. Dipak Kumar Bhattacharyya, Organizational Change And Development, 2E, Oxford University Press, 2016.

REFERENCE BOOKS:

1. Palmer, Dunford, Akin: Managing Organizational Change - A multiple perspective Approach, 2E, McGraw-Hill Education, 2008, ISBN - 0073404993, 9780073404998.
2. Thornhill, Managing Change, Pearson, 2005.
3. Radha R Sharma: Change Management—Concepts and Applications, TMH, 2007.

22BB829-INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Psychology and Human Resources Management.

COURSE OBJECTIVE: To enable the students to understand individual, group behaviours in the organizations provide various performance evaluation systems of employees in the organization and give an understanding about factors influencing job satisfaction get them exposure to various assessment tests and the students to understand types leadership styles, and motivation of employees.

MODULE-1

UNIT-1

14L+6T+0P=20 Hours

Introduction to Industrial & Organizational Psychology: Industrial and organizational Psychology: Meaning, Subject matter and functions of Industrial and organizational psychology, Development of industrial and organizational psychology, Industrial and organizational psychology Future, Industrial and organizational psychology in the Indian context.

UNIT-2

10L+10T+0P=20 Hours

Personnel Selection: Determining job requirements: Uses and types of job information and job analysis, Recruiting job applicants, Recruitment techniques, Standard application blanks, Assessment of current behavior, Interviews, Psychological testing and assessment centers, Uses of performance evaluation, Downsizing, Fair employment, Employment-at-will and seniority.

PRACTICES:

- Identify different Psychological aspects of Industrial and organizational.
- Prepare a presentation on Future aspects of industrial and organizational psychology.
- Draft out different Recruitment techniques in the context of organization.
- Developing Case Analysis on HRM Practices with reference to Organizational Psychology.

MODULE-2

UNIT-1

14L+6T+0P=20 Hours

Job Satisfaction: Job satisfaction as a job attitude, Components of job satisfaction, Satisfaction with work, with pay and with supervision, Measuring job satisfaction, Job Descriptive Index, Minnesota Satisfaction, Questionnaire, Need satisfaction questionnaire, Faces scale, Relationship of job satisfaction to productivity and withdrawal behavior.

UNIT-2

10L+10T+0P=20 Hours

Motivation & Leadership: Motivation, Work motivation, Need theories: McClelland, Herzberg, Cognitive theories: Goal setting theory, Self efficacy theory, Using motivation theory at work. LEADERSHIP: Meaning, Nature and styles, Approaches to leadership: Human relations, Theory

X & Theory Y, Fiedler's contingency model, Specific leader skills, Leadership through power, Leadership through vision, Transactional and transformational, Leadership through persuasion.

PRACTICES:

- Identify different components of job satisfaction with reference to pay and the supervision.
- Developing Case Analysis with reference to leadership concepts.
- Draft out a presentation on different approaches to leadership with reference to human relation.
- Identify different motivation factors in your classroom by using reference as a Herzberg two factors theory.

SKILLS

- Identify the leadership styles of any four different organizations.
- Interpret different approaches to motivation of employees
- Study the different motivational factors of any two banks.
- Analyze the Industrial Psychological influencing factors of Indian & foreign organizations.

COURSE OUTCOMES:

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

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Draft historical background and future prospects of industrial and organizational psychology.	Apply	1	4
2	Develop the process and apply the methods of personnel selection.	Apply	1	4,6
3	Interpret different approaches to motivation of employees.	Analyze	2	2,6
4	Contrast the different leadership styles.	Apply	2	5,6

TEXT BOOKS:

1. Berry, L.M, Psychology at work, "An introduction to Industrial and Organizational Psychology", N.Y. McGraw-Hill International editions, 1998, reprint 2020.
2. Aamodt, M.G. , "Industrial and organizational psychology", An applied approach. US: Thomson & Wadsworth, 2014.

REFERENCE BOOKS:

1. McShane, "Organizational behaviour", 1st reprint, N.D.: Tata McGraw-Hill , et al. 2016.
2. Miner, J.B., "Industrial-Organizational Psychology", N.Y.: McGraw-Hill, 2000.
3. Pandit, R., Kulkarni, A.V. and Gore, C. .Manasashastra: Audyogikaanivyavasayikupayojan.Nagpur: Pimpalapure& Co, 1999.
4. Luthans, F, "Organizational behavior" , 12th edition, New York: McGraw- Hill, inc,2019.

22BB830-LEADERSHIP & PEOPLE MANAGEMENT

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Leadership and Human Resources Management.

COURSE DESCRIPTION AND OBJECTIVE:

To enable the students for examine individuals' personality and behaviors to resulting in better management of people.

MODULE-1

UNIT-1

14L+6T+0P=20 Hours

LEADERSHIP: Introduction: Leadership definition and components, ways of conceptualizing leadership, Trait versus process leadership, leadership and management. Leadership Attributes – Styles – Theories of Effective Leadership – charismatic leader, transformational leader.

UNIT-2

10L+10T+0P=20 Hours

Factors influencing Leadership Behavior I: Personality, types, theories, Perception, factors – Learning Styles – theories. Factors influencing Leadership Behavior II: Emotional Intelligence – skills for Emotional intelligence – Cultural – formation – changing culture, Organizational and Situational Factors.

PRACTICES:

- Presentation on Case Analysis of different styles of Leadership.
- Identification of different behaviors of Personality and Emotional intelligence from your friends and family members.
- Draft out the short presentation on Organizational and Situational Factors in leadership.
- Take different leaders who inspire you and identify Attributes of those Leaders.

MODULE-2

PEOPLE MANAGEMENT

UNIT-1

14L+6T+0P=20 Hours

People Management: Difference between People Management and Human Resource Management; impact of individual and organizational factors on people management. Getting Work Done Through Others: Challenges of getting work done; significance of prioritization and assigning work to team members.

UNIT-2

10L+10T+0P=18 Hours

Counseling: Why counsel troublesome people, how to turnaround problem employees and employees with problems, Counseling Dilemmas: Traps & Pitfalls to avoid Mentoring: What

mentoring can do to help high achievers, Mentor as a role model, advocate, career counselor, mentoring: traps to avoid.

PRACTICES:

- Presentation on Case Analysis of individual and organizational factors on people management.
- Identify different problems of Counseling and also tell how to turnaround problem of employees and employees with problems.
- Prepare a presentation on how Mentor as a role model for the development of the organization.
- Conduct discussion on different between People Management and Human Resource Management with the impact of individual and organizational factors.

SKILLS :

- Identify different approaches for managers to lead organizations.
- Designing different Factors that influencing Leadership Behavior in managers.
- Categorize different individual and organizational factors on people management.
- Make a Presentation on career counselor for one of the student who have completed MBA Course.

COURSE OUTCOMES:

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

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To empower the students with the concepts, theories and approaches to lead organizations.	Apply	1	4
2	Designing different Factors influencing Leadership Behavior.	Analyze	1	4,6
3	To have a deeper perceptive of the different aspects of people management.	Apply	2	2,6
4	Develop effective people manager through Mentoring and Counseling.	Analyze	2	2,5

TEXT BOOKS:

1. Uday Kumar Haldar, Leadership and Team Building, Oxford Publications, 2019.
2. Florence M. Stone , Coaching, Counseling & Mentoring: How to Choose & Use the Right Technique to Boost Employee Performance, 2014.

REFERENCE BOOKS:

1. Dugny, Tony, The Mentor Leader: Secrets to Building People and Teams That Win Consistently, Tyndale Momentum publishers,2017.
2. Leadership: Theory & Practice, 6th Edition, Peter. G. Northouse, 2018.
3. Carmichael, Jan L., et al. Leadership and management development. Oxford University Press, 2011.

22BB831-SERVICE MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic concepts of operations management in service organizations.

COURSE DESCRIPTION AND OBJECTIVES:

This course will develop skills of students in the area of designing the service enterprises, managing service operations, developing quantitative models and managing inventory and quality; to acquaint the students about various issues of service Operations management.

MODULE-1

UNIT-1

14L+8T+0P=22 Hours

UNDERSTANDING SERVICES:

The concept of service operations, Role of Services in an Economy, Nature of the Service Sector, Sources of Services Sector Growth, Distinctive Characteristics of Service Operations, Classifying Services for Strategic Insights, Understanding the Competitive Environment of Service, Competitive Service Strategies, Strategic Analysis, Winning Customers in the Marketplace, Stages in Service Firm Competitiveness, service operations management practices and Service Benchmark.

UNIT-2:

10L+8T+0P=18 Hours

DESIGNING THE SERVICE ENTERPRISE:

Service Blueprinting, Taxonomy for Service Process Design, Generic Approaches to Service System Design, Generic Approaches to Service System Design, Technology in the Service Encounter, The Emergence of Self-Service, Automation in Service, The Internet as Service Enabler, E-Commerce, E-Business Models, Economics of Scalability, Technological Innovation in Services.

PRACTICES:

- Ask the students to find out the Stages in Service Firm Competitiveness of selected firm.
- Instruct students to track Competitive Environment of a Service firm.
- Preparation of a report on a E-Business Models.
- Discussion of case study on Technological Innovation in Services.

MODULE - 2

UNIT-1:

12L+8T+0P=20 Hours

MANAGING SERVICE OPERATIONS:

Generic Strategies of Level Capacity, Strategies for Managing demand, Strategies for Managing Capacity, managing waiting lines, the Economics of Waiting, Queuing Systems, The Psychology of Waiting, Principles of Waiting Line Management, Essential Feature of Queuing Systems. Service Supply Relationships, Managing Service Relationships, Professional Service Firms, Outsourcing services, Globalization of Services.

UNIT-2

10L+8T+0P=18 Hours

MANAGING SERVICE INVENTORY AND QUALITY:

Inventory Theory, Order Quantity Models, Inventory Management under Uncertainty, Inventory Control Systems, Single-Period Model for Perishable Goods, Retail Discounting Model, Service Quality: Concept of Service Quality, Measuring Service Quality, Quality Service by Design, Walk-Through Audit, Achieving Service Quality, Service Recovery, Stages in Quality Development.

PRACTICES:

- Discussion of a case study on Strategies for Managing the Capacity.
- Discussion of a case study on a Queuing Systems of a selected firm.
- Design and Preparation of a service blue print for a service organization.
- Prepare the report on service strategies followed by the organization.
- Visit any service sector organization and prepare the report on managing the inventory /service quality measures followed by the organization.

SKILLS:

- Visit any local bank or financial institution and make the list of various methods offering the services by the firm.
- Arranging and participating any services activity.
- Analyse the E-Business Mode of a successful firm.

COURSE OUTCOMES:

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

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Develop skills in the area of Operations management and design of service enterprises.	Apply	1	1
2	Able to develop strategies and supply relationships for effective management of services.	Apply	1	3,4
3	Develop abilities for managing the services operations.	Evaluate	2	5
4	Able to manage service inventory and quality control.	Apply	2	2

TEXT BOOK:

1. James A. Fitzsimmons and Mona J. Fitzsimmons "Service Management" 8e, Mc Graw Hill, 2018.
2. Bordoloi, Fitzsimmons, "Service Management" 9 e, Mc.Graw Hill, 2021

REFERENCE BOOKS:

1. B.Mahadevan, "Operations Management", 2/e, Pearson, 2010.
2. Williams J.Steven "Operations Management" 13th e, Me Graw Hill, 2018.
3. Metters, King-Metters, Pullman and Walton "Service Operations Management" 2e Cengage 2015.

22BB832-SUPPLY CHAIN MANAGEMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic knowledge on management of supply chain.

COURSE OBJECTIVE:

To understand the basic concepts, processes and key elements of a supply chain.

To provide insights for establishing efficient, effective, and sustainable supply chains.

To explain the role of technology in supply chain planning, visibility and execution.

MODULE-1

UNIT-1

10L+8T+0P=18 Hours

INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

Introduction: Basic concepts and philosophy of SCM, essential features, supply chain framework, key issues in SCM and benefits.

UNIT-2

14L+8T+0P=22 Hours

Designing The Supply Chain Network: Designing the distribution network, role of distribution, factors influencing distribution, distribution networks in practice, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes, design options, tailored transportation.

PRACTICES:

- Discussion on importance of supply chain management.
- Discussion on factors affecting the distribution network design decisions.

MODULE-2

UNIT-1

10L+8T+0P=18 Hours

SUPPLY CHAIN STRATEGIES

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis.

UNIT-2

14L+8T+0P=22 Hours

Purchase and Vendor Management: Centralized and decentralized purchasing, functions and purchase policies, vendor rating/ evaluation, single vendor concept, just in time & Kanban systems of inventory management.

Logistic Management: Logistics as a part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management.

PRACTICES:

- Discussion on importance inventory management.

- Role play on outbound logistics.
- Discussion on logistics cost.

SKILLS:

- Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
- Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate knowledge of the functions of logistics and supply chain management.	Apply	1	4,5,2
2	Relate concepts and activities of the supply chain to actual organizations.	Analyse	1	5,2,3
3	Highlight the role of technology in logistics and supply chain management.	Evaluate	2	4,2,3
4	Evaluate cases for effective supply chain management and its implementation.	Evaluate	2	2,4,1

TEXT BOOK:

1. Supply chain management, Chopra Sunil and Peter Meindl – 7th edition, Pearson, 2021.
2. Asbleu Mc Donough, Operations & Supply Chain Management, Vibrant Publishers, 2020.

REFERENCES:

1. Supply Chain Management-A Managerial Approach, Amith Sinha,Herbert, 2/e,TMH, 2012.
2. Hokey Min, The Essential of Supply Chain Management, 2e, Person, 2015.
3. Amit Sinha Digital Supply Networks, 1e,Mc Graw-Hill, 2022.

22BB833-PRODUCTIVITY IMPROVEMENT AND COST CONTROL

Hours per week:

L	T	P	C
3	2	0	4

PRERQUISITE KNOWLEDGE: Basic knowledge on improvement of product and controlling of cost.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of this course is to enable the students to gain knowledge about the Productivity Improvement and Cost Control. This course will develop skills of students in the area of productivity improvement and its techniques, vital areas of productivity improvement. To acquaint the students about the various issues related to cost control and reduction.

MODULE-1

UNIT-1

12L+8T+0P= 20 Hours

PRODUCTIVITY NATURE, ROLE AND SOURCES:

Productivity concept, importance and role, productivity improvement factors: Internal and external, productivity analysis, approach to productivity appraisal and analysis.

UNIT-2

12L+8T+0P= 20 Hours

PRODUCTIVITY IMPROVEMENT:

Managing organization effectiveness: General considerations, productivity improvement programmes (PIP), organizational approaches to PIP, major variations of PIP.

PRODUCTIVITY IMPROVEMENT TECHNIQUES

Work study, work simplification, Pareto analysis, Just-in-Time (JIT) method, management through value analysis, cost-benefit analysis, zero based budgeting, cost product wise allocation. Behavioral techniques: Organization Development, Brain-storming, force – field analysis, nominal group technique.

PRACTICES:

- Case study on productivity appraisal.
- Case study on JIT.
- Case study on cost-benefit analysis.

MODULE-2

UNIT-1

12L+8T+0P= 20 Hours

VITAL AREAS OF PRODUCTIVITY IMPROVEMENT:

Improving the use of capital resources – waste reduction and energy conservation programme, maintenance improvement, improving productivity through quality.

Effective human resource management: The role of management, manpower, motivation, workers participation, productivity training and work organization.

UNIT-2

12L+8P+0P= 20 Hours

COST CONTROL AND COST REDUCTION

Concept of cost control and cost reduction, benefits of cost control and cost reduction, control reports, cost control vs cost reduction, tools and techniques of cost control and reduction. Impact of cost control on manufacturing industries profitability, techniques for reducing costs in service sector, methods of costing.

PRACTICES:

- Case study on waste reduction and energy conservation programme.
- Case study on methods of costing.
- Case study on tools and techniques of cost control.

SKILLS:

- Visit any company and conduct Productivity appraisal and analysis and prepare a report.
- Prepare a report on productivity improvement programmes implemented by an organization that is known to you.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply concepts; develop skills in the area of productivity improvement.	Apply	1	3,2,1
2	Able to apply JIT and TQM in day to day operations of the organization.	Analyze	1	2,1,3
3	Hone their abilities for developing techniques for improvement of productivity.	Apply	1	3,2,1
4	Hone their abilities to identify and concentrate on the vital areas of productivity improvement..	Apply	2	2,1,3
5	Able to develop skills for cost control and reduction.	Apply	2	3,2,1

TEXT BOOK:

1. Joseph Prokopenko “Productivity Management”, ILO-Geneva.1987.
2. S.N.Chary, Production & Operations Management, 6th edition 2019.

REFERENCE BOOKS:

1. Carmen pages “The Age of Productivity”, Macmilan 2010.
2. IOMA “Cost Reduction and control best practices”, John wiley and sons. 2e,2012.
3. T.T.Kachwala, P.N.Mukharjee, Operations Management & Productivity Techniques, 1e, PHI Learning Rt.td., 2009.

22BB834-INNOVATION AND NEW PRODUCT DEVELOPMENT

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic concepts of management process in service and manufacturing organizations.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of this course is to enable the students to gain knowledge about the Innovation and new product development. This course will develop skills of the students in the area of innovation Management and Design of Innovation Process, Strategic alliances, new product and package development. To acquaint the students about various issues of new service innovation, market research and its influence on new product development.

MODULE-1

UNIT-1

14L+8T+0P=22 Hours

INNOVATION MANAGEMENT AND MANAGING INNOVATION WITH IN FIRMS:

Introduction, importance and need of innovation, popular view of innovation, models of innovation, innovation as a management process, the role of state in innovation and the market, innovation diffusion theories.

Managing innovation with in firms: Managing uncertainty, organizational characteristics that facilitate the innovation process, role of individual in the innovation process, IT systems and their impact on innovation.

UNIT-2

10L+8T+0P=18 Hours

INNOVATION AND OPERATIONS MANAGEMENT, STRATEGIC ALLIANCES AND NETWORKS:

Design of innovation, innovation in the management of operations process, triggers for innovation, Business process re-engineering, technology trajectories knowledge base of an organization, learning organization, degree of innovativeness, technology strategy.

Strategic alliances and networks: forms of strategic alliances, open innovation, technology transfer and models of technology transfer.

PRACTICES:

- Discussion of a case study on innovation as a management process of a selected firm.
- Discussion of a case study role of individual in the innovation process.
- Presentation by students about the role of state in innovation.
- Ask the students to find out impact of IT systems and their impact on innovation.
- Instruct students to track on open innovation.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

NEW PRODUCT DEVELOPMENT - PRODUCT STRATEGY:

New product plan, product strategy, differentials and positioning, competing with other products, new products and property, considerations when developing a new product development (NPD) strategy. NPD strategy for growth, over view of NPD theories. Models of new product development.

UNIT-2

12L+8T+0P=20 Hours

NEW PACKAGING DEVELOPMENT AND NEW SERVICE INNOVATION:

Basic principles of packaging, characteristic of package, product rejuvenation, new product opportunities through packaging, product and packing size variation, packaging system and retailer acceptance.

New service innovation, different types of services, characteristics of a services, classification of service innovations, new service development models, service innovation and the consumer. New products, technology intensive products, new products as projects, NPD across different industries.

PRACTICES:

- Preparing a report on the Individual/organizational innovative characteristics that made it is a successful.
- Identification of innovative operational management practices, Strategic alliances and networks of a successful innovative organizations in India.
- Preparation of new product plan, product development strategy for an identified idea.
- Selection/design of new service innovation for a service organization.

SKILLS:

- Management of innovation with in firm.
- Strategic alliances in innovation.
- Analyse the new service development models.

COURSE OUTCOMES:

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

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Developing skills in the area of innovation management.	Apply	1	1
2	Developing strategic alliances and networks for innovation.	Evaluate	1	2,3
3	Abilities for development of new products and packaging.	Apply	2	4
4	Abilities for the development of new services.	Apply	2	5

TEXT BOOK:

1. Paul Trout “Innovation and New Product Development”, 7e, Pearson Pub, 2021.
2. Karl Ulrich, Steven and Anitha Goel “Product Design and Development”, 4/e, MHE, 2015.

REFERENCE BOOKS:

1. CK Prahalad and MS Kisan “The New Age of Innovation”, 1/e, MHE, 2015.
2. DariunRafinejod “Innovation, Product Development and Commercialization”, Cengage, 2017.
3. Kenneth, B.khan and Muyoor Mohan Innovation and new product Plans, 1e, Routledge, 2021.

22BB835-TECHNOLOGY MANAGEMENT

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic knowledge on management of technology.

COURSE DESCRIPTION AND OBJECTIVE:

To understand the technology growth, changes, forecasting techniques, Assessment and competitiveness.

MODULE-1

UNIT-1

14L+8T+0P=22 Hours

Introduction to Technology Management: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

UNIT-2

10L+8T+0P=18 Hours

Technology Acquisition: Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale.

PRACTICES:

- Case study on technological innovation.
- Case study on Technology Acquisition.
- Case study on Process technology.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting.

Technology Strategy and Competitiveness: Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

UNIT-2**12L+8T+0P=20 Hours**

Product Technology: Product Development, Role of Government in Technology Management, Technology Development and Competition, Managing Research & Development (R & D), Intellectual Property Management.

PRACTICES:

- Case study on Technology Forecasting Process.
- Case study on Innovation Management.
- Case study on intellectual property management.

SKILLS:

- Visit any company and identify the Key issues in managing technological innovation.
- Prepare a report on Technology acquisition methods followed by a company that you have visited recently.

COURSE OUTCOMES:

At the end of the course students should be able to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To adopt recent technological changes, to know the forms of technology and issues in technological innovation.	Apply	1	3,2,1
2	Able to develop methods for Technology acquisition.	Analyze	1	2,1,3
3	Hone their abilities for Technology forecasting.	Apply	1	3,2,1
4	Hone their abilities to build the skills for Technology strategies and competitiveness.	Apply	2	2,1,3
5	Able to develop skills for product technology.	Analyze	2	3,2,1

TEXT BOOKS:

1. Tarek M. Khalil, Management of Technology, 1e, McGraw Hill, 2015.
2. White Bruton, The Management of Technology and Innovation: A strategic approach, 2e, Cengage learning, 2021.

REFERENCE BOOKS:

1. Robert Szakonyi, Handbook of Technology Management, 2e, Viva Books Private Limited, 2015.
2. Gerard H. Gaynor, Handbook of Technology Management, 3e, McGraw Hill, 2015.
3. Betz, Frederic, Strategic Technology Management, New Delhi, 2e, McGraw Hill, 2015.

22BB836-STATISTICS USING R PROGRAMMING

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Statistics using r programming.

COURSE DESCRIPTION AND OBJECTIVE:

The purpose of this course is to introduce students to the statistical package R for data analysis. Upon successful completion of the course, students should be able to use R to perform descriptive statistics including graphics, perform basic inferential statistical analyses including regression analysis, read and write data files, perform basic data manipulations, use R packages, and perform basic programming in R including loops.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

INTRODUCTION TO R PROGRAMMING

Introduction: Introduction, Evolution of R, Features of R, Basic syntax, Basis of math, variables, Data types: Vectors, Lists, Matrices, Arrays, Factors, Data frames. Variables, Types of operators: Arithmetic operators, Relational operators, Logical Operators, Assignment Operators.

UNIT-2

12L+8T+0P=20 Hours

OPERATIONS IN R

Decision making: if statement, if-else statement, switch statement, Loops: For loop, while loop, repeat loop, Importing CSV files and Excel files, R packages, Data Reshaping.

PRACTICES:

- Analyze basics of R programming.
- R programming operations for data manipulations.
- Apply R operations for data extraction.
- Conditional operators for data extraction.
- Application of R packages.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

VISUALIZING USING R

R-Charts and sampling: Pie charts, Bar charts, Box plots, Histograms, line graphs, Scatter plots, customizing graphs, saving graphs to files, SRSWR, and SRSWOR using R.

UNIT-2

12L+8T+0P=20 Hours

PROBABILITY DISTRIBUTIONS: Binomial distribution, Poisson distribution, normal distribution, Basic statistics, Skewness and Kurtosis covariance, correlation, t-tests, ANOVA, Chi-square test.

PRACTICES:

- Charts for data visualization.
- Plots for data visualization.
- Customizing graphs.
- Application of Probability Distributions.
- Data normalization.
- Correlation.
- t-tests.
- ANOVA.
- Chi-square test.

SKILLS:

- Identify the restaurant in your city, collect the amount spend on food for each customer on a day and test the hypothesis at specified level of price using R programming.
- Collect the data from www.bankrate.com and develop the confidence interval for mean using R programming.
- Select the two banks in your city/town Contact the visitors of the bank take data of waiting time of customers and test mean waiting time in both the banks is significant using R programming.
- In a city collect the data of monthly rent and size of the apartment; develop the business model to predict the monthly rent based on the size of the apartments using R programming.
- Download a data set from www.data.gov.in develop the business model using R programming.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply Basics of math functions, types of operators and data types.	Apply	1	1, 2
2	Make use of conditional loops and decision-making statements to solve the problems.	Apply	1	1, 2, 5
3	Creating the charts and graphs using R.	Apply	2	1, 2, 3, 5
4	Interpret the probability distributions, correlation, t-test, ANOVA, Chi-square test.	Analyze	2	1, 2,4

5	Classify applications of R packages for different use cases.	Analyze	2	1, 2,4,5
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TEXTBOOKS:

1. Norman Matloff , “The Art of R Programming”, 5th Edition, Cengage Learning, 2011.
2. Lander, “R for Everyone”, 4th Edition, Pearson, 2014.

REFERENCE BOOKS:

1. R Cookbook, Paul Teetor, 5/e, Oreilly, 2011.
2. R in Action, Rob Kabacoff, 2/e, Manning, 2015.
3. Hands on Programming With R: Write Your Own Functions and Simulations, 2020, by Garrett Grolemond, Shroff/O'Reilly, Third edition.

22BB837-MARKETING RESEARCH AND ANALYTICS

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basics marketing management and R programming.

COURSE OBJECTIVE:

To enlighten the students with the Concepts and Practical application of Marketing theories and strategies through analytics.

MODULE-1

UNIT-1:

12L+8T+0P=20 Hours

INTRODUCTION TO MARKETING ANALYTICS

Concepts of Marketing: Marketing Fundamentals: What customers want? Marketing Mix, Market Segmentation and Product Positioning, Market Targeting, Target Market Strategies, Product Positioning and Differentiation strategy.

Marketing Analytics: Customer value, Conjoint Analysis, Analytics for customer segmentation, targeting and positioning. Data mining.

UNIT-2

12L+8T+0P=20 Hours

MARKET DEMAND AND PRICING

Demand Forecasting & Pricing, Marketing Mix Models and Advertising Models. Recommendation Engine and Retail Analytics.

PRACTICES:

- Enquire customer want.
- Develop Marketing Mix,
- Market Segmentation and
- Product Positioning,
- Develop conjoint analysis.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

MARKETING ANALYTICS

Recency Frequency and Monetary (RFM) and Market Basket Analysis, Customer Churn and Customer Lifetime Value, Text Mining and Sentiment Analytics.

UNIT-2

12L+8T+0P=20 Hours

PRESCRIPTIVE ANALYTICS

Liner optimization: Building linear optimization models, implementing linear optimization models on spreadsheets. Solving linear optimization models, how solver works, solver outcomes and solution messages, using optimization models for prediction and insight.

PRACTICES:

- Develop Regency Frequency and Monetary (RFM).
- Market Basket Analysis.
- Develop recommendation engine.
- Linear optimization models.
- Use solver for optimization.
- optimization models for prediction and insight.

SKILLS:

- Analyzing business sales data.
- Build a business model for analytical analysis.
- Forecasting and developing a trendline.
- Qualitative and Judgmental Forecasting.
- Analyzing customer sales data.
- Build a model from marketing experiments.

COURSE OUTCOMES:

Upon completion of the course, student will able to achieve the following outcomes:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyze the implications of marketing analytics and customer wants and value.	Analyze	1	1, 2, 12
2	Analyze demand and pricing models.	Analyze	1	1, 2, 5, 12
3	Analyze Regency Frequency and Monetary (RFM) and Market Basket Analysis, Customer Lifetime Value.	Analyze	1	1, 2, 3, 5, 12
4	Apply linear optimization for sensitivity analysis and simulation.	Apply	2	1, 2, 12

TEXTBOOK:

1. Seema Gupta, AvadhootJathar, Marketing Analytics, 1st edition, Wiley, 2021.
2. Business Analytics 2nd edition, by James Evans, published by Pearson publishers.

REFERENCES:

1. Essentials of Business Analytics, by Sweeney and Williams, Cengage Learning Publishers.
2. Malhotra, N. K., & Birks, D. F. (2012). Marketing research: An applied approach. Pearson Education.6th edition.
3. Lilien, Gary L., Arvind Rangaswamy, and Arnaud de Bruyn (2017), Principles of Marketing Engineering and Analytics, 3rd edition, State College, PA: DecisionPro, Inc.

22BB838-MACHINE LEARNING

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basics of R and Python programming.

COURSE DESCRIPTION AND OBJECTIVE

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

INTRODUCTION TO ML

Introduction to Machine Learning: Machine learning: what and why? Types of machine learning, Supervised learning, Unsupervised learning, some basic concepts in machine learning Categories of Machine Learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques (Cross-Validation).

UNIT-2

12L+8T+0P=20 Hours

ML WITH PYTHON

Machine Learning with Python: Basics, Python Ecosystem, Methods for Machine Learning, Data Loading for ML Projects, Understanding Data with Statistics, Understanding Data with Visualization, Preparing Data, Data Feature Selection.

PRACTICES:

- Understand ML concepts.
- Categorize ML.
- Understand ML process.
- Data framework train and test data.
- Data validation.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

ML ALGORITHMS

ML Algorithms – Clustering: Overview, clustering: Distance measures, Different clustering methods (Distance, Density, Hierarchical), Iterative distance-based clustering; K-means Algorithm, Hierarchical Clustering.

UNIT-2**12L+8T+0P=20 Hours****ML ALGORITHMS**

ML Algorithms – Classification: Introduction to classification, Logistic Regression, Support Vector Machine (SVM), Decision Tree, Naïve Bayes, Random Forest, ML Algorithms – Regression: Random Forest, Linear Regression.

ML Algorithms - KNN Algorithm, Finding Nearest Neighbors, Performance Metrics.

PRACTICES:

- Work on distance measures.
- Learn application of ML algorithms.
- Practices problems of clustering methods.
- Work on problems of K-means Algorithm, Hierarchical Clustering.

SKILLS:

- Develop supervised ML models for business data.
- Develop unsupervised ML models for business data.
- Data framework train and test data.
- Data validation.
- Work on distance measures.
- Learn application of ML algorithms.
- Practices problems of clustering methods.
- Work on problems of K-means Algorithm, Hierarchical Clustering.

COURSE OUTCOMES:

Upon completion of the course, student will able to achieve the following outcomes:

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Learn the concepts of machine learning and basics of Python language.	Analyze	1	1, 2
2	Make use of python for data manipulation, visualization and ML framework.	Apply	1	1, 2, 5
3	Apply clustering algorithms on business data.	Apply	1	1, 2, 3, 5
4	Categorize various ML algorithms applicability.	Analyze	2	1, 2
5	Train Test and improve ML Model.	Analyze	2	1, 2,4,5

TEXT BOOKS:

1. Manaranjan Pradhan and U Dinesh Kumar, “Machine Learning using Python” Kindle Edition Wiley, 2020.
2. Murphy, Kevin P.(2012) Machine learning : a probabilistic perspective, The MIT Press, Cambridge, ISBN 978-0-262-01802-9.

REFERENCE BOOKS:

1. A. Krishna Mohan, T. Murali Mohan, Karunakar, “Python with Machine Learning” S. CHAND, 2018.
2. EthemAlpaydin, (2004) “Introduction to Machine Learning (Adaptive Computation and Machine Learning)”, The MIT Press.

22BB839-PREDICTIVE ANALYTICS

Hour per week

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic Statistics, Basic coding.

COURSE OBJECTIVE: Predictive analytics is a growing field within business and becoming more and more important as the amount of data available to researchers and managers grows. In this course students will be exposed to basic concepts related to Predictive analytics, some analysis techniques, and the practice and use of data analytics in several areas.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

Multiple Regression: Developing Multiple Regression Model, r^2 , adjusted r^2 , and the overall F Test, Residual analysis for the multiple regression model, inferences concerning the population regression coefficients, using dummy variables and interaction terms in regression model and Logistic Regression, developing multiple regression models using excel.

UNIT-2

12L+8 T+0P=20 Hours

Time series forecasting: The importance of Business Forecasting, Component factors of time series models, smoothing an annual time series: Moving Averages, Exponential smoothing, least squares trend fitting and forecasting: The linear trend model, the quadratic trend model, exponential trend model, the exponential trend model. Time series forecasting of seasonal data, analyzing time series analysis using excel.

PRACTICES:

(These activities are only indicative; the Faculty member can innovate)

- Identify the restaurant in your city, collect the amount spend on food for each customer on a day and test the hypothesis at specified level of price using Tableau.
- Collect the data from www.bankrate.com and develop the confidence interval for mean using Tableau.

MODULE-2

UNIT-1

12L+8 T+0P=20 Hours

Discriminant analysis and conjoint analysis: Discriminant analysis: introduction, objectives of discriminant analysis, discriminant analysis model, steps in conducting discriminant analysis. Conjoint analysis: introduction, concept of performing conjoint analysis, assumptions and limitations of conjoint analysis, analyzing discriminant and conjoint analysis by applying SPSS.

UNIT-2**12L+8T+0P=20 Hours**

Factor analysis and cluster analysis: Factor analysis: Introduction, basic concepts using factor analysis, factor analysis model, some basic terms used in factor analysis, process of conducting the factor analysis. Cluster analysis: introduction, basic terms used in the cluster analysis, process of conducting the cluster analysis, conducting factor and conjoint analysis by applying SPSS.

PRACTICES:

- Select the two banks in your city/town Contact the visitors of the bank take data of waiting time of customers and test mean waiting time in both the banks is significant using Tableau.
- In a city collect the data of monthly rent and size of the apartment; develop the regression model to predict the monthly rent based on the size of the apartments using Tableau.
- Download a data set from www.data.gov.in develop the multiple regression model using Tableau.

SKILLS:

- Own load the data from various sources like Kaggle, Data world, MOSPI, apply the predictive tools techniques and interpret the results.
- Take the data from Newspapers/Magazine and visualize using predictive tools.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	How to use regression analysis to predict the value of a dependent variable based on the value of an independent variable and evaluation of assumptions of regression analysis.	Apply	1	1, 2, 12
2	Develop a multiple regression model, and determine which independent variables are most important in predicting a dependent variable.	Apply	1	1, 2, 5, 12
3	Apply the time series forecasting models.	Apply	1	1, 2, 3, 5, 12
4	Explain the concept and application of discriminate analysis and interpret the results of discriminate analysis.	Analyze	2	1, 2, 12
5	Analyzing the concept and applications of factor analysis and interpret the output of factor analysis.	Analyze	2	1, 2

TEXT BOOK:

1. DAVID M. LEVINE, DAVID.F. STEPHAN, KATHRYAN A. SZABAT Statistics for Managers Using Microsoft Excel, PHI, Seventh edition.
2. Bajpai, Naval. Business statistics. Pearson Education India, 2019.

REFERENCE BOOKS:

1. Aczel, Amir D. Complete business statistics. Chicago: Irwin, 2012.
2. Statistics for Business and Economics, Anderson, Dennis J. Sweeney, Thomas A. Williams, 11/e, Cengage Learning, 2011.
3. Python: The Complete Reference, Martin C. Brown, McGraw Hill Education, 2017 2. Head First Python, Paul Barry, O'Reilly 2018

22BB840-PYTHON FOR DATA ANALYTICS

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic Statistics, Basic coding.

COURSE DESCRIPTION AND OBJECTIVE:

Python is an open-source high level interpreter-based language. Python is interactive and object-oriented language with wide range of applications. Python is commonly used in the area of data science and web-based analytics.

MODULE-1

UNIT-1

12L+8T+0P=20 Hours

PANDASDATAFRAMEBASICS

Introduction, loading your dataset, looking at columns, rows and cells: sub setting columns, sub setting rows, mixing it UP. Grouped and aggregate calculations. Grouped Means, Grouped frequency counts.

UNIT-2

12L+8T+0P=20 Hours

INTRODUCINGTOPLOTTING:

Introduction, Matplotlib, Statistical graphsusing Matplotlib: univariate data, Bivariate data, Multivariate Data. Pandas objects: Histograms, Density plot, Scatter plot, Hexabinplot.

PRACTICES:

(These activities are only indicative; the Faculty member can innovate)

- Identify the restaurant in your city, collect the amount spend on food for each customer on a day and test the hypothesis at specified level of price using Python.
- Collect the data from www.bankrate.com and develop the confidence interval for mean using Python.

MODULE-2

UNIT-1

12L+8T+0P=20 Hours

DATAASSEMBLY:

Introduction, Tidy Data: Combining datasets, Concatenation: Adding rows, Adding columns, Concatenation with different indices. Merging Multiple datasets.

UNIT-2

12L+8T+0P=20 Hours

MISSINGANDTIDYDATA:

Introduction, NAN value, Load Data, Merged Data, User input values, Re-Indexing. Working with Missing Data: Find and count missing data, cleaning missing data, calculations with missing data. Tidy data: Introduction-columns contain value, not variables, columns contain multiple variables, Variables in both rows and columns.

PRACTICES:

- Select the two banks in your city/town Contact the visitors of the bank take data of waiting time of customers and test mean waiting time in both the banks is significant using Python.
- In a city collect the data of monthly rent and size of the apartment; develop the regression model to predict the monthly rent based on the size of the apartments using Python.
- Download a data set from www.data.gov.in develop the multiple regression model using Python.

SKILLS:

- Down load the data from various sources like Kaggle, Data world, MOSPI, apply the Machine learning techniques and interpret the results.
- Take the data from Newspapers/Magazine and visualize using Python.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	The concepts Pandas Data Frame basics.	Apply	1	1, 2, 12
2	About the statistical plots using univariate data, bivariate and multivariate data.	Apply	1	1, 2, 5, 12
3	Provides data assembly of Tidy data using Python.	Apply	1	1, 2, 3, 5, 12
4	Steps in missing data and Tidy data in Python.	Analyze	2	1, 2, 12
5	The various data types in Python.	Analyze	2	1, 2

TEXT BOOKS:

1. Learning Python, OReilly, Mark Lutz 2019 4th edition
2. Programming Python, OReilly, Mark Lutz, 2020 5th edition
3. Python For Data Analysis (O Reilly, Wes Mckinney) , 2018 3rd edition.

REFERENCE BOOKS:

1. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, 2nd Edition Paperback – 27 October 2017 by William McKinney.
2. Data Analytics using Python Paperback – 25 June 2020 by Bharti Motwan. .
3. Python: The Complete Reference, Martin C. Brown, McGraw Hill Education, 2017 2. Head First Python, Paul Barry, O'Reilly 2018

22BB841-FINANCE ANALYTICS

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Basic knowledge on finance analytics.

COURSE DESCRIPTION AND OBJECTIVE:

The course will take a hands-on & problem driven approach that will help learners understand and put into day to day business practices. At the end of the course learners will be able to make better decisions at every step of the business processes. We have designed this course to suit dedicated students who are looking for career in Finance and Financial Analyst.

The objective of the course is to impart different aspects of finance that business deals with. This course provides an opportunity to explore methods and techniques available to address challenges in day to day finance of a company.

MODULE-1

UNIT-1

12L+8T+0P = 20 Hours

INTRODUCTION TO EXCEL: Basics of Excel, Entering data, editing data, formatting data, cell referencing, copying and filling, logical functions, functions and formulas.

UNIT-2

12L+8T+0P= 20 Hours

DATA MANAGEMENT USING EXCEL: Pivot tables & pivot charts, V-lookup, H-lookup &, Index-match for performance appraisal, Filters, advanced filters, sorting and conditional formatting, Data analytics tool pack in Excel, Building business intelligence dashboards.

PRACTICES:

- Hands-on session on data entry, editing, formatting data, cell referencing, and logical functions.
- Case study on data management.

MODULE-2

UNIT-1

12L+8T+0P= 20 Hours

EXCEL FOR MODELING: Basic Functions, Business Functions, Statistical Functions

Financial Modeling: Introduction to different financial statements and relationship among them, Understanding the elements of Financial Statements, Building Revenue Model – Understanding the sources of revenue, Product diversification, Building 5-year Projections, Calculating growth – Understanding reason for growth, Types of growth.

UNIT-2:

12L+8T+0P= 20 Hours

Capital Budgeting: Significance of Capital Budgeting, Methods of Capital Budgeting

Time value of money – Future Value, Present Value, Reasons for Time Value of money, NPV – Calculation, Interpretation and Significance, IRR- Calculation, Interpretation and Significance. DCF Valuation: DCF Valuation, Importance of DCF, Calculating WACC, Calculating future cash flows, Estimating terminal value, Estimating Enterprise Value, Calculating Equity Value.

PRACTICES:

- Hand-on session on financial modeling.
- Case study on time value of money.
- Case study on project evaluation techniques.
- Case study on DCF valuation.

SKILLS:

- Take time series data and apply basic excel functions.
- Collect primary data and apply data management tools of excel.
- Gather financial statements and forecast them.
- Calculate compounding factor for bank deposits/mutual funds investments.
- Collect financial statements and estimate enterprise value and terminal value.

COURSE OUTCOMES:

After studying the course, learner will be able to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Use various excel formulas, basic functions on dataset and interpret the results.	Apply	1	2,4,5
2	Apply data Management tools of excel on any dataset for effective decision making.	Apply	1	2,6,5
3	Predict financial statements for determining the future prospects of the company.	Apply	2	2,4,5
4	Appraise the worth of the project.	Evaluate	2	2,5,6
5	Compute the valuation of the business.	Apply	2	4,2,5

TEXT BOOK:

1. Financial Analysis and Modeling using Excel and VBA, Wiley; Second edition (1 January 2011).
2. Financial Analysis and Modeling Using Excel and VBA, 2nd ed, Chandan Sengupta, Wiley, 2009.

REFERENCE BOOKS:

1. Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity, 1st e, Paul Pignataro, Wiley, 2013
2. Building Financial Models (McGraw-Hill Finance & Investing), John Tjia, 2nd e, McGraw-Hill Education, 2009.

22BB842-HR ANALYTICS

Hours per week:

L	T	P	C
3	2	0	4

PREREQUISITE KNOWLEDGE: Introduction to Human Resource Management.

COURSE DESCRIPTION AND OBJECTIVE:

This course will give student a solid base to learn and apply analytics techniques to real world problems of the HR business function how to implement it them in MS Excel.

MODULE-1

UNIT-1

6L+16T+0P=22 Hours

INTRODUCTION TO HR ANALYTICS

Data Analytics, Importance, Steps of HR analytics, HR Metrics, Types of HR Metrics, Case study: Data & Problem Statement, Solution, HR Charts & Dashboards.

UNIT-2

10L+8T+0P=18 Hours

LOOKUP FUNCTIONS

Essential Formulas: Basic formula operations, Mathematical Operations, Textual Functions, Logical Functions, Date-time Functions, Lookup Functions (V Lookup, Hlookup, Index-Match, Data Tools.

PRACTICES:

- Asses the demographic distribution of employees in a company.
- Present the calculation of important HR metrics.
- Predict attrition levels of HR in any organization.
- Fit HR data of an organization to an advanced analytic model.

MODULE-2

UNIT-1

6L+16T+0P=22 Hours

EXCEL CHARTS

Categories of messages that can be conveyed, Elements of charts, Ways of creating charts, Bar & Column Charts, Formatting Charts, Line & Area Charts, Pie & Doughnut Charts, why should we avoid Pie charts, Scatter Plot of XY Chart, Frequency Distribution & Histograms, Sparklines, Case study: HR Dashboard Introduction, Age Distribution, Hiring source, Gender Distribution, Department distribution.

Pivot Tables: Pivot charts, formatting data & tables, Named ranges, Indirect Function, Shortcuts, HR Dashboard- Pivot charts & Formatting.

Basics of Statistics: Types of data, Types of statistics, Describing data graphically, Measures of centers, Measures of dispersion.

UNIT-2

10L+8T+0P=18 Hours

DESCRIPTIVE AND INFERENTIAL STATISTICS

Getting data ready for regression model: Gathering business Knowledge, Data exploration, The data and data dictionary, Univariate analysis & EDD, Descriptive data analytics in excel, Outlier treatment, Identifying and treating outliers in excel, Missing value interpretation, Identifying and Treating missing values in Excel, Variable Transformation in Excel, Dummy variable creation: Handling qualitative data, Dummy Variable Creation in Excel, Correlation Analysis, Creating Correlation Matrix in Excel, Creating regression model, Case study: Linear Regression- Introduction, data, preprocessing, results, prediction.

PRACTICES:

- Identify the quantitative analyses suitable for the analysis of employee data.
- Interpret statistical output involving HR data.
- Calculate absenteeism costs, turnover costs, and return-on-investment.
- Create a HR dashboard for any one organization.

SKILLS:

- Develop recommendations for workforce planning (e.g., staffing needs) based on the results of a Markov Analysis.
- Develop effective surveys for use in an organizational setting.
- Translate research findings into practical conclusions and recommendations.

COURSE OUTCOMES:

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

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Create and automate the calculation of HR metrics& make HR Dashboards.	Apply	1	1
2	Apply predictive ML models such as simple and multiple linear regression to predict outcomes to real world HR problems.	Apply	1, 2	6
3	Apply pivot tables filtering and sorting options in Excel to summarize and derive information out of the HR data.	Evaluate	1, 2	1
4	Analyze the concepts in correlation and develop the regression and multiple linear regression analysis through examples.	Develop	1, 2	4
5	Create appealing data summaries and dashboards to present the HR story in the most effective way.	Create	1, 2	6

TEXT BOOKS:

1. Ramesh Soundararajan, Kuldeep Singh, winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India, New Delhi, 2017.
2. Dr Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page Publishers, 2016.

REFERENCE BOOKS:

1. The Practical guide to HR Analytics Shonna D.Waters, Valerie N.Streets, Lind Say A MC Farlane, Rachael Johnson – Murray, PB Printing, 2018.
2. Jac Fitz-enz, John Mattox, II, Predictive Analytics for Human Resources, John Wiley & Sons, 2014.
3. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Publishers, 2018.