

# ALAGAPPA UNIVERSITY

(Accredited with A+ Grade by NAAC (CGPA: 3.64) in the Third Cycle) ,  
Graded as Category-I University and granted autonomy by MHRD-UGC)

## DIRECTORATE OF COLLABORATIVE PROGRAMMES



### **MBA Industry Integrated**

Regulations and Syllabus

[For those who join the Course in July 2023 and after]

CHOICE BASED CREDIT SYSTEM

## GENERAL INSTRUCTIONS AND REGULATIONS

**Industry integrated MBA** conducted by Alagappa University, Karaikudi, Tamil Nadu through its Collaborative Institution

Applicable to all the candidates admitted from the Academic year **2023** onwards.

**1. Eligibility:**

Candidate for admission to **Industry Integrated MBA** shall be required to have passed any bachelor degree from recognized University/Institution.

**2. For the Degree:**

The candidates shall have subsequently undergone the prescribed programme of study in a institute for not less than two academic years comprising 4 semesters, passed the examinations prescribed and fulfil such conditions as have been prescribed therefore.

**3. Admission:**

Admission based on the marks in the qualifying examination.

**4. Duration of the course:**

The course shall extend over a period of two years under semester pattern accounting to four semesters.

**5. Standard of Passing and Award of Division:**

- a. Students shall have a minimum of 50% of total marks of the University examinations in each subject. The overall passing minimum is 50% both in aggregate of Continuous Internal Assessment and external in each subject.
- b. The minimum marks for passing in each theory / Lab course shall be 50% of the marks prescribed for the paper / lab.
- c. A candidate who secures 50% or more marks but less than 60% of the aggregate marks, shall be awarded **SECOND CLASS**.
- d. A candidate who secures 60% or more of the aggregate marks, shall be awarded **FIRST CLASS**.
- e. The Practical / Project shall be assessed by the two examiners, by an internal examiner and an external examiner.

**6. Continuous internal Assessment:**

- a. Continuous Internal Assessment for each paper shall be by means of Written Tests, Assignments, Class tests and Seminars
- b. **25 marks** allotted for the Continuous Internal assessment is distributed for Written Test, Assignment, Class test and Seminars.
- c. Two Internal Tests of 2 hours duration may be conducted during the semester for each course / subject and the best marks may be considered and one Model Examination will be conducted at the end of the semester prior to University examination. Students may be asked to submit at least five assignments in each subject. They should also participate in Seminars conducted for each subject and marks allocated accordingly.
- d. Conduct of the continuous internal assessment shall be the responsibility of the concerned faculty.
- e. The continuous internal assessment marks are to be submitted to the University at the end of every year.

- f. The valued answer papers/assignments should be given to the students after the valuation is over and they should be asked to check up and satisfy themselves about the marks they have scored.
- g. All mark lists and other records connected with the continuous Internal Assessments should be in the safe custody of the institution for at least one year after the assessment.

**7. Attendance:**

Students must have earned 75% of attendance in each course for appearing for the examination.

Students who have earned 74% to 70% of attendance to be applied for condonation in the prescribed form with the prescribed fee.

Students who have earned 69% to 60% of attendance to be applied for condonation in the prescribed form with the prescribed fee along with the medical certificate.

Students who have below 60% of attendance are not eligible to appear for the examination. They shall re-do the semester(s) after completion of the programme.

**8. Examination:**

Candidate must complete course duration to appear for the university examination. Examination will be conducted with concurrence of Controller of Examinations as per the Alagappa University regulations. **University may send the representatives as the observer during examinations.** University Examination will be held at the end of the each semester for duration of 3 hours for each subject. Certificate will be issued as per the AU regulations. **Hall ticket will be issued to the 1<sup>st</sup> year candidates and upon submission of the list of enrolled students along with the prescribed course fee, subsequent 2<sup>nd</sup> year hall tickets will be issued.**

**9. Miscellaneous**

- a. Each student possesses the prescribed text books for the subject and the workshop tools as required for theory and practical classes.
- b. Each student is issued with an identity card by the University to identify his / her admission to the course
- c. Students are provided library and internet facilities for development of their studies.
- d. Students are to maintain the record of practical conducted in the respective laboratory in a separate Practical Record Book and the same will have to be presented for review by the University examiner.
- e. Students who successful complete the course within the stipulated period will be awarded the degree by the University.

**10. Fee structure**

Course fee shall be as prescribed by the University and 50% of the course fee should be disbursed to University. Special fees and other fees shall be as prescribed by the Institution and the fees structure must intimated to the University. Course fees should be only by Demand draft / NEFT and AU has right to revise the fees accordingly.

## Semester pattern

<b>Course Fee payment deadline</b>
Fee must be paid before 30 <sup>th</sup> September of the academic year

### 11. Other Regulations:

Besides the above, the common regulation of the University shall also be applicable to this programme.

## MBA Industry Integrated

S.No	Course Code	Title of the paper	T/P	Credits	Hours/ Week	Marks			
						I	E	Total	
<b>I Semester</b>									
1	31011	Core 1	Management Principles & Organizational Behavior	T	4	4	25	75	100
2	31012	Core 2	Business Environment	T	4	4	25	75	100
3	31013	Core 3	Economics for Managers	T	4	5	25	75	100
4	31014	Core 4	Business Statistics	T	4	5	25	75	100
5	31015	Core 5	Accounting for Decision Making	T	4	5	25	75	100
6	31016	Lab 1	IT & Communication Skills for Business	P	2	3	25	75	100
			Lib / GD			4			
			<b>TOTAL</b>		<b>22</b>	<b>30</b>			
<b>II Semester</b>									
1	31021	Core 1	Marketing Management	T	4	4	25	75	100
2	31022	Core 2	Human Resource Management	T	4	4	25	75	100
3	31023	Core 3	Financial Management	T	4	5	25	75	100
4	31024	Core 4	Operations Management	T	4	5	25	75	100
5	31025	Core 5	Research Methodology	T	4	5	25	75	100
6	31026	Lab 1	Leadership Development	P	2	3	25	75	100
			Lib / GD			4			
			<b>TOTAL</b>		<b>22</b>	<b>30</b>			
<b>III Semester</b>									
1	31031	Core 1	Summer Internship and Project	PR	5	**	25	75	100
2	31032	Core 2	Strategic Management	T	4	5	25	75	100
3	31033	Core 3	Small Business Management	T	4	5	25	75	100
4		Elective 1	<b>Students shall choose any four courses 2 from each Group</b>	T	4	4	25	75	100
5		Elective 2		T	4	4	25	75	100
6		Elective 3		T	4	4	25	75	100
7		Elective 4		T	4	4	25	75	100
				Lib / GD			01		
			<b>TOTAL</b>		<b>29</b>	<b>30</b>			
<b>Electives – Marketing (Any Two)</b>									
4	31034A	Elective 1	Product and Brand Management	T	4	4	25	75	100
5	31034B	Elective 2	Digital Marketing	T	4	4	25	75	100
6	31034C	Elective 3	Retail Marketing	T	4	4	25	75	100
7	31034D	Elective 4	Consumer Behaviour	T	4	4	25	75	100
<b>Electives – Finance (Any Two)</b>									
8	31035A	Elective1	Security Analysis & Portfolio Management	T	4	4	25	75	100
9	31035B	Elective2	Merchant Banking and Financial Services	T	4	4	25	75	100
10	31035C	Elective3	Strategic Investment and Financing Decisions	T	4	4	25	75	100
11	31035D	Elective4	Insurance and risk management	T	4	4	25	75	100
<b>Electives – HR (Any Two)</b>									
12	31036A	Elective 1	Performance Management	T	4	4	25	75	100

13	31036B	Elective 2	Payroll and Compensation Management	T	4	4	25	75	100	
14	31036C	Elective 3	Talent Acquisition & Negotiation	T	4	4	25	75	100	
15	31036D	Elective 4	Training and Development	T	4	4	25	75	100	
<b>Electives – Logistics &amp; Supply Chain(Any Two)</b>										
16	31037A	Elective 1	Introduction to Logistics Management	T	4	4	25	75	100	
17	31037B	Elective 2	Port and Airport Management for Logistics	T	4	4	25	75	100	
18	31037C	Elective 3	Export and Import Management	T	4	4	25	75	100	
19	31037D	Elective 4	Multimodal Transportation	T	4	4	25	75	100	
<b>Electives – Systems(Any Two)</b>										
20	31038A	Elective 1	Business Analysis and IT Consulting	T	4	4	25	75	100	
21	31038B	Elective 2	Data Mining and Business Intelligence	T	4	4	25	75	100	
22	31038C	Elective 3	Management Information System	T	4	4	25	75	100	
23	31038D	Elective 4	Software Project Management	T	4	4	25	75	100	
<b>Electives- Business Analytics (Any Two)</b>										
24	31039A	Elective 1	Data Warehousing & DBMS	T	4	4	25	75	100	
25	31039B	Elective 2	Python for Data Analytics	T	4	4	25	75	100	
26	31039C	Elective 3	Business Law and Ethics	T	4	4	25	75	100	
27	31039D	Elective 4	Data Mining for Business Analytics	T	4	4	25	75	100	
<b>Electives- Digital Marketing(Any Two)</b>										
28	310310A	Elective 1	Affiliate Marketing & Google AdSense	T	4	4	25	75	100	
29	310310B	Elective 2	Digital Branding	T	4	4	25	75	100	
30	310310C	Elective 3	Website & Word Press	T	4	4	25	75	100	
31	310310D	Elective 4	Video Marketing	T	4	4	25	75	100	
<b>IV Semester</b>								<b>I</b>	<b>E</b>	<b>Total</b>
<b>Note: Students should choose any 2 Electives with 2 Papers from each Elective</b>										
1	31041	Core	Business Ethics & Corporate Governance	T	5	5	25	75	100	
2	31042	Core	Project Work	PR	8		50	150	200	
4		Elective 1	<b>Students shall choose any four courses 2 from each Group</b>	T	4	4	25	75	100	
5		Elective 2		T	4	4	25	75	100	
6		Elective 3		T	4	4	25	75	100	
7		Elective 4		T	4	4	25	75	100	
				Lib / GD						
			<b>TOTAL</b>		<b>29</b>	<b>30</b>				
			<b>Grand Total</b>		<b>102</b>					
<b>Electives – HR (Any Two)</b>										
3	31043 A	Elective 1	Services Marketing	T	4	4	25	75	100	
4	31043 B	Elective 2	Business to Business Marketing	T	4	4	25	75	100	
5	31043 C	Elective 3	Marketing Analytics	T	4	4	25	75	100	
6	31043 D	Elective 4	Advanced Digital Marketing	T	4	4	25	75	100	
<b>Electives – Finance(Any Two)</b>										
7	31044 A	Elective 1	Financial Derivatives	T	4	4	25	75	100	
8	31044 B	Elective 2	International Finance	T	4	4	25	75	100	
9	31044 C	Elective 3	Corporate Taxation	T	4	4	25	75	100	
10	31044 D	Elective 4	Cost Accounting	T	4	4	25	75	100	
<b>Electives – HR(Any Two)</b>										
10	31045 A	Elective 1	Industrial Relations and Labour Laws	T	4	4	25	75	100	
11	31045 B	Elective 2	International HRM	T	4	4	25	75	100	

12	31045 C	Elective 3	HR Analytics	T	4	4	25	75	100
13	31045 D	Elective 4	Advanced Recruitment Analytics	T	4	4	25	75	100
<b>Electives – Logistics(Any Two)</b>									
14	31046 A	Elective 1	Supply Chain Analytics	T	4	4	25	75	100
15	31046 B	Elective 2	Port Management	T	4	4	25	75	100
16	31046 C	Elective 3	Warehouse Management	T	4	4	25	75	100
17	31046 D	Elective 4	Distribution Management	T	4	4	25	75	100
<b>Electives – Systems(Any Two)</b>									
18	31047 A	Elective 1	Big Data Analytics	T	4	4	25	75	100
19	31047 B	Elective 2	Enterprise Business Applications	T	4	4	25	75	100
20	31047 C	Elective 3	Machine Learning	T	4	4	25	75	100
21	31047 D	Elective 4	Deep Learning	T	4	4	25	75	100
<b>Electives – Data Analytics(Any Two)</b>									
22	31048A	Elective 1	Data Visualization	T	4	4	25	75	100
23	31048B	Elective 2	Predictive Modelling using SAS	T	4	4	25	75	100
24	31048C	Elective 3	Project Management & Budgeting	T	4	4	25	75	100
25	31048D	Elective 4	Financial Analytics	T	4	4	25	75	100
<b>Electives – Digital Marketing(Any Two)</b>									
26	31049A	Elective 1	Digital Branding- LinkedIn & Twitter Marketing	T	4	4	25	75	100
27	31049B	Elective 2	Mobile Marketing	T	4	4	25	75	100
28	31049C	Elective 3	Gamification	T	4	4	25	75	100
29	31049D	Elective 4	Web and Mobile Analytics	T	4	4	25	75	100

\*\* - During Summer Vacation

**MBA Industry Integrated  
I-Semester**

<b>Core 1</b>	<b>Course Code: 31011</b>	<b>Management Principles &amp; Organizational Behaviour</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about Management Principles and Organizational Behaviour</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Develop the ability to analyze individual and group behavior within organizations</li> <li>2. motivation, perception, attitudes, personality, communication, leadership, and decision-making.</li> <li>3. Explore organizational culture and change</li> <li>4. Understand the role of organizational culture in shaping behavior, values, and norms within organizations</li> </ol>				

**UNIT I**

Definition of Management — Science or Art — Manager Vs Entrepreneur — types of managers - managerial roles and skills — Evolution of Management — Scientific, human relations, system and contingency approaches — Types of Business organization — Sole proprietorship, partnership, company-public and private sector enterprises — Organization culture and Environment — Current trends and issues in Management.

**UNIT II**

Nature and purpose of planning — planning process — types of planning — objectives — setting objectives — policies — Planning premises — Strategic Management — Planning Tools and Techniques — Decision making steps and process.

**Unit III**

Introduction to Organizational Behaviour- Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.

**Unit IV**

Personality & Attitudes- Meaning of personality- attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states –Johari window - Nature and dimensions of attitude – Developing the right attitude

**Unit V**

Group Dynamics and Team building- Concept of Group & Team- Theories of Group Formation - Formal and Informal Groups. Importance of Team building. Conflict Management- Definition- Traditional vis-à-vis Modern view of conflict– Types of conflict – Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict- Conflict management.

**References**

1. Principles of Management Paperback-August 2017, by J.K. Mitra
2. S.S.Kanka, Organisationalbehaviour,S.Chand&Company Ltd.
3. Fred Luthans, OrganisationalBehaviour, McGraw Hill Book Co.

Relatedonlinecontent(MOOC, Websiteetc.)

<https://www.coursera.org/learn/organizational-analysis>

<b>Courseoutcomes</b>		<b>Knowledgelevel</b>
CO-1	Understand key management theories and principles	K1
CO-2	Apply management concepts to real-world situations	K3
CO-3	Develop strategic thinking capabilities	K3
CO-4	Analyze individual behavior in organizational contexts.	K2
CO-5	Understand different types of organizational structures and their implications.	K5



**MBA Industry Integrated  
I-Semester**

<b>Core 2</b>	<b>Course code:</b> <b>31012</b>	<b>Business environment</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about Business Environment</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Evaluate the impact of different political systems on international business strategies</li> <li>2. Analyze the economic factors that influence international trade and investment decisions.</li> <li>3. Analyze the impact of regional trade agreements on global business operations.</li> <li>4. To understand the significance of foreign exchange, global markets and exchange rate is based on US Currency Market.</li> </ol>				

**Unit I:**

Introduction to International Business –The history of globalization – The impact of globalization on businesses and economies - The challenges of globalization – The future of globalization

**Unit II:**

Managing Global Risks - The foreign exchange market – Political risk assessment and strategies in Border – Business Opportunities in Economic and financial Industries

**Unit III:**

International Institutions and Agreements World Trade Organization(WTO) and its role – Regional trade agreements (e.g.,NAFTA,EU,ASEAN) Bilateral and Multilateral trade Negotiations –Importance of BRICS & SAARC Membership

**Unit IV:**

Risks in international business – Crisis Management and business continuity planning  
Sanctioned Countries & their sustainable Trade strategies (NorthKorea&Iran)-Understanding Global Currency - India's benefits in getting Permanent seat in UN Security Council

**Unit V:**

IMF&CreditRatingSystem- The Balance of Payments – Indian currency to trade Crude in Global Markets - SEPA,SWIFT,CIPS,SPFS&UPI- Alternate Currency for USD,EURO& GBP in GlobalTransfers.

**References**

- 1."Global Business Today: Asia-Pacific Perspective" by Charles W. L. Hill and Thomas McKaig
2. Textbook:GlobalBusinessToday,12<sup>th</sup>EditionbyCharlesW.L.Hill
3. Aswathappa, Essentials of Business Environment, Himalaya Publishing house.

Related online content (MOOC, Website etc.)

<https://www.coursera.org/learn/global-business-environment>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the concept and components of the business environment	K1
CO-2	Apply management concepts to real-world situations	K3
CO-3	Evaluate the influence of global trends, including globalization,	K3
CO-4	Assess the importance of socio-cultural factors, including demographics,	K2
CO-5	Understand the legal and regulatory framework governing business activities,	K5

**MBA Industry Integrated  
I-Semester**

<b>Core 3</b>	<b>Course code: 31013</b>	<b>Economics for Managers</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 5 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about Economics for Managers</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Ability to learn Economic concepts such as supply and demand, opportunity cost,</li> <li>2. Understand marginal analysis, elasticity, and market structures.</li> <li>3. Analyze business decisions and market outcomes.</li> <li>4. Understand the pricing strategies, production decisions, and resource allocation.</li> <li>5. Analyze the different types of competition</li> </ol>				

**Unit I**

Introduction to Economics – Wealth, Welfare and Scarcity Views on Economics - Positive and Normative Economics- Definition – Scope and Importance of Business Economics -Concepts: Production Possibility frontiers – Opportunity Cost – Accounting Profit and Economic Profit – Incremental and Marginal Concepts – Time and Discounting Principles – Concept of Efficiency.

**Unit II**

Demand and Supply Function Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Types and Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods. Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

**Unit III**

Consumer Behaviour Law of Diminishing Marginal utility – Equi-marginal Utility – Indifference Curve – Definition, Properties and equilibrium- Production: Law of Variable Proportion – Laws of Returns to Scale – Producer’s equilibrium – Economies of Scale Cost Classification – Break-Even Analysis

**Unit IV**

Product Pricing Price and Output Determination under Perfect Competition, Monopoly – Discriminating monopoly – Monopolistic Competition – Oligopoly – Pricing objectives and Methods.

**Unit V**

National Product and National Income – per Capital Income problem –Economic Welfare - Nature and principles of Public Finance, Public Expenditure and Indirect Taxes.

**References**

1. Managerial Economics, P.L. Mehta, Sultan Chand & Sons – New, 2017, 10th Edition
2. Business Economics, H.L. Ahuja, Sultan Chand & Sons, 2016, 6rd Edition
3. Business Economics S.Shankaran Margham Publications 2018 3rd Edition
4. Business Environment, Francis Cherunilam, Himalaya Publishing, 2020, 9th Edition
5. Business Economics, N. Gregory Mankiw, Mark P. Taylor, Andrew Ashwin, 2019 3rd Edition, Print ISBN:9781473762770

Related online content (MOOC, Website etc.)

<https://www.coursera.org/specializations/managerial-economics-business-analysis>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the fundamental principles of economics	K1
CO-2	Explore the functioning of different market structures	K3
CO-3	Examine the factors influencing economic growth,	K3
CO-4	Analyze macroeconomic indicators such as GDP, inflation, unemployment, and interest rates, and understand their implications for the economy.	K2
CO-5	Apply economic concepts and theories to real-world issues and policy debates	K5

<b>MBA Industry Integrated I-Semester</b>					
<b>Core 4</b>	<b>Course code:</b> <b>31014</b>	<b>Business Statistics</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 5 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about Statistics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Able to understand fundamental statistical concepts such as populations, samples, variables,</li> <li>2. Measures of central tendency, measures of dispersion, and probability distributions.</li> <li>3. Understand the concepts of sampling and sampling distributions, and learn how to draw valid inferences from sample data.</li> </ol>				
<p><b>Unit I</b> Introduction to Statistics: - Statistical Data: Primary and Secondary data – Sources of Data – Classification of data- Descriptive statistics.</p> <p><b>Unit II</b> Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.</p> <p><b>Unit III</b> Introduction to Hypothesis Testing, Procedure for testing hypothesis, Type I and Type II Errors. Z-Test, t-test, F-test, -Chi-Square test; Analysis of Variance – One-Way and Two-way classification.</p> <p><b>Unit IV</b> Non parametric Methods-Sign test for paired data- Rank sum test- Mann Whitney U test and kruskal Wallis test- One sample run test- rank correlation.</p> <p><b>Unit V</b> Correlation analysis- estimation of regression line- Time series analysis- Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.</p>					
<b>References</b>					
<ol style="list-style-type: none"> <li>1. Levin R.I. and Rubin D.S., —Statistics for management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.</li> <li>2. Aczel A.D. and Sounderpandian J., —Complete Business Statistics, 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2004.</li> <li>3. Anderson D.R., Sweeney D.J. and Williams T.A., —Statistics for business and economics, 8th edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2002.</li> </ol>					
Related online content (MOOC, Website etc.)					
<a href="https://www.coursera.org/learn/stanford-statistics">https://www.coursera.org/learn/stanford-statistics</a>					
<b>Course outcomes</b>					<b>Knowledge level</b>
CO-1	Understand the basic principles and concepts of statistics,				K1
CO-2	Learn how to collect, organize, and summarize data using appropriate statistical techniques				K3
CO-3	Explore different types of data distributions and understand measures of central tendency and variability.				K3
CO-4	Understand the principles of hypothesis testing and learn how to conduct and interpret hypothesis tests.				K2
CO-5	Learn how to perform regression analysis to analyze relationships between variables and make predictions.				K5

**MBA Industry Integrated  
I-Semester**

<b>Core 5</b>	<b>Course code:</b> <b>31015</b>	<b>Accounting for Decision Making</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 5/ week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about accounts and bookkeeping</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Develop the ability to interpret financial statements, including the balance sheet, income statement, and cash flow statement,</li> <li>2. To assess an organization's financial health and performance.</li> <li>3. Understand the basic principles and concepts of financial and managerial accounting.</li> </ol>				

**Unit-I**

Book-Keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries, Simple Problems Only - Capital and Revenue Expenditure and Receipts.

**Unit-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple Problems Only.

**Unit-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes In Working Capital and Funds Flow Statements – Uses And Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction Between Funds Flow and Cash Flow – Only Simple Problems

**Unit-IV**

Marginal Costing - Marginal Cost and Marginal Costing - Importance - Break-Even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a Foreign Order, Deciding Sales Mix.

**Unit-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – Simple Problems Related to Material And Labour Variances Only.

[note: distribution of questions between problems and theory of this paper must be 60:40 i.e., problem questions: 60 % & theory questions: 40 %]

**References**

1. JelsyJoshephKuppapally, ACCOUNTING FOR MANAGERS, PHI, delhi, 2010.
2. Paresh Shah, BASIC ACCOUNTING FOR MANAGERS, Oxford, Delhi, 2007.
3. Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, Pearson, Delhi, 2004.
4. Narayanaswamy R, FINANCIAL ACCOUNTING , PHI, Delhi, 2011.

Related online content (MOOC, Website etc.)

<https://www.coursera.org/learn/wharton-accounting>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Learn how to interpret financial statements, including the balance sheet, income statement, and statement of cash flows.	K1

CO-2	Learn how to analyze and interpret financial ratios to assess the financial health and performance of a business.	K3
CO-3	Understand cost behavior and how to classify costs as variable, fixed, or mixed.	K3
CO-4	Learn how to analyze variances between budgeted and actual results and identify areas for improvement.	K2
CO-5	Understand the role of internal controls in safeguarding assets	K5

**MBA Industry Integrated  
I-Semester**

<b>LAB</b>	<b>Course code: 31016</b>	<b>IT &amp; Communication Skills for Business</b>	<b>P</b>	<b>Credits:2</b>	<b>Hours: 3/ week</b>
<b>Pre-requisite</b>	<b>Using Systems and tools related to data</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Create, format, and edit documents using various features and tools in Microsoft Word.</li> <li>2. Create and format spreadsheets, including formulas, functions, and data validation techniques.</li> <li>3. Analyze and interpret data using sorting, filtering, and pivot tables to extract insights and make informed decisions.</li> </ol>				

**Unit 1 Presentation Skills & Business Etiquettes**

Tips for Effective Presentation - Self Introduction/introducing others/Making presentations about the Company - Kinds of Presentations-Professional Etiquettes in workplace- workplace hierarchy- the proper way to make business introductions- Use of courteous phrases and language in the workplace;

**Unit 2 Written Communication**

Essentials of Good Business Letter - Structure/Format/Tips for Clear Business Letter Writing  
Enquires/Quotations/Tender Notice - Circular, Notices, E-Mail, Memos, job applications.  
Preparing a professional resume and cover letter

**Unit 3 Basics of MS Excel**

The Ribbon, The levels of Command organization Excel Options, Customizing the Quick Access Tool Bar, Worksheets and Workbooks, Saving a workbook. Inserting rows and columns within a worksheet, Modifying column widths using 'drag and drop', Automatically resizing the column width to fit contents.

**Unit 4 Using Functions in MS Excel**

Mathematical function: (SUMPRODUCT, SUMIF and SUMIFS, COUNTIF and COUNTIFS, AVERAGEIF and AVERAGEIFS Functions)-

Lookup Functions: BASIC VLOOKUP and HLOOKUP, IFERRORVLOOKUP, MULTIPLE COLUMN VLOOKUP, INDEX and MATCH Functions

Date Functions: DAYS360, TODAY, NOW, NETWORKDAYS, WORKDAY,

Logical Functions: IF, AND, OR and NESTED IF,

TEXT Functions: MID, SEARCH, LEFT, RIGHT FUNCTIONS, TRIM, CLEAN, UPPER, LOWER)

Data Analysis using Pivot Tables: Using the Pivot Table Wizard, Changing the pivot table layout, Formatting, Grouping items, Inserting calculated fields, Pivot Table Options, Display and hide data in fields, Lay out reports directly on worksheet, Pivot Chart, Using Slicer in pivot Tables.

**Unit 5 MS Word And MS PowerPoint**

MS Word Text Formatting and saving file- Text Formatting and saving file-Working with Objects-Sharing and Maintaining Document- Proofing the document- Setting Up PowerPoint Environment-Creating slides and applying themes- Animation and Slide Transition- Using SmartArt and Tables

**References**

1. Ragsdale, Cliff. T. (2008). Spreadsheet Modelling and Decision Analysis. New York: Thomson south – western publications.
2. New Perspectives MicrosoftOffice 365 & Office 2019 Introductory Patrick Carey, Katherine T. Pinard, Ann Shaffer, Mark Shellman

Related online content (MOOC, Website etc.)

<https://www.coursera.org/projects/introduction-microsoft-excel>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Develop proficiency in Microsoft Word for creating and formatting professional documents,	K1
CO-2	Learn to use Microsoft Excel for data analysis	K3
CO-3	Master Microsoft PowerPoint to create engaging presentations with multimedia elements	K3
CO-4	Enhance productivity by learning time-saving tips, shortcuts, and best practices for using Microsoft Office applications efficiently.	K2
CO-5	Apply Microsoft Office skills to real-world tasks and projects	K5

**MBA Industry Integrated  
II-Semester**

<b>Core 1</b>	<b>Course code:</b> <b>31021</b>	<b>Marketing Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about marketing</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Define and explain core marketing concepts, such as the marketing mix (product, price, place, promotion), market segmentation, and targeting.</li> <li>2. Explore factors influencing consumer purchasing decisions and how they vary across different market segments.</li> <li>3. Learn various pricing strategies and how to determine the optimal price for a product or service</li> </ol>				

**Unit I:**

Understanding the Marketing Management -Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process. Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations.

**Unit II:**

Understanding the predominance of 7 Ps in marketing; Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

**Unit III:**

STP-Overview of branding – Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, and Requisites of Effective Market Segmentation. POP/POD and m-com and e-com, New Product Development, Product Life Cycle (PLC), Brand Equity, Brand Positioning,

**Unit IV:**

Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

**Unit V:**

Promotion Mix Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity, Direct Marketing

**References**

1. Marketing Management: A South Asian Perspective, Philip Kotler, Abraham Koshy, MithileswarJha and Kevin Lane Keller

**Related online content (MOOC, Website etc.)**

<https://www.coursera.org/projects/introduction-microsoft-excel>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the fundamental concepts and principles of marketing	K1
CO-2	Learn how to conduct market research	K3
CO-3	Analyze consumer behavior and understand factors	K3
CO-4	Learn how to develop marketing strategies and plans	K2
CO-5	Explore different marketing channels and learn how to effectively integrate them	K5



<b>MBA Industry Integrated II-Semester</b>					
<b>Core 2</b>	<b>Course code:</b> <b>31022</b>	<b>Human Resource Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about human resources and people management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Understand the importance of workforce planning in alignment with organizational goals.</li> <li>2. Learn how to forecast workforce needs based on organizational strategy and industry trends.</li> <li>3. Understand the principles of effective employee relations and conflict resolution</li> </ol>				
<b>Unit I:</b>					
Introduction - Definitions, History of HRM, and challenges to HRM: Evolution of HRM – jobs and careers in HRM. HR Structure in organizations					
<b>Unit II:</b>					
Human resource planning, Models for HRP. Job Analysis - Definition, scope and methods, Job Description – Job Specification- Recruitment: Strategic Issues, Internal and external recruiting Job search, Evaluation. Selection: Types of Selection Tests					
<b>Unit III:</b>					
Training & Development Introduction, needs assessment phase, Training Phase, Evaluation phase, Designing Training methods.					
<b>Unit IV:</b>					
Performance Appraisal, functions; self-managed teams, criteria for a good appraisal system, Methods, performance appraisal interview					
<b>Unit V:</b>					
Rewarding Employees- Compensation policy-Employee Relations					
<b>References</b>					
1. HR - Human Resource Management - By Denisi, Griffin & Sarkar, Cengage Learning, Third Edition					
<b>Related online content (MOOC, Website etc.)</b>					
<a href="https://www.udemy.com/course/human-resources-for-beginners-b/">https://www.udemy.com/course/human-resources-for-beginners-b/</a>					
<b>Course outcomes</b>					<b>Knowledge level</b>
CO-1	Understand the role and functions of human resource management				K1
CO-2	Learn about key HRM activities				K3
CO-3	Analyze consumer behavior and understand factors				K3
CO-4	Learn about different approaches to job analysis and job design				K2
CO-5	Understand the role of HRM in managing organizational change				K5

**MBA Industry Integrated  
II-Semester**

<b>Core 3</b>	<b>Course code:</b> <b>31023</b>	<b>Financial Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 5 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about financial management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Analyze financial ratios to assess a company's profitability, liquidity, and solvency.</li> <li>2. Understand techniques such as net present value (NPV), internal rate of return (IRR), and payback period.</li> <li>3. Learn about different dividend policies and their impact on shareholders.</li> </ol>				

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon’s Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

**References**

1. Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi , 2005.
2. Chandra, Prasanna,. FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi.
3. Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010
4. Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010

Related online content (MOOC, Website etc.)

<https://www.udemy.com/course/financial-management-for-beginner/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the role and importance of financial management in organizations.	K1
CO-2	Learn how to analyze financial statements, including balance sheets, income statements, and cash flow statements.	K3
CO-3	Understand the principles of financial planning and forecasting, including budgeting.	K3
CO-4	Understand the principles of capital budgeting	K2
CO-5	learn how to make investment decisions that maximize shareholder value.	K5

**MBA Industry Integrated  
II-Semester**

<b>Core 4</b>	<b>Course code:</b> <b>31024</b>	<b>Operations Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 5 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about operations and process flows</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Analyze financial ratios to assess a company's profitability, liquidity, and solvency.</li> <li>2. Understand techniques such as net present value (NPV), internal rate of return (IRR), and payback period.</li> <li>3. Learn about different dividend policies and their impact on shareholders.</li> </ol>				
<b>Unit I</b>					
Operations management- Concept- Functions- Product Design and development – Product design and its characteristics- Product development process (Technical)-					
<b>Unit II</b>					
Product development techniques -Process selection- Project- job- Batch- Mass and Process types of Production Systems- Product –Process Mix.					
<b>Unit III</b>					
Introduction to modern productivity techniques – just in time- Kanban system- Total Quality Management & six sigma- Functions of Purchasing Management – Objectives- Functions-Methods-Procedure- Value analysis – Concepts- Stock control systems- Virtual factory concept- Production worksheets.					
<b>Unit IV</b>					
Inventory Management – Concepts- Classification- Objectives- Factors Affecting Inventory Control Policy- Inventory costs- Basic EOQ Model- Re-order Level- ABC Analysis.					
<b>Unit V</b>					
Quality Management -Quality Concepts- Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management- Control Charts- acceptance Sampling.					
<b>References</b>					
<ol style="list-style-type: none"> <li>1. Nair Production &amp; Operations Management, Tata McGraw</li> <li>2. Adam and Eben Production &amp; Operations Management, Prentice Hall India</li> </ol>					
Related online content (MOOC, Website etc.)					
<a href="https://www.udemy.com/course/operations-management/">https://www.udemy.com/course/operations-management/</a>					
<b>Course outcomes</b>					<b>Knowledge level</b>
CO-1	Understand the fundamental principles and concepts of operations management				K1
CO-2	Learn how to analyze and design efficient and effective processes.				K3
CO-3	Understand different types of production systems,				K3
CO-4	Explore strategies for managing capacity, inventory, quality,				K2
CO-5	Learn how to use technology and information systems to support operations management				K5

**MBA Industry Integrated  
II-Semester**

<b>Core 5</b>	<b>Course code:31025</b>	<b>Research Methodology</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours: 5 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about research tools and design</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Define the key concepts in research, such as hypothesis, variable, population, and sample</li> <li>2. Learn how to choose an appropriate research design based on the research question.</li> <li>3. Understand the importance of well-defined research questions in guiding the research process.</li> </ol>				

**Unit I**

Introduction to Research – Definition- Scope- Limitations- Types Objectives of Research, Research Process, Defining a research problem, Research Designs- Qualitative and Quantitative Research- Exploratory, Descriptive and Experimental designs.

**Unit II**

Types of Data- Primary and Secondary Data- Methods of Data Collection- Primary Scales of Measurement- Nominal, Ordinal, Interval and Ratio- Types of Scales- Ranking and Rating Scales.

**Unit III**

Designing Questionnaire-Sampling- Basic Concepts- Techniques and Determination of Sample Size- Preparation of Data for Analysis- Editing, Coding, Tabulating.

**Unit IV**

Theory of Estimation, Formulation and Testing of Hypothesis-Small & Large Sample Tests-Tests of Significance based on t, F, Z test and Chi-square test.

**Unit V**

Research Report Writing- Contents of Report, Executive Summary, Bibliography-format-Presentation of Report.

**References**

1. Cooper & Schindler Business Research Methods Tata McGraw Hill
2. Goods & Hatt Methods in Social Research Tata McGraw Hill
3. Zikmund Business Research Methods Thomson Learning

Related online content (MOOC, Website etc.)

<https://www.udemy.com/course/data-types-and-methods-of-data-collection-in-research/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the nature and purpose of research,	K1
CO-2	Learn the principles of research design, including the selection of appropriate research methods and techniques.	K3
CO-3	Understand different research paradigms and approaches	K3
CO-4	Learn how to select and apply appropriate data collection methods	K2
CO-5	Learn how to analyze and interpret research data using statistical and qualitative analysis techniques.	K5

**MBA Industry Integrated  
II-Semester**

<b>Lab 1</b>	<b>Course code:</b> <b>31026</b>	<b>Leadership development</b>	<b>P</b>	<b>Credits:2</b>	<b>Hours: 3 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about leadership styles</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Develop an understanding of personal strengths, weaknesses, values, and leadership style.</li> <li>2. Learn strategies for building and leading high-performing teams.</li> <li>3. Develop coaching and mentoring skills to support the growth and development of team members.</li> </ol>				

**Unit I:**

Breaking through the Glass ceiling - Ethical Leadership - Women and leadership.

**Unit II:**

Leadership Coaching – Leadership awareness - Language and Emotion - Performance and change-Transformational Leadership.

**Unit III:**

Community Leadership - Theories and Concepts of community Leadership – an introduction - Servant Leadership

**Unit IV:**

Political Leadership- Civic Leadership- Political Leadership in Network- Leadership in times of Crisis

**Unit V:**

International Leadership- Competencies of Global leadership - Transcultural Global in 21st century

**References**

1. Daft, R. L (2015) Leadership 5th ed.,Cengage Learning.

Related online content (MOOC, Website etc.)

<https://www.coursera.org/specializations/leading-teams>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand different leadership styles	K1
CO-2	Understand team dynamics and learn strategies for building and leading high-performing teams.	K3
CO-3	Develop decision-making and problem-solving skills	K3
CO-4	Learn techniques for managing change	K2
CO-5	Develop strategic thinking and visioning skills to set direction and align organizational goals with broader objectives.	K5

**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Core 1</b>	<b>Course code:</b> <b>31031</b>	<b>SUMMER INTERNSHIP AND PROJECT</b>	<b>PR</b>	<b>Credits: 5</b>	<b>Hours:**</b>
<b>Pre-requisite</b>	<b>Students Undergoing Internship</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain insight into the day-to-day operations of the industry and the specific practices of the organization.</li> <li>2. To provide hands-on experience that complements theoretical knowledge gained in the classroom.</li> <li>3. To submit a draft copy of SIP report to their project guide in a prescribed format and in expected standard</li> </ol>				
<b>References</b> <ol style="list-style-type: none"> <li>1. "Research Methodology: A Step-by-Step Guide for Beginners" by Raniit Kumar</li> <li>2. "Internships: The Ultimate Guide" by Mark Oldman and Samer Hamadeh</li> <li>3. "Research Methodology: Methods and Techniques" by C.R. Kothari</li> </ol>					
<b>Course outcomes</b>					<b>Knowledge level</b>
CO-1	Develop and apply practical skills relevant to their field of study.				K1
CO-2	Learn to analyze problems, generate creative solutions, and adapt to changing circumstances..				K3
CO-3	Develop professionalism and work ethic in a real-world work environment.				K3
CO-4	Gain insights into industry practices, trends, challenges, and opportunities.				K2
CO-5	Identify strengths, areas for improvement, and goals for future development.				K5

**MBA Industry Integrated  
III-Semester**

<b>Core 2</b>	<b>Course code: 31032</b>	<b>Strategic Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:5 / week</b>
<b>Pre-requisite</b>	<b>Knowledge of Business Environment</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course objectives</b>	1. To provide knowledge about the concept of strategic management. 2. To provide an understanding of various tools and frameworks for strategic analysis 3. Understand the relationship between corporate strategy and organizational structure, portfolio management, and diversification. 4. To Understand the challenges and barriers to strategy implementation 5. To understand the strategic issues and address social and environmental concerns through strategic management.				

**Unit I Strategy and Process**

Strategic management of strategy - strategic management process - Strategy formulation – mission, business definition, objectives –environmental and organizational appraisal.

**Unit II: Competitive Advantage**

External Environment -PEST Analysis, Porter’s Five Forces Model -Strategic Groups, Competitive Changes during Industry Evolution -Globalization and Industry Structure -National Context and Competitive Advantage -Resources -Capabilities and competencies -core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage Distinctive Competencies -Resources and Capabilities, durability of competitive Advantage sustaining competitive advantage.

**Unit III: Corporate Strategies**

Building competitive advantage through functional level strategies -Business level strategy - Strategy in the Global Environment -Corporate Strategy -Vertical Integration -Diversification and Strategic Alliances Building and Restructuring the corporation-Choice of Strategies Corporate Portfolio Analysis -SWOT Analysis -GAP Analysis Kinsey's 7s Framework - GE 9 Cell Model -Distinctive competitiveness -Selection of matrix

**Unit IV: Strategy Implementation and Evaluation**

Designing organizational structure -Designing Strategic Control Systems –Matching structure and control to strategy -Implementing strategic change–Politics -Power and Conflict - Techniques of strategic evaluation and control

**Unit V: Strategic Issues**

Managing Technology and Innovation -Corporate social responsibility -Strategic issues for Non Profit organizations -Balanced Scorecard -New Business Models and strategies for Internet Economy.

**References**

1. Arnoldo C. Hax, Nicholas Majluf S., The Strategy Concept and Process, A Pragmatic Approach, 2 nd edition, Pearson Education Publishing Company, New Delhi, 2005.
2. Kazmi, Business Policy and Strategic Management, 2 nd edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2001.
3. Thomas L. Wheelen, David Hunger J., Strategic Management, 6th edition, Addison Wesley Longman Pvt., Ltd., Singapore, 2000
4. Charles.W.Hill& Jones, an Integrated Approach to Strategic Management Cengage Learning, Delhi, 2009.
5. Gregory Dess , Strategic Management text and cases, 3rd edition, Tata Mcgraw hill, New Delhi, 2007.

Related online content (MOOC, Website etc.)

<https://www.investopedia.com/terms/s/strategic-management.asp>



<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	To Possess knowledge on learning formulation of strategies	K1
CO-2	To have a thorough understanding and practical knowledge of competitive strategy and competitive advantage	K3
CO-3	To understand strategic implementation and strategic control	K3
CO-4	To Explain to the students about the effective deployment Of corporate strategies	K2
CO-5	To interpret the role of Corporate social responsibility and role of technology in the digital era	K5

**MBA Industry Integrated  
III-Semester**

<b>Core 3</b>	<b>Course code:31033</b>	<b>SMALL BUSINESS MANAGEMENT</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:5 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge about small business</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>course objectives</b>	<ol style="list-style-type: none"> <li>1. To familiarize students with the theory and practice of small business management.</li> <li>2. To learn the government policies and environmental factors impacting small business</li> <li>3. To understand the governmental and institutional support for SSI</li> <li>4. To gain knowledge on various functional areas of Managing Small Business</li> <li>5. To highlight the global opportunities for Small Business</li> </ol>				
<p><b>Unit I: Basics of Small Business Enterprise</b>            Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.</p> <p><b>Unit II: Dynamics of Small Business</b>            Concepts and Definitions of Small-Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.</p> <p><b>Unit III: Institutions Supporting Small Business</b>            Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.</p> <p><b>Unit IV: Management of Small Business</b>            Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.</p> <p><b>Unit V: Global Opportunities for Small Business</b>            Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.</p>					
<p>References</p> <ol style="list-style-type: none"> <li>1. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.</li> <li>2. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986</li> <li>3. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006</li> </ol>					
<p>Related online content (MOOC, Website etc.)</p> <p><a href="https://www.freshbooks.com/hub/leadership/small-business-management">https://www.freshbooks.com/hub/leadership/small-business-management</a></p>					
<b>Course outcomes</b>					<b>Knowledge level</b>
CO-1	To Recall about basic concepts of small business enterprise				K1
CO-2	To Practice of Prospects of SSI in free Economy.				K3

CO-3	To Summarize the role of Central, State and Other Institutional Support for SSI	K3
CO-4	To Explain the students to effectively about the Management of Small Business	K2
CO-5	To Interpret the scope of Global Opportunities for Small Business	K5

**MBA Industry Integrated  
III-Semester**

<b>Elective 1</b>	<b>Course code: 31034A</b>	<b>Product and Brand Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic knowledge of Marketing concepts</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<p>1. To understand the core concepts and key elements of Branding that help to build brand equity and brand image of the products.</p> <p>2. To gain knowledge on competitive advantage through strategic positioning of brands and designing brand-building programs.</p> <p>3. To examine the elements that create a brand identity for the products and enhance the brand image and brand loyalty among the buyers.</p> <p>4. To analyze the brand leveraging value of the product by applying relevant brand valuation methods.</p> <p>5. To have a better understanding of industrial, and retailer brands and thereby promoting brands at a global level.</p>				
<p><b>Unit I: Introduction To Branding</b> Introduction : Role of Brands, Brand elements, Scope of Branding, ; Strategic Brand Management process; Role of Brand Manager : Budgeting&amp; Planning, Co-Branding in Brand Management</p>					
<p><b>Unit II: Brand Building and Positioning</b> Brand Building: Sources, brand positioning, role of brand elements, IMC, Primary and Secondary brand association in building brands, Role of Packaging in building brands.</p>					
<p><b>Unit III: Measuring Brand Equity and Brand performance</b> Measuring Brand Equity: Brand equity concept, Role of Brand equity in Marketing Metrics system, Brand equity models – Brand asset valuator, Customer based brand equity, Brand Dynamics Pyramid, Brand resonance Pyramid, Brand Value chain. Marketing Performance Management for Brands, CD/CI – Corporate Design and Corporate Identity Guidelines, Branding Services, ROI of a brand.</p>					
<p><b>Unit IV: Branding strategies</b> Growing &amp; Sustaining Brands: Branding strategies - Product Brand matrix, Brand hierarchies, Brand extension, Reinforcement and Revitalization- Price Discrimination - Effective market segmentation, PLC pricing, Product-line pricing, Managerial Concerns and Live projects - Managing competitors</p>					
<p><b>Unit V: Global Branding Strategies</b> Global Branding : Rationale for Going International, Global Branding strategy, Challenges &amp; opportunities for globalizing the Brand, Standardization versus Customization, Emerging versus Developed Markets, Building Global Customer-Based Brand Equity, Legal Issues in Branding – trade marks</p>					
<p>References</p> <ol style="list-style-type: none"> <li>1. Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011</li> <li>2. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012</li> <li>3. Aaker, D., Building Strong Brands, Simon &amp; Schuster, 2010.</li> <li>4. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.</li> <li>5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012</li> </ol>					
<p>Related online content (MOOC, Website etc.)</p> <p><a href="https://www.simplilearn.com/brand-management-article">https://www.simplilearn.com/brand-management-article</a></p>					
<b>Course outcomes</b>					<b>Knowledge level</b>
CO-1	To highlight strategic brand management process				K1
CO-2	To understand brand building process and impact of brand				K2

	associations	
CO-3	To examine the role of brand equity and metrics	K3
CO-4	To estimate the brand hierarchies and develop Product brand matrix	K4
CO-5	To reflect the challenges and opportunities in global branding	K5

**MBA Industry Integrated  
III-Semester**

<b>Elective 2</b>	<b>Course code: 31034B</b>	<b>DIGITAL MARKETING</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic knowledge of Marketing and Technology</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Understand the core concepts and principles of digital marketing.</li> <li>2. To Identify the key components of the digital marketing landscape.</li> <li>3. To Understand the role of social media in brand building and customer engagement.</li> <li>4. To Develop comprehensive digital marketing plans aligned with business goals</li> <li>5. To highlight the impact of various digital marketing tools</li> </ol>				

**Unit I Introduction to Digital Marketing**

Fundamentals of Digital Marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt Digital Marketing

**Unit II Digital marketing Framework**

The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan.

**Unit III Social Media Marketing**

Fundamentals of Social Media Marketing& its significance, Necessity of Social media Marketing, Building a Successful strategy: Goal Setting, Implementation.

**Unit IV Online marketing strategy**

PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google webmaster and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing

**Unit V Digital Marketing Tools**

Display advertising, Buying Models, different types of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising

**References**

1. Digital Marketing –Kamat and Kamat-Himalaya
2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
3. Digital Marketing, V. Ahuja, Oxford University Press

Related online content (MOOC, Website etc.)

<https://www.investopedia.com/terms/d/digital-marketing.asp>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	To Identify and explore the role and importance of digital marketing in today's rapidly changing business environment	K1
CO-2	To focus on how SEO can be utilized by organizations and how its effectiveness can be measured.	K3
CO-3	To understand the key elements of a digital marketing strategy in email and mobile	K2
CO-4	To analyse how the effectiveness of social media marketing and how it can be measured	K4
CO-5	To demonstrate advanced practical skills in common digital marketing tools.	K5

**MBA Industry Integrated  
III-Semester**

<b>ELECTIVE 3</b>	<b>Course code:</b> <b>31034C</b>	<b>Retail Marketing</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic knowledge of Retail industry</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To impart knowledge on the retail industry and its significance in the economy.</li> <li>2. To understand the impact of layout and design elements</li> <li>3. To have an understanding of the role of merchandising in purchase decisions</li> <li>4. To develop knowledge on the retail promotion mix</li> <li>5. To gain knowledge about the recent trends in global retailing environment</li> </ol>				

**Unit – I**

**Introduction to Retailing Environment**

An overview of Retailing – Types of stores – Product Retailing vs. Service Retailing – Non store Retailing – Retail strategy – Achieving competitive advantage and positioning Retailing environment – Legal, Social, Economic, Technological, issues – Trends in the Indian Retailing Industry.

**Unit – II**

**Retail layout and Design**

Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection – Store design and layout – Comprehensive store planning – Exterior design and layout – Interior store design and layout – Interior design elements.

**Unit – III**

**Merchandising**

Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations – Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies.

**Unit – IV**

**Retail Promotion and service**

Communicating with the retail customer – Retail promotion mix- Advertising – Sales promotion – Publicity – Retail selling process – Retail database- In-store customer service.

**Unit – V**

**Trends in International Retailing**

Globalization and changing retail formats – Online retailing – International Retailing – Opportunities and Challenges – Market entry formulas – New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk \_shopping arcades)

**References**

1. Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.2010
2. Ron Hasty and James Reardon, RETAIL MANAGEMENT. McGraw- Hill Publication, International Edition.
3. Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, Tata McGraw-Hill PublishingCo, New Delhi, 2008

Related online content (MOOC, Website etc.)

<https://unstop.com/blog/what-is-retail-marketing>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Recall the key concepts and principles of retail marketing.	K1
CO-2	Demonstrate the fundamental principles and strategies of retail marketing	K3

CO-3	Experiment retail marketing techniques to develop effective product displays and visual merchandising	K2
CO-4	Evaluate the effectiveness of retail marketing strategies and campaigns.	K4
CO-5	Design a comprehensive retail marketing plan for a specific retail business	K5



**MBA Industry Integrated  
III-Semester**

<b>ELECTIVE 4</b>	<b>Course code: 31034D</b>	<b>Consumer Behavior</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic knowledge of Marketing and Consumer buying behaviour</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Define consumer behavior and its significance in marketing.</li> <li>2. To Understand the role of consumer behavior in shaping business strategies.</li> <li>3. To understand the role of internal and external factors on consumer behavior</li> <li>4. To gain knowledge of consumer decision-making models</li> <li>5. To develop an understanding on consumer protection agencies</li> </ol>				

**Unit I: Introduction To Consumer Profiling**

Customer Profiling: Consumer vs Customer, Demographic Profiling, Psycho graphic, Personality, and Lifestyle based Profiling, Recent Developments in Consumer Profiling.

**Unit II: Perception And Learning In Consumer Behaviour**

Perception - Indian Ads, Product/Brand positioning and re-positioning, JND, using perceptual mapping. Learning - Motivation, Cues, response, reinforcement as elements of learning, recognition and recall measures, Application of theories in CB -Classical conditioning, instrumental conditioning, modeling or observational learning.

**Unit III: Attitude And External Influences On Consumer Behaviour**

Attitude: Application of theories in CB - Tri-component Attitude Model, Multi attribute Attitude model, Theory of trying-to-consume model, Attitude-toward-the-Ad models. External Influences on Consumer Behaviour- Changing society - values, demographics, social strata, sub-cultures, families & households, influence of groups

**Unit IV: Consumer Decision Making Models**

Consumer Decision Process& Models-Levels of consumer Decision making, Four view of consumer decision making, Model of consumer decision making - Category based decision making (Durable and non-durable), Nicosia model, Howard Sheth, Engel Blackwell & Miniard model

**Unit V: Consumer Rights Protection**

Cross Cultural Consumer Behaviour: Cross culture consumer analysis – National, Global and Rural perspective, Global Vs Local Customers, Developing Multinational marketing strategies. Consumer Protection law: Definition, Consumer Protection Councils, Consumer Disputes, Redressal Agencies.

**References**

1. Leon G. Schiff man, (2010) —Consumer Behaviour, Springer India Private Limited, India
2. RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010
3. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005

Related online content (MOOC, Website etc.)

<https://www.omniconvert.com/blog/consumer-behavior-in-marketing-patterns-types-segmentation/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Recall the key concepts and principles of consumer buying behavior.	K1
CO-2	Relate and interpret the internal factors that influence consumers	K3

CO-3	Assess the effects of external factors on consumer behavior	K4
CO-4	Analyze the models of consumer and industrial buying and decision-making	K5
CO-5	Understand the role of consumer rights protection agencies	K2

**MBA Industry Integrated  
III-Semester**

<b>Elective-1</b>	<b>Course code: 31035A</b>	<b>Security Analysis &amp; Portfolio Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Sources of Finance</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the basic of Investment management and security markets.</li> <li>2. To know the risk and return concept and its implication in portfolio theory.</li> <li>3. To provide in-depth knowledge on the models in capital market.</li> <li>4. To evaluate stocks and shares using different parameters.</li> <li>5. To rank portfolios based on various quantitative measures.</li> </ol>				

**Unit I: INVESTMENT INTRODUCTION:**

The Investment Environment - Asset Classes and Financial Instruments: Financial Assets – Money market – Equity market and securities – Derivative markets – Market Indexes – Market Players – Investment Process Issue of securities – Trading of securities – Global securities market – market structure – regulations Mutual Funds and Other Investment Companies: Mutual fund – ETF

**Unit II: PORTFOLIO THEORY AND PRACTICE:**

Introduction to Risk, Return and the Historical Record: Asset Allocation – Capital market line – Diversification – Risk Aversion and Capital Allocation to Risky Assets – Optimal Risky Portfolios: Markowitz model – Index Models: Sharpe Single Index Model

**Unit III: EQUILIBRIUM IN CAPITAL MARKETS:**

The Capital Asset Pricing Model - Arbitrage Pricing Theory and Multifactor Models of Risk and Return – Random Walks and Efficient Market Hypothesis - Technical Analysis: Workshop

**Unit IV: SECURITY ANALYSIS:**

Bond Pricing - Yield curve - Risk - Term Structure of Interest Rates – forward contracts - Managing Bond Portfolios Equity Analysis: Macroeconomic and Industry Analysis - Equity Valuation Models: Dividend Discount Model – P/E ratio – Free Cash flow approach - Financial Statement Analysis: Profitability – Ratio Analysis - EVA Derivatives: Introduction - Option Valuation – Option and Futures Markets - Risk Management

**Unit V: PORTFOLIO MANAGEMENT:**

Portfolio Performance Evaluation: Average Rates of Return – Time Weighted Returns –  $M^2$  measure – Sharpe measure – Jensen measure - Treynor measure. Market Timing – International Diversification - Hedge Funds - Active Portfolio Management

**Text Book:**

Investments and Portfolio Management, Bodie Z, Kane A, Marcus A.J., McGraw Hill.

**Reference Books:**

1. Investment Analysis and Portfolio Management, Reilly F.K., and Brown K.C., Cengage Learning
2. Investment Management, Bernstein P.L. and Damodaran A., Wiley

**Related online content (MOOC, Website etc.)**

<https://www.investopedia.com/terms/p/portfoliomanagement.asp>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Compare and contrast different investment strategies based on risk tolerance and investment goals.	K4
CO-2	Understand & Explain the concepts of risk, return, and diversification.	K2
CO-3	Describe the Capital Asset Pricing Model (CAPM) and the Efficient Market Hypothesis (EMH) with reference to portfolio	K3
CO-4	Apply financial valuation models to estimate the intrinsic value of stocks and bonds.	K3
CO-5	Calculate and interpret common portfolio performance measures such as Sharpe ratio and Jensen's alpha.	K5

**MBA Industry Integrated  
III-Semester**

<b>Elective 2</b>	<b>Course code:31035B</b>	<b>Merchant Banking and Financial Services</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Banking Sector</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To provide an overview on Indian Financial System and the institutions that form part of it.</li> <li>2. To understand the different issue methods like offer for sale, green shoe option, E-IPO, private placement, bought-out deals, and off-shore issues</li> <li>3. To provide in-depth knowledge on business valuation for mergers and acquisitions.</li> <li>4. To gain insights the leasing and hire purchasing concepts.</li> <li>5. To know the other fund based financial services available to the businesses.</li> </ol>				

**Unit I Merchant Banking**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC – Offering merchant banking – Banking system – types of banks – payment banking – Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. – Relation with Stock Exchanges and OTCEI.

**Unit II Issue Management**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. – Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRIMarketing – Post Issue Activities.

**Unit III Other Fee Based Services**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation.

**Unit IV Fund Based Financial Services**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**Unit V Other Fund Based Financial Services**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital – venture debt funds – start up financing.

**Reference Books:**

1. M. Y. Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J. C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,

**Related online content (MOOC, Website etc.)**

<https://navi.com/blog/merchant-banking/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Define merchant banking and articulate its role in the financial markets.	K3
CO-2	Explain the regulatory framework governing merchant banking activities and compliance requirements.	K2
CO-3	Apply relevant business valuation and credit rating concepts to analyze mergers and acquisitions.	K3
CO-4	Understand the core principles of leasing and hire purchasing agreements.	K2
CO-5	Evaluate the risks and return potential of various fund-based financing options	K5

**MBA Industry Integrated  
III-Semester**

<b>Elective 3</b>	<b>Course code:31035C</b>	<b>STRATEGIC INVESTMENT AND FINANCING DECISIONS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Sources of Finance</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	1. To explain the fundamental principles of evaluating and making investment decisions in projects. 2. To assess various techniques used for project appraisal. 3. To apply critical thinking and financial analysis to assess specific investment strategies. 4. To understand the concept of capital structure and its impact on financial decisions. 5. To gain insights on the causes, consequences, and management of financial distress situations.				

**Unit I Investment Decisions**

Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

**Unit II Critical Analysis of Appraisal Techniques**

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

**Unit III Strategic Analysis of Selected Investment Decisions**

Lease financing – Lease Vs Buy decision – Hire Purchase and instalment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

**Unit IV Financing Decisions**

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

**Unit V Financial Distress**

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

**Reference Books:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012.
2. Prasanna Chandra, Projects: Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2011.
3. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010.
4. Brigham E.F. & Houston J.F. Financial Management, Thomson Publications, 9th edition,

**Related online content (MOOC, Website etc.)**

<https://www.investopedia.com/terms/s/strategic-financial-management.asp>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Evaluate investment opportunities using profitability measures.	K5
CO-2	Analyze portfolio risk and understand how diversified projects impact it.	K4
CO-3	Explain lease financing & Hire purchase options and compare them to buying alternatives.	K3
CO-4	Apply capital structure theories to practical capital structure planning.	K3
CO-5	Explain different solutions for managing financial distress, such as settlements, reorganization, and liquidation.	K2



**MBA Industry Integrated  
III-Semester**

<b>Elective 4</b>	<b>Course code:</b> 31035D	<b>INSURANCE AND RISK MANAGEMENT</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Insurance</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain a comprehensive understanding of risk management principles, including insurance as a risk mitigation tool.</li> <li>2. To understand the structure and operations of the private insurance industry, including marketing, financial management, and regulatory frameworks.</li> <li>3. To develop a foundational understanding of legal principles applicable to risk and insurance contracts.</li> <li>4. To gain detailed knowledge about specific types of personal property and liability risks, along with common insurance coverage options.</li> <li>5. To understand risk management to commercial property and liability environments, including social insurance and workers' compensation.</li> </ol>				

**Unit I: Introduction to Risk Management**

Insurance and Risk- Introduction to Risk Management - Advanced Topics in Risk Management

**Unit II: The Private Insurance Industry**

Types of Insurers & Marketing Systems - Insurance Company Operations - Financial Operations of Insurers - Government Regulation of Insurance

**Unit III: Legal Principles in Risk & Insurance**

Fundamental Legal Principles - Analysis of Insurance Contracts

**Unit IV: Personal Property and Liability Risks**

The Liability Risk - Homeowners Insurance - Automobile Insurance - Other Property and Liability Insurance Coverages

**Unit V: Commercial Property and Liability Risks:**

Commercial Property Insurance - Commercial Liability Insurance - Social Insurance & Workers' Compensation

**Textbook:**

1. Principles of Risk Management and Insurance, Rejda, George E., Addison. Wesley Publishers.

Related online content (MOOC, Website etc.)

<https://www.marquette.edu/riskunit/riskmanagement/whatis.shtml>

<b>Course outcomes</b>	<b>Knowledge level</b>
CO-1 Explain the core concepts of risk, risk management, and various advanced topics.	K2
CO-2 Describe different types of insurers, marketing systems, and key operational aspects of insurance companies.	K2

CO-3	Interpret and apply relevant legal clauses within insurance policies.	K3
CO-4	Evaluate and compare different types of insurance coverage for homeowners, automobiles, and other personal assets.	K3
CO-5	Describe the types of risks faced by businesses and organizations concerning property and liability.	K2

**MBA Industry Integrated  
III-Semester**

Elective 1	<b>Course code: 31036A</b>	<b>Performance Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Performancemanagement</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>CourseObjectives</b>	1. To provide depth knowledge about Understand the Concept of Performance Management 2. To Develop Skills in Providing FeedbackTo Learn Performance Appraisal Methods 3. To Learn Performance Improvement Strategies 4. To Understand Performance Metrics and Measurement				

**UnitI:Performancemanagementandstrategicconsiderations.**

DefiningPerformanceManagement(PM)-ContributionsofPerformancemanagementtopeopleand organizations - Linking performance management to rewards - Integrating PM with HRactivities.

**UnitII:PMprocess andMeasurementsystem**

Performance planning - PM and measurement approach - Performance dimensions. - Measuringbehaviorsandresults.

**UnitIII:Collectinginformation andsensemaking**

From appraising to managing performance - Who should provide information and why? - Linkingtheraterand theratee.

**UnitIV:ImplementingaPMSystem**

PreparingthePMsystem-Communicationplan-Trainingprogramforraterandrates.

**UnitV:Frommanagingperformancetodevelopingpeople.**

Understandingthe new toolsand approaches-Designingand implementingthenew approaches – degrees of appraisal - From individual performance management to team performance - Buildingandengaged workforce: therole ofPM.

**References**

1. HRM:SeemaSanghi,McMillan,2011,
2. A.SKOHLI&T.DEB:Performanceperformance.Oxford

**Related online content (MOOC, Website etc.)**

<https://www.spiceworks.com/hr/workforce-management/articles/what-is-performance-management/>

<b>Courseoutcomes</b>		<b>Knowledgelevel</b>
CO-1	Understanding of Performance Management Concepts	K1
CO-2	Ability to Design Performance Management Systems	K3
CO-3	Competence in Performance Appraisal	K3
CO-4	Knowledge of Performance Metrics and Measurement	K2
CO-5	Understanding of Legal and Ethical Considerations	K5

**MBA Industry Integrated  
III-Semester**

Elective 2	<b>Course Code: 31036B</b>	<b>Payroll and Compensation Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Payroll And Compensation Management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Understand Payroll Basics</li> <li>2. To Develop Skills in Learning Payroll Administration</li> <li>3. To Explore Compensation Principles</li> <li>4. To Understand Legal And Regulatory Compliance</li> </ol>				

**UNIT1**

**Introduction to Compensation Management:** Types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues, Compensation Philosophies, compensation approaches

**UNIT2**

**Strategic Compensation Planning:** Developing a compensation strategy – Job evaluation systems, compensation structure- Wage and salary surveys, the wage curve, pay grades, preparing salary matrix, fixing pay. Variable Pay: Variable Pay-Types of Incentive Schemes, Wage Incentive Plans, Pay for Performance Plans. Profit Sharing and Co-Partnership, Employee Stock Ownership Plans (ESOP), group incentive plans, team compensation

**UNIT3**

**Managing Employee Benefits:** Nature and types of benefits, employee benefits programs, security benefits, healthcare benefits, time-off benefits, benefits administration, employee benefits required by law, Retirement, Pension, and superannuation plan, discretionary major employee benefits, designing benefits package.

**UNIT4**

**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. International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits around the world

**UNIT 5**

**Payroll,** Elements of Payroll, Methods of Payment- Factors Affecting Pay Levels. Designing Pay Structures, Different Types of Pay Structures, Income tax act and its impact on salary structure, Deductions, and allowances, Payslips, In-house Payroll versus Payroll Outsourcing, payroll management software.

References

1. Armstrong, M., -Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward 6th Edition, Kogan Page Publishers, 2019.
2. Berger, L., & Berger, D., -The Compensation Handbook - A state-of-the-Art-Guide to Compensation Strategy and Design, 6th Edition, McGraw Hill, 2015.
3. Milkovich, G.T., Newman, J., & Venkataratnam, -Compensation, Special Indian Edition, McGraw Hill, 2017.
4. Newman, M., Gerhart, B., & Milkovich, G.T., -Compensation, 12th Edition, McGraw Hill, 12th Edition, 2020.
5. Sharma, R.C., & Sharma, S., -Compensation Management, 1st Edition, Sage Publications,

Related online content (MOOC, Website etc.)

<https://razorpay.com/payroll/what-is-payroll/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the conceptual framework of compensation management and its key components	K1
CO-2	Analyse the impact of various factors on compensation systems	K3
CO-3	Assess the impact of compensation system design issues (e.g., job evaluation, pay grades, salary matrix)	K3
CO-4	Describe the process of developing a comprehensive compensation strategy	K2
CO-5	Evaluate the effectiveness of different benefits packages and their impact on employee satisfaction	K5

**MBA Industry Integrated  
III-Semester**

Elective 3	<b>Course code: 31036C</b>	<b>Talent Acquisition &amp; Negotiation</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of TalentAcquisition&amp;Negotiation</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Understand Talent Acquisition Fundamentals</li> <li>2. To Learn Recruitment Strategies</li> <li>3. To Develop Candidate Assessment Skills</li> <li>4. To Explore Employer Branding</li> </ol>				

**UNIT I**

IntroductiontoTalentManagementIntroduction,Meaning&Objectives,RoleofTalentManagement in building sustainable competitive advantage to a firm, Key Processes of TalentManagement,HumanResourcePlanning,Recruitment,Selection,performancemonitoring,Retention, Talent vs. knowledgepeople, SourceofTalent

**UNITII**

Jobanalysis-Methodofcollectinginformation,developingquestionnaires,interviews,developing job description & job specification. Developing HR planning process (using MSEXcelandquantitative toolsRecruitmentProcess,StrategicTrendsin TalentAcquisition,

**UNITIII**

Preparing recruitment plan, E-recruitment (using various job portals), searching & downloadingapplicant profile by using job portals, selecting recruitment source, preparing recruitment budget,employer branding, formulating a recruitment strategy (specifically for Managerial/Executivejobs), Selection process, Use of assessment centres, selection errors &minimising selectionerrors,Reliability&Validitytests, Choosingthe types of interviews

**UNITIV**

The element of Talent Management-The resourcing strategy- Attraction and retention policiesandprograms–TalentAudit–RoleDevelopment–Talentrelationshipmanagement– Performancemanagement–Totalreward - Learninganddevelopment-Careermanagement

**UNITV**

Building the talent pipeline; Employee engagement; Employee engagement strategies; Talentmanagementto drivecultureofexcellence,Leadership development

References

1. Lance A.B. & Berger, D.R. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People, McGraw-Hill.
2. T.V.Rao, Hurconomics for Talent Management, Pearson.

Related online content (MOOC, Website etc.)

<https://www.jobvite.com/blog/talent-acquisition-vs-recruitment/>

Course outcomes		Knowledge level
CO-1	Understand the concept of talent acquisition and its significance in organizational success	K1
CO-2	Develop Relationship Management Skills	K3
CO-3	Analyze data to make data-driven decisions for continuous improvement.	K3
CO-4	Understand the importance of aligning talent acquisition with organizational strategy	K2
CO-5	Explore various sourcing channels and methods for identifying potential candidates	K5

**MBA Industry Integrated  
III-Semester**

Elective 4	<b>Course code: 31036D</b>	<b>Training and Development</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	Basic Knowledge Of Training And Development		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Understand Training and Development Concepts</li> <li>2. To Identify Training Needs</li> <li>3. To Design Training Programs</li> <li>4. To Develop Training Materials</li> </ol>				

**Unit I: Introduction to Employee Training and Development:** Forces affecting the workplace training- Designing Effective Training- Forces Influencing working and learning-snapshot of training practices-Strategic Training-Evolution of Training role

**Unit II: Needs Assessment:** Methods used in needs assessment-process-competency models-scope of needs assessment-Training Evaluation-reasons for evaluating training-overview of the evaluation process-determining whether outcomes are good-evaluation practices-evaluation designs-determining return on investment-measuring human capital and training.

**Unit III: Traditional Training Methods :** Hands-on-methods-group building methods-choosing a training method-E-learning and use of technology in training- Technology's influence on training and learning-Technology and multimedia-computer-based training-developing effective online learning-blended learning-mobile technologies

**Unit IV: Employee Development:** Approaches to employee development-the development planning process-company strategies for providing development-special issues in training and employee development-partnership with local community provides job opportunities-training issues resulting from external environment-training issues related to internal needs of the company.

**Unit V: Challenges:** Special challenges in career management-socialization and orientation-dual-career paths- plateauing-skills obsolescence-coping with career breaks-balancing work and life-company policies to accommodate work and nonwork-coping with job loss-dealing with older workers - the future of training and development-increased use of new technologies for training delivery.

**References**

1. Noe A Raymond- Employee Training and Development, McGraw Hill
2. Janakiraman- Training and Development Indian text Edition- Biztantra Publication

Related online content (MOOC, Website etc.)

<https://www.peoplehum.com/glossary/training-and-development>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understanding of Training and Development Principles	K1
CO-2	Ability to Conduct Training Needs Assessments	K3
CO-3	Competence in Designing Training Programs.	K3
CO-4	Proficiency in Developing Training Materials.	K2
CO-5	Skill in Delivering Training Sessions	K5



**MBA Industry Integrated  
III-Semester**

<b>Elective 1</b>	<b>Course Code: 31037A</b>	<b>Introduction to Logistics Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Logistics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the strategic role of logistics management</li> <li>2. To study the important modes of logistics operations</li> <li>3. To Know supply chain techniques in an international perspective.</li> <li>4. To understand basic concepts of containerization.</li> <li>5. To understand the essentials of Packing and Packaging.</li> </ol>				

**UNIT-I LOGISTICS MANAGEMENT AND SUPPLY CHAIN MANAGEMENT**

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

**UNIT-II BASICS OF TRANSPORTATION**

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

**UNIT-III CONTAINERIZATION**

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR.

**UNIT-IV PACKING AND PACKAGING**

Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

**UNIT-V SPECIAL ASPECTS OF EXPORT LOGISTICS**

Picking, Packing, Vessel Booking [Less-than Container Load (LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing, Distribution to Units.

**References**

3. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
4. Burt, Dobbler, Starling, World Class Supply Management, TMH.
5. Donald J Bowersox, David J Closs, Logistical Management, TMH
6. Pierre David, “International Logistics”, Biztantra.
7. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the relationships and interactions between different supply chain functions.	K1

CO-2	Explain the principles of transportation management and different modes of transportation and their advantages/disadvantages.	K2
CO-3	Understand containerization concept and its significance in modern logistics	K3
CO-4	Demonstrate an understanding of the fundamental principles of packing in the context of logistics.	K2
CO-5	Explore the basics of international trade and logistics.	K3

**MBA Industry Integrated  
III-Semester**

<b>Elective 2</b>	<b>Course code: 31037B</b>	<b>Port and Airport Management for Logistics</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Port and Airport Management for Logistics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To learn Port structure, functions and operations.</li> <li>2. To understand the Airport management for logistics.</li> <li>3. To understand the roles they play in the global supply chain.</li> <li>4. To explore methods to optimize cargo handling efficiency.</li> <li>5. To understand compliance with international and local regulations.</li> </ol>				

**UNIT I PORT STRUCTURE AND FUNCTIONS**

Definition - Types and Layout of the Ports – Organizational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity Administrative functions - Operational functions. Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores,

**UNIT- II PORT OPERATIONS**

Berths and Terminals - Berth Facilities and Equipment - ship Operation – Pre-shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

**UNIT-III PORT DEVELOPMENT**

Phases of port development - Growth in world trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development affecting port.

**UNIT-IV PORT ADMINISTRATION OWNERSHIP AND MANAGEMENT**

Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.

**UNIT-V AIR TRANSPORT**

Introduction to Air Transport – Air Freight – IATA – Cargo Handling at Goods at Air Port – Information Management of Air Cargo – System and Modules – Distribution of Goods.

References

1. PATRICK M. ALDERTON. 2008, Port Management and Operations. Information Law Category, U.K.
2. WORLD BANK. 2007, Port Reform Tool Kit. World Bank, Washington.
3. MARIA G. BURNS. 2014., Port Management and Operations. CRS Press, U.K.
4. ALAN E. BRANCH. 2008, Elements of Shipping. Chapman and Hall, Fair play Publications, U.K.
5. DE MONIE. 1989., Measuring and Evaluating Port Performance and Productivity. UNCTAD, New York.

Related online content (MOOC, Website etc.)

<https://cargoinsights.co/integration-between-port-and-airport-operations/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Develop skills in managing relationships with various stakeholders, including shipping lines, airlines, and regulatory authorities.	K2
CO-2	Analyze port and airport infrastructure, including terminals, runways, and storage facilities.	K3
CO-3	Familiarize students with the regulatory and legal aspects governing port and airport operations.	K4
CO-4	Understand cargo handling processes, including loading, unloading, and storage.	K2
CO-5	Integrate port and airport operations seamlessly into broader logistics and supply chain management.	K3

**MBA Industry Integrated  
III-Semester**

<b>Elective 3</b>	<b>Course code: 31037C</b>	<b>Export and Import Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Export and Import</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"><li>1. To understand India's contribution in International Trade and Service</li><li>2. To know the Export and Import Documents used in Global Trade</li><li>3. To identify future opportunities and challenges of India's Foreign Trade</li><li>4. To identify future opportunities and challenges of India's Foreign Trade.</li><li>5. To gain the knowledge of Export and Import Documents used in Global Trade</li></ol>				

**UNIT-I INTERNATIONAL TRADE**

Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's Export and Import position in World merchandise trade and services –Project Exports- Deemed Exports - India's Foreign Trade Policy – India Trade Agreements and tariff benefits.

**UNIT-II STARTING AN EXPORT FIRM**

Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Global rules as UCP 600 of ICC, INCOTERMS – Terms of payment and Letter of Credit – Payment settlement of exports and Imports.

**UNIT-III EXPORT DOCUMENTATION**

Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents – E- Databases and Documents

**UNIT-IV EXPORT FINANCE**

Sources of Finance - Role of commercial bank, EXIM Bank, ECGC SIDBI and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

**UNIT-V GLOBAL SOURCING**

Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses - Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme –Import formalities for EOUs and SEZs –CEZ - Import Risk Management.

#### References

1. Aseem Kumar(2007) “Export and Import Management”, Excel Books Publications, New Delhi
2. David Stewart (2008)” International Supply Chain Management”, Cengage publications,
3. Ram Singh(2008) “Export Management” Indian Institute of Foreign Trade, New Delhi
4. P.K.Khurana (2010): Export Management, Galgotia Publication, New Delhi
5. Jeevanandam C(2002) “Foreign Exchange: Practices Concepts and control” Sultan Chand Publications
6. Foreign Trade Policy(2015-2020): Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.

Related online content (MOOC, Website etc.)

[https://saylordotorg.github.io/text\\_international-business/s13-04-managing-export-and-import.html](https://saylordotorg.github.io/text_international-business/s13-04-managing-export-and-import.html)

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Develop a comprehensive understanding of the principles and practices of international trade	K1
CO-2	Understand the basics of trade finance, including letters of credit, documentary collections, and open account transactions.	K3
CO-3	Learn the documentation requirements for importing and exporting goods	K3
CO-4	Analyze international markets and identify potential opportunities.	K2
CO-5	Explore the factors influencing global trade patterns and trends	K5

**MBA Industry Integrated  
III-Semester**

<b>Elective 4</b>	<b>Course code: 31037D</b>	<b>Multimodal Transportation</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Multimodal Transportation</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. This subject is tailored to deliver theoretical and practical knowledge in handling methods</li> <li>2. To understand transportation modes and various conventions pertaining to carriage of cargo.</li> <li>3. To get the perspective of growing importance of transportation in world trade.</li> <li>4. To make the student understand the role of logistics infrastructure in transportation .</li> <li>5. To present logistics infrastructure status in the railways, roadways, waterways and port development.</li> </ol>				

**UNIT-1 BASIC CONCEPTS OF CONTAINERISATION**

Meaning - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non- Container sable cargo - Features of Containerization - Equipment for non-containerisable cargo.

**UNIT-2 CARGOS**

Cargos: International Trade Distribution - Stowage: Meaning - Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code –Classes.

**UNIT-3 MULTI MODALISM**

Multi-modal Trade Routes - Evolution - Basic Intermodal System - Modal Interface Factors outline why shipper favour Multi modalism - Factors in Development Features -Multi-Modalism Strategy – Components.

**UNIT-4 PHYSICAL MULTI MODAL OPERATIONS**

Physical multi modal operations: Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD CFS Free Trade Area - SEZ - Factors affecting mode and route choice.

**UNIT-5 CONVENTIONS RELATING TO MULTIMODAL TRANSPORT**

Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to Through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers1972 (CSC).

## References

- 1 ALAN E BRANCH & MICHAEL ROBARTS (2014) Branch's Elements of Shipping.9th Edition, Routledge Publication.
2. CLAUS, HYLDAGER (2013) Logistics and Multi-modal Transport. 2013 Edition, Institute of Chartered Shipbrokers.
3. HARIHARAN, K. V. (2002) A Text Book on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi.
4. HARIHARAN, K. V. (2002) Containerization, Multimodal Transport and Infrastructure Development in India. 5th edition, Shroff Publishers and Distributors Pvt. Ltd.

Related online content (MOOC, Website etc.)

<https://navata.com/cms/what-is-multimodal-transportation/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	To understand the advantages and challenges of utilizing multiple modes of transportation.	K1
CO-2	Develop skills in planning and optimizing transportation routes using multiple modes.	K3
CO-3	Integrate multimodal transportation into broader logistics and supply chain management.	K4
CO-4	Identify and assess risks associated with multimodal transportation	K2
CO-5	Understand the principles of intermodal containerization.	K3



**MBA Industry Integrated  
III-Semester**

<b>Elective 1</b>	<b>Course code: 31038A</b>	<b>Business Analysis &amp; IT Consulting</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Business Analysis &amp; IT Consulting</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the role of business analysis in organizations.</li> <li>2. To understand the importance of aligning IT solutions with business goals.</li> <li>3. To develop skills in creating and analysing business process models.</li> <li>4. To utilize tools and techniques for documenting and improving business processes.</li> <li>5. To understand the role of data in identifying business trends and opportunities.</li> </ol>				

**UNIT I: INTRODUCTION**

Activities of an IT Business Analyst - Business Analysis Levels or Views - Process, Project, Enterprise and Industry - Business Analysis Framework and Techniques - IT Business Analysis Software - Business Process Analysis - Business Process Mapping & Flow charting - Business Process Re-Engineering & Re-Design

**UNIT II: REQUIREMENTS PROCESS**

Importance of Requirements for IT Projects - Types of Requirements: Business, Enterprise, Solution, Stakeholder, Transition - Functional and Non Functional Requirements - Requirements Basics : Mapping, Modelling, Traceability Matrix, Tracking - Stakeholder Analysis

**UNIT III: REQUIREMENTS ELICITATION & COLLABORATION**

Elicitation : What and When - Elicitation Tasks - Prepare for Elicitation - Conduct Elicitation Activity - Document Elicitation Results - Confirm Elicitation Results - Manage Stakeholder Collaboration

**UNIT IV: THE LIFE CYCLE OF A CONSULTANCY ASSIGNMENT**

The life cycle of a consultancy assignment - Contracting and assignment initiation - Identification of problems and business needs - Diagnosis and solution definition - Solution appraisal and evaluation - Implementation and taking action - Closure and review - Consulting services portfolio - Root cause analysis and creative problem solving - Investigation techniques and data collection - Generating options - Implementation and taking action

**UNIT V: MANAGEMENT OF CLIENT RELATIONSHIPS**

Team management and delegation - Management of expectations - Conflict management - Progress monitoring, completion and handover - Quality management systems - Risk management - Transferring experience to the client - Benefits management

**References**

1. IT Consulting Essentials: A Professional Handbook, Dave Faulise, David Faulise (2016)
2. Business System Analysis for It Consultants: Powerstart Business Analysis, Trond Frantzen, Createspace Independent Pub (2015)
3. How to Start and Run an IT Consultancy Business: Become a Consultant, IT Entrepreneur or Start an Information Technology Consulting Firm, Srikanth Merianda, CreateSpace Publishing (2016).

Related online content (MOOC, Website etc.)

<https://www.knowledgehut.com/blog/business-management/business-analysis-consultant>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Align IT solutions with organizational strategy and objectives.	K4
CO-2	Evaluate the impact of IT solutions on overall business performance.	K2
CO-3	Develop strategies for mitigating and managing project risks.	K3
CO-4	Enhance communication and presentation skills for effectively conveying analysis results and recommendations.	K2
CO-5	Understand the consulting process and client engagement strategies.	K3

**MBA Industry Integrated  
III-Semester**

<b>Elective 2</b>	<b>Course code: 31038 B</b>	<b>Data Mining and Business Intelligence</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Data Mining and Business Intelligence</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the role data mining and business intelligence concepts in enhancing decision-making processes.</li> <li>2. To develop skills in preprocessing and cleaning raw data for analysis.</li> <li>3. To understand the importance of data quality and integrity in business intelligence.</li> <li>4. To utilize data exploration techniques and visualization tools in an efficient manner.</li> <li>5. To explore real-time business intelligence concepts and technologies.</li> </ol>				

**UNIT I: INTRODUCTION TO DATA MINING**

Data mining concepts- Introduction-Need for Data Mining -The Data Mining Process – Data Mining Applications-Data Mining Techniques-Some Data Mining Case studies-The future of Data Mining-Guidelines for successful Data Mining- Data Mining Software

**UNIT II: DATA MINING FUNCTIONALITIES**

Association rule mining-Classification-Cluster Analysis. Web Data Mining: Introduction-Web Terminology and Characteristics-Locality and Hierarchy in the web-Web content mining-Web usage mining-Web structure mining-web mining software's.

**UNIT III: ONLINE ANALYTICAL PROCESSING (OLAP)**

Characteristics of OLAP systems- Motivations for using OLAP-Multidimensional view and Data Cube-Data Cube Implementation-Data Cube operations-Guidelines for OLAP implementation-OLAP software's.

**UNIT IV: INFORMATION PRIVACY AND DATA MINING**

Introduction-Concept behind Information Privacy-Basic principles to protect information privacy-Information Technology Act 2000 and 2008-Uses and misuses of Data Mining-Primary Aims of Data Mining-Pitfalls of Data Mining Ineffectiveness of current privacy principles for data mining-A revised set of privacy principles for data mining-Examples of use of Data mining by the US government.

**UNIT V: DATA MINING APPLICATIONS AND TRENDS IN DATA MINING**

Data Mining for Financial Data Analysis, Retail Industry, Telecommunication Industry, Biological Data Analysis, Intrusion 4 8 Detection, and Other Scientific Applications. How to Choose Data Mining system-Examples of Commercial Data Mining Systems-Social Impacts of Data Mining-Trends in Data Mining.

**References**

1. G.K Gupta, Introduction to Data Mining with Case Studies, PHI.
2. Jiawei Han and Micheline Kamber, Data Mining Concepts and Techniques, Elsevier.
3. Big Data, Data Mining, and Machine Learning: Value Creation for Business Leaders and Practitioners, Jared Dean.
4. Building Data Mining Applications for CRM, McGraw-Hill Inc

Related online content (MOOC, Website etc.)		
<a href="https://www.matillion.com/blog/5-data-mining-business-intelligence-examples">https://www.matillion.com/blog/5-data-mining-business-intelligence-examples</a>		
<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Present data in a meaningful and comprehensible manner.	K2
CO-2	Apply statistical techniques to analyse data for business intelligence.	K2
CO-3	Provide decision support at a strategic level using business intelligence.	K3
CO-4	Understand the role of data-driven insights in shaping organizational strategy.	K2
CO-5	Apply data mining and business intelligence techniques to optimize business processes.	K5

**MBA Industry Integrated  
III-Semester**

<b>Elective 3</b>	<b>Course code: 31038 C</b>	<b>Management Information System</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Management Information System</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"><li>1. To understand fundamental concepts related to Management Information Systems.</li><li>2. To analyse business processes and design effective information systems to support organizational goals.</li><li>3. To understand database models, and use database management systems effectively.</li><li>4. To get knowledge of IT infrastructure components, such as hardware, software, networks, and telecommunications.</li><li>5. To understand the importance of data and information security.</li></ol>				

**UNIT I FUNDAMENTALS CONCEPTS OF MIS**

Basics concepts of MIS/ Types of MIS-Dimension and components of IS-Benefits of MIS-Evolutions of MIS development-New role of the CIO Database-Database development-Database normalization

**UNIT II ETHICAL, SOCIAL, AND POLITICAL ISSUES IN THE INFORMATION ERA**

Challenges of IS and the Internet to protect of individual privacy and intellectual property-Information systems vulnerability-Value of security and control in Business-The most important tools and technologies for safeguarding information resources

**UNIT III**

Business Process Reengineering, Total Quality Management and Enterprise Management System viz. ERP, SCM, CRM and Ecommerce.

**UNIT IV ARCHITECTURE OF IS**

Architecture, development and maintenance of Information Systems, Centralized and Decentralized Information Systems, Factors of success and failure, value and risk of IS.

**UNIT V NEW APPROACHES FOR SYSTEMS DEVELOPMENT**

New systems produce organizational change-Core activities in the systems development Process Principal methodologies for modelling and designing systems-Alternative methods for building information systems-New approaches for system building in the digital firm era.

**References**

1. Management Information Systems, Effy OZ, Thomson Leaning/Vikas Publications
2. Management Information Systems, James A. O'Brein, Tata McGraw-Hill

**Related online content (MOOC, Website etc.)**

[https://www.tutorialspoint.com/management\\_information\\_system/management\\_information\\_system.htm](https://www.tutorialspoint.com/management_information_system/management_information_system.htm)

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Proficiency in database management, including the ability to design and implement databases.	K4
CO-2	Knowledge of enterprise-level software applications and ERP systems that integrate core business processes.	K3
CO-3	Ability to manage information system projects, including project planning, scheduling, resource allocation, and risk management.	K3
CO-4	Effective communication skills, both written and oral, to convey technical information to non-technical stakeholders.	K3
CO-5	Familiarity with business intelligence tools and techniques, as well as the ability to analyze and interpret data for making informed business decisions.	K2

**MBA INDUSTRY INTEGRATED  
IV SEM**

<b>Elective 4</b>	<b>Course code: 31038 D</b>	<b>Software Project Management</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Software Project Management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"><li>1. To understand Project Management Concepts</li><li>2. To understand fundamental applicable to software development projects.</li><li>3. To understand the principles of team dynamics, communication, and motivation to effectively manage software development teams.</li><li>4. To understand the impact of changes in project scope and requirements.</li><li>5. To Develop skills to monitor project progress.</li></ol>				

### **UNIT 1 INTRODUCTION TO SOFTWARE PROJECT MANAGEMENT**

Introduction, Why is Software Project Management Important? What is a Project? Software Projects versus Other Types of Project, Contract Management and Technical Project Management, Activities Covered by Software Project Management, Plans, Methods and Methodologies, Some Ways of Categorizing Software Projects, Project Charter, Stakeholders, Setting Objectives, The Business Case, Project Success and Failure

### **UNIT 2 PROJECT PORTFOLIO MANAGEMENT**

Introduction, Business Case, Project Portfolio Management, Evaluation of Individual Projects, Cost–benefit Evaluation Techniques, Risk Evaluation, Programme Management, Managing the Allocation of Resources within Programmes, Strategic Programme Management, Creating a Programme, Aids to Programme Management, Some Reservations about Programme Management, Benefits Management.

### **UNIT 3 SCHEDULING**

Introduction, Objectives of Activity Planning, When to Plan, Project Schedules, Projects and Activities, Sequencing and Scheduling Activities, Network Planning Models, Formulating a Network Model, Adding the Time Dimension, The Forward Pass, Backward Pass, Identifying the Critical Path, Activity Float, Shortening the Project Duration, Identifying Critical Activities, Activity-on-Arrow Networks.

### **UNIT 4 PROJECT MONITORING**

Introduction, Creating the Framework, Collecting the Data, Review, Visualizing Progress, Cost Monitoring, Earned Value Analysis, Prioritizing Monitoring, Getting the Project Back to Target, Change Control, Software Configuration Management (SCM).

### **UNIT 5 SOFTWARE QUALITY**

Introduction, The Place of Software Quality in Project Planning, Importance of Software Quality, Defining Software Quality, Software Quality Models, ISO 9126, Product and Process Metrics, Product versus Process Quality Management, Quality Management Systems, Process Capability Models, Techniques to Help Enhance Software Quality, Testing, Software Reliability, Quality Plans.

**References**

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2012.
2. Robert K. Wysocki —Effective Software Project Managementl – Wiley Publication, 2011.

**Relatedonlinecontent(MOOC,Website)**

<https://www.simplilearn.com/what-is-software-project-management-article>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Develop skills in creating project plans, defining project scope, estimating effort, and creating realistic schedules for software projects.	K1
CO-2	Develop strategies for risk mitigation and contingency planning.	K2
CO-3	Learn to allocate and manage resources efficiently, considering factors like human resources, time, and budget constraints.	K3
CO-4	Integrate quality assurance and testing processes into project management to ensure the delivery of high-quality software products.	K4
CO-5	Identify deviations from the plan, and implement corrective actions to keep the project on track.	K5



**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Elective1</b>	<b>Course code: 31039A</b>	<b>Data Warehousing &amp; DBMS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Business Analytics</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	1. Define the concept of data warehousing and its role in decision support systems. 2. Explain the differences between operational databases and data warehouses. 3. Define the concept of a database and understand the role of a DBMS in managing data.				

**UNIT-1-INTRODUCTION TO DATABASE MANAGEMENT SYSTEMS**

Introduction to databases, the relational model, database design, normalization process, parallel and distributed databases, object oriented databases: concept, web technology and DBMS, transaction management.

**UNIT-2 INTRODUCTION TO DATA WAREHOUSING**

Data warehousing concepts, Databases versus Data Warehousing, Business need for data warehousing, architecture of Data Warehouse, building a Data Warehouse, properties of data in Data Warehouse, importance of Meta Data, Data Marts, critical success factors of Data Warehouse, trends in Data Warehousing.

**UNIT-3 DATA PREPARATION FOR DATA WAREHOUSING**

Data warehousing concepts, Databases versus Data Warehousing, Business need for data warehousing, architecture of Data Warehouse, building a Data Warehouse, properties of data in Data Warehouse, importance of Meta Data, Data Marts, critical success factors of Data Warehouse, trends in Data Warehousing.

**UNIT-4 DATA WAREHOUSE AND ANALYSIS**

Categorizing users of Data Warehouse and their business requirement, reporting and query tools, On-Line Analytical Processing (OLAP) in Data Warehouse, role of Data Warehousing on web applications, introduction to Data Mining, Data Visualization.

**UNIT-5DATA WAREHOUSE IMPLEMENTATION AND MAINTENANCE**

Introduction to Business Intelligence Applications, expanding Data Warehouse/ Business Intelligence System, deployment, growth and maintenance of Data Warehouse.

**References**

1. “ Ponniah, Paulraj. (2010). Data Warehousing: Fundamentals for IT Professionals (English). (2nd ed). Wiley.
2. Chopra, Rajiv. (2010). Database Management System A Practical Approach For DBMS. (1st ed). S.Chand Publishing.
3. Mundy, Joy. et al. (2008). The Data Warehouse Lifecycle Toolkit. Indianapolis: Wiley publishing Inc.
4. Ponniah, Paulraj. (2011). Data Warehousing: Fundamentals for IT Professionals. New Delhi: Wiley India Pvt Ltd.
5. Prabhu, C. S. R. (2008). Data Warehousing: Concepts, Techniques, Products and Applications. New Delhi: PHI Publications.
6. Inmon, W. H. (2005). Buidling the Data Warehouse. London: Wiley Publications.

**Relatedonlinecontent(MOOC, Website)**

<https://www.simplilearn.com/data-warehouse-vs-database-article>

<b>Course outcomes</b>		<b>Knowledgelevel</b>
CO-1	Understand the fundamental concepts of data warehousing, including data modelling, ETL (Extract, Transform, Load) processes, and multidimensional data modelling.	K1
CO-2	Design and implement data warehouse architectures, including star schema and snowflake schema, to support decision-making	K2

	and business intelligence (BI) applications.	
CO-3	Analyse and compare different data warehouse and DBMS technologies, including their strengths, weaknesses, and suitability for specific business requirements.	K3
CO-4	Develop data integration strategies to consolidate and reconcile data from heterogeneous sources within a data warehouse environment.	K4
CO-5	Evaluate and implement advanced database concepts such as indexing, transactions, concurrency control, and security mechanisms to optimize database performance and ensure data integrity.	K5

**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Elective2</b>	<b>Course code:</b> <b>31039B</b>	<b>PYTHON FOR DATA ANALYTICS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Data Analytics</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>To introduce the learners to Python programming.</li> <li>To Enable students to Work with multiple Python data science libraries to execute essential tasks like mathematical calculations, data manipulation, etc..</li> </ol>				

**UNIT-1 OVERVIEW OF PYTHON**

History, Features, Working with Python, Installing Python, basic syntax, interactive shell, editing, saving, and running a script. The concept of data types; variables, assignments; immutable variables; numerical types; Arithmetic and Logical operators and Boolean expressions. Debugging, comments in the program; understanding error messages; Catching exceptions using try and except.

**UNIT-2 DATA, EXPRESSIONS, STATEMENTS**

Python interpreter and interactive mode; values and types: int, float, boolean, string, and list; variables, expressions, statements, tuple assignment, precedence of operators, comments; modules and functions, function definition and use, flow of execution, parameters and arguments; Illustrative programs: exchange the values of two variables, circulate the values of n variables, distance between two points.

**UNIT-3 CONTROL FLOW, FUNCTIONS: CONDITIONALS:**

Boolean values and operators, conditional (if), alternative (if-else), chained conditional (if-elif-else); Iteration: state, while, for, break, continue, pass; Fruitful functions: return values, parameters, local and global scope, function composition, recursion; Strings: string slices, immutability, string functions and methods, string module; Lists as arrays. Illustrative programs: square root, GCD, exponentiation, sum an array of numbers, linear search, binary search

**UNIT-4 LISTS, TUPLES, DICTIONARIES**

Lists: list operations, list slices, list methods, list loop, mutability, aliasing, cloning lists, list parameters; Tuples: tuple assignment, tuple as return value; Dictionaries: operations and methods; advanced list processing – list comprehension; Illustrative programs: selection sort, insertion sort, merge sort, histogram.

**UNIT-5 FILES, MODULES, AND PACKAGES**

Files and exception: text files, reading and writing files, format operator; command line arguments, errors and exceptions, handling exceptions, modules, packages; Illustrative programs: word count, copy file. Introduction to NumPy, NumPy Array, Creating NumPy Array, Array Attributes, Array Methods, Array Indexing, Slicing Arrays, Array Operation, Iteration through Arrays Pandas: Introduction to Pandas, Pandas Series, Creating Pandas Series, Accessing Series Elements, Filtering a Series, Arithmetic Operations, Series Ranking and Sorting, Checking Null Values, Concatenate a Series Visualisation using Matplotlib, Plot Styles & Settings, Line Plot, Multiline Plot, Matplotlib Subplots, Histogram, Boxplot, Pie Chart, Scatter Plot

**References**

1. "Python for Data Analysis" by Wes McKinney - This book is authored by the creator of the Pandas library, which is widely used for data manipulation and analysis in Python.
2. "Data Science from Scratch: First Principles with Python" by Joel Grus - This book provides a hands-on introduction to data science concepts and techniques using Python.
3. "Python Data Science Handbook" by Jake VanderPlas - This book covers a range of topics in data science,

including data manipulation, visualization, and machine learning, using Python libraries such as NumPy, Pandas, Matplotlib, and Scikit-Learn.

4. "Learning Python" by Mark Lutz - While not specifically focused on data analytics, this book is a comprehensive guide to the Python programming language, which is essential for anyone looking to work with data in Python.

Related online content (MOOC, Website etc.)

<https://www.geeksforgeeks.org/data-analysis-with-python/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand fundamental concepts of Python programming language and its application in data analytics.	K1
CO-2	Practice using various Python libraries and tools for data manipulation, exploration, and visualization, including but not limited to Pandas, NumPy, Matplotlib, and Seaborn.	K2
CO-3	Summarize different data sources and techniques for data acquisition, cleaning, and preprocessing in Python.	K3
CO-4	Explain the concepts and techniques of exploratory data analysis (EDA) using Python, including descriptive statistics, data visualization, and correlation analysis Industrial requirement	K4
CO-5	Interpret the principles and applications of machine learning algorithms for data analysis and prediction in Python, including supervised and unsupervised learning methods.	K5

**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Elective3</b>	<b>Coursecode: 31039C</b>	<b>BUSINESS LAW AND ETHICS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Law And Ethics</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To learn the legal framework and regulations that surround business operations both in India and globally</li> <li>2. To also understand the importance of ethics in business to achieve long-term business goals.</li> </ol>				

**UNIT-1 LEGALITIES OF BUSINESS**

Law of Contract: Scope of the contract law, Indian Contract Act, Elements of contract, Offer and acceptance, Lawful consideration, Capacity to contract, Free Consent, Lawful object, Discharge of contract: Free and genuine consent, Contract of Indemnity and Guarantee: Contract of Agency, Sale of Goods Act, 1930 Transfer of Title, Performance of the contract, Remedies for breach of contract.

**UNIT-2 OTHER IMPORTANT BUSINESS LAWS**

Law relating to negotiable instruments: Negotiable Instrument act , 1881, The consumer protection Act, 1986, Consumer problems and Legal Remedies, Banking services, Medical services, Law on patents, Law on trademarks, Law of Designs.

**UNIT-3 BUSINESS ETHICS AND VALUES**

Nature of Business Ethics and Values, Significance and types of values, Ethics and Religion, Culture and Ethics, Social culture and Individual Ethics, Factors Influencing Business Ethics, Ethics as strategy, Ethics of Great Philosophers – Albert. Z. Carr, Aristotle, Niccolo Machiavelli, Karl Marx, Suntsu: The art of war of Sun Tzu, Might-equals-right approach of Karl Marx.

**UNIT-4 ETHICAL DECISION MAKING**

Ethical Decision Making, Difficulties in Ethical Decision Making, Power and Politics in organizations: Bases and sources of power, Coalitions, Managing Ethics: Ethics codes – Comparison of codes of Ethics, Codes of Conduct, codes of Practice, Ethics Programs, Kohlberg’s Study and Business Ethics, Laws of Enforcing Ethical Conduct: Laws and Ethics, Justice –Theory of Natural Law, Law as a guide to Moral Choice, Role of the Government of India in Enforcing Ethical Behaviour.

**UNIT-5 BUSINESS LAW AND ETHICS FOR GLOBAL BUSINESS**

Ethics in HRM, Human Resources Laws in various countries, privacy Issues Ethics in Marketing Ethics in Finance Accounting and Investment Decision : Disclosure Norms, Insider Trading Norms, Disclosure in Financial Statements, Ethics in Production and Operations Management, Business laws for global businesses, Case studies.

**References**

1. Johnson, Larry & Phillips, Bob. (2003). *Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity*. AMACOM.
2. Zak, Paul J. and Jensen, Michael C. (2008). *Moral Markets: The Critical Role of Values in the Economy*. Princeton University Press.
3. Freidman, Daniel. (2008). *Morals and Markets: An Evolutionary Account of the Modern World*. Palgrave Macmillan.
4. Gintis, Herbert et al. (2006). *Moral Sentiments and Material Interests: The Foundations of Cooperation in Economic Life (Economic Learning and Social Evolution)*. MIT Press.
5. Kapoor. (2006). *Elements of Mercantile Law*. Sultn.

6. Majumdar, A. K. & Kapoor, G. K. (2010). *Company Law*. Taxmann Publications Pvt. Ltd.  
 7. Majumdar, A. K.. (2007). *Company Law and Practice*. Taxmann.

Relatedonlinecontent(MOOC, Websiteetc.)

<https://www.murrayziel.com/business-ethics-vs-business-law/>

<b>Course outcomes</b>		<b>Knowledgelevel</b>
CO-1	Recall and analyse the fundamental principles and concepts of business law, including contracts, torts, intellectual property, and business entities.	K1
CO-2	Assess the legal and ethical implications of various business practices, such as marketing strategies, corporate governance, and environmental sustainability initiatives. .	K2
CO-3	Develop effective strategies for mitigating legal risks and ensuring compliance with applicable laws and ethical standards in business operations.	K3
CO-4	Collaborate with peers to analyse case studies and real-world scenarios, applying legal principles and ethical frameworks to propose solutions and resolutions.	K4
CO-5	Demonstrate an understanding of professional ethics and corporate social responsibility, including the ethical responsibilities of businesses towards stakeholders and society.	K5

**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Elective 4</b>	<b>Course code:31039D</b>	<b>DATA MINING FOR BUSINESS ANALYTICS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Data Mining</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Define data mining and its role in business analytics.</li> <li>2. Understand the different types of data mining techniques and their applications.</li> <li>3. Explain the principles behind popular data mining algorithms such as decision trees, clustering, association rule mining, and regression.</li> </ol>				

**UNIT-1 INTRODUCTION TO DATA MINING**

Data Mining for Business Intelligence, Data Mining Goes to Hollywood!, Data Mining Concepts and Definitions, Definitions, Characteristics, and Benefits, How Data Mining Works, Data Mining Applications.

**UNIT-2 DATA MINING PROCESS**

Data Mining Process, Step 1: Business Understanding , Step 2: Data Understanding, Step 3: Data Preparation, Step 4: Modeling Building, Step 5: Testing and Evaluation, Step 6: Deployment, Other Data Mining Standardized Processes and Methodologies.

**UNIT-3 DATA MINING METHODS**

Data Mining Methods, Classification, Estimating the True Accuracy of Classification Models, Cluster Analysis for Data Mining.

**UNIT-4 ARTIFICIAL NEURAL NETWORKS**

Association Rule Mining, Artificial Neural Networks for Data Mining, Elements of ANN, Applications of ANN.

**UNIT-5 DATA MINING SOFTWARE TOOLS**

Data Mining Software Tools, Data Mining Myths and Blunders.

**References**

1. Turban, Sharda Efraim; Ramesh, Dursun Delen and King, David. (2011).
2. *Business Intelligence: A Managerial Approach*, 2nd Edition. Publisher: Prentice Hall.
3. Han, Jiawei and Kamber, Micheline. (2012). *Data Mining: Concepts and Techniques*, 3rd edition. Morgan Kaufman Publishers.
4. Tang, P.N., Steinback, M. and Kumar, V. (2006). *Introduction to Data Mining*. Addison Wesley.

Relatedonlinecontent(MOOC,Websiteetc.)

<https://coursera.org/learn/data-warehousing-business-intelligence>

<b>Course outcomes</b>		<b>Knowledgelevel</b>
CO-1	Understand the fundamental concepts of data mining and its applications in business analytics.	K1
CO-2	Apply various data preprocessing techniques, including data cleaning, transformation, and feature engineering, to prepare data for mining.	K2
CO-3	Design and implement predictive modelling solutions using machine learning algorithms such as decision trees, regression analysis, classification algorithms, and ensemble methods.	K3

CO-4	Explore advanced topics in data mining, including text mining, sentiment analysis, and time series analysis, to address specific business challenges and opportunities.	K4
CO-5	Reflect on the ethical implications of data mining practices, including issues related to privacy, fairness, and bias, and develop strategies to mitigate risks and promote responsible data use.	K5



**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Elective 1</b>	<b>Course code:</b> <b>310310A</b>	<b>AFFLIATE MARKETING &amp; GOOGLE ADSENSE</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Digital Marketing</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain a comprehensive understanding of the concept, importance, and current trends in affiliate marketing.</li> <li>2. To explore various types of affiliate marketing and their impact on online audiences.</li> <li>3. To develop skills in monetizing affiliate partnerships, managing programs, and analyzing data.</li> <li>4. To understand the planning and implementation of effective affiliate programs for different product types.</li> <li>5. To understand the use of Google AdSense as an affiliate partner and leverage data for business promotion.</li> </ol>				

**Unit1 UNDERSTANDING AFFILIATE MARKETING**

Definition and importance of Affiliate marketing in current scenario. Changing dimensions of Advertising and business promotion. Business of Monetization of Business promotion. Understanding the changing demography of users.

Media management and Data driven promotion. Identification of Affiliate partners. Channels of Affiliate marketing. Creating an affiliate program. Product attributes, idea and target audience.

**Unit2 AFFILIATE MARKETING TYPES**

Targeting the online customer - DIY and unboxing videos, paid reviews, blogs, complimentary products, Webinars, Training of usage of products, TV Time, product previews, Email and SMS burst with links, Discount codes on click, free coupon online stores.

**Unit3 CREATING AN AFFILIATE PROCESS**

Monetization of Affiliate Marketing – Data metrics, Pay-per-View, pay-per-click. Conversion rate. Affiliate Partner – Identifying the right mix for customer. Creating a sustainable program and managing- Internal administration – integration of products. User sensitivity, blocking and unblocking of advertisements. Analysis of SEO data. Synthesis and Exercises.

**Unit4: AFFILIATE PROGRAM PLAN**

Physical Products vs Digital Products vs Services Affiliate Networks vs In-house Affiliate Programs Applying to Affiliate Programs Do's and Don'ts of Amazon Associates - Finding Affiliate Products while doing a Google Search

## Unit5:ADSENSEMODULE

GoogleAdSense:Googleasaffiliatepartnerandbusinesscatalyst.UnderstandingGoogleAdSense Business model. Identifying specific demography of users. Choosing the right mix of ads. Advertising in search engine. SEO (Search Engine optimization), priority Advertisement,right mix of search-words. Tweaking of business promotion by understanding google analyticsanddata research.

### ReferenceBooks:

1. GoogleAdwordsforBeginners:ADo-It-YourselfGuidetoPPCAdvertising,ByCoryRabazinsky,2015 □
2. IntroductiontoProgrammaticAdvertising,ByDominikKosorin,2016
3. Blogging: A Practical Guide to Plan Your Blog: Start Your Profitable Home-Based Businesswitha Successful BlogByJo andDale Reardon,2015 □
4. Affiliatemarketing:Acompleteguidestepbystepthowtojointheaffiliatemarketingbusiness byMarkJ.Cooper
5. AffiliateMarketing:LearnHowtoMake\$10,000+EachMonthonAutopilot.byMichaelEzean aka

### Related online content (MOOC, Website etc.)

<https://www.coursera.org/specializations/digital-advertising-strategy>

Course outcomes		Knowledge level
CO-1	Identify different channels for affiliate marketing and evaluate their effectiveness.	K1
CO-2	Describe different types of affiliate marketing tactics, including DIY videos, reviews, webinars, and coupon codes.	K2
CO-3	Analyze SEO data and conduct exercises to improve program effectiveness.	K3
CO-4	Compare and contrast physical, digital, and service-based affiliate programs.	K4
CO-5	Optimize search engine advertising through SEO, keyword selection, and data analysis.	K5

**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Elective 2</b>	<b>Course code: 310310B</b>	<b>Digital Branding</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Branding</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain a comprehensive understanding of digital display advertising, planning effective campaigns, and measuring success.</li> <li>2. To master the principles and strategies of creating and promoting content for effective branding.</li> <li>3. To understand the power of consumer-generated content and leverage it for brand building.</li> <li>4. To explore the concept of gamification and its applications in branding strategies.</li> <li>5. To gain insights into the evolving media landscape and its impact on digital branding.</li> </ol>				

**Unit 1 INTRODUCTION TO DIGITAL BRANDING**

Benefits of Digital Display, Target Audience, Challenges of Digital Display, Campaign Objectives, Business Value, Campaign Budget, Running Effective Ads, Creative Formats, Ad Formats, Targeting, Ad Features, Tracking your Campaign, Ad Display Frequency, Optimizing the Campaign, Campaign Planning, Laws & Guidelines

**Unit 2 CONTENT MARKETING**

What is Content Marketing?, Identifying Prospects, Writing Messages and Creating Content, Getting the Message into the Media, Content Essentials, Content Strategy, Idea Creation, Content Creation, Social Media Promotion, Traffic Generation, Content Auditing,

**Unit 3 CONSUMER GENERATED CONTENT**

Definition and Insights on Consumer Generated Content, Do-It-Yourself (DIY) Advertising, Product Development, and Opportunities for Co-creation, and Four Building Blocks of Co- creation.

**Unit 4 GAMIFICATION**

Gamification and the Fun Theory, Gamification and Major Brands, Five Elements of Gamification in a Branding Strategy, advergames, Gamevertising, Principles of Gamification.

**Unit 5 THE FUTURE OF MEDIA**

Scenario Planning, Interpreting Scenario, Dynamic Content Creation, Strategic Framework of the Future of Media, the Consumer/Creator Archetype, Revenue and Ad Aggregation, Distribution: Channels, Devices, and Mobility, Globalization and Localization, Intellectual

Property and Media; Shifting Advertising Channels - Growth in Digital Advertising, Social Networks, Blogging Platforms, Drivers of Value, The Forces Shaping Media--Increasing Media Consumption, Fragmentation, Participation, Personalization, New Revenue Models, Generational Change, Increasing Bandwidth; Future of Media Lifecycle Cases.

**TextBooks:**

1. Marion McGovern, Dennis Russell & Dennis Russell, (2001) A New Brand Of Expertise: How Independent Consultants, Free Agents, And Interim Managers Are Transforming The World

OfWork –Butterworth Heinemann Special Priced Titles.

2. Bren Monteiro, MarketingManual:Focus On Branded Content, With Other MarketingAspects-6DegreesBooks.
3. KillerWebContent:(2006)MakeTheSale,DeliverTheService,BuildTheBrand– GerryMcGovern,1/e,A& CBlack.

**ReferenceBooks:**

1. GetContentGetCustomers:TurnProspectsintoBuyerswithContentMarketingMcGraw-Hill.
2. JoePulizzi,(2006)GuerrillaAdvertising:UnconventionalBrandCommunication –GavinLucasandMichaelDorrian,LaurenceKingPublishers,2006

**Related online content (MOOC, Website etc.)**

<https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce>

Course outcomes		Knowledge level
CO-1	Select creative and ad formats, apply targeting strategies, utilize ad features, and track campaign performance.	K1
CO-2	Develop content strategies, generate creative ideas, and produce high-quality content.	K2
CO-3	Define and explain the significance of consumer generated content (CGC).	K3
CO-4	Explain the connection between gamification and the "Fun Theory" in marketing.	K4
CO-5	Analyze intellectual property considerations, shifting advertising channels, and generational changes.	K5

**MBA INDUSTRY INTEGRATED****III SEM**

<b>Elective 3</b>	<b>Course code: 310310C</b>	<b>WEBSITE&amp;WORDPRESS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Digital Marketing</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain a foundational understanding of website design principles, website structure, and To WordPress as a content management system (CMS).</li> <li>2. the fundamentals of HTML and CSS, the core languages for building and styling web pages.</li> <li>3. To learn how to use and customize WordPress themes and templates to create unique website designs.</li> <li>4. To develop skills in creating, managing, and optimizing different types of content in WordPress.</li> <li>5. To implement advanced features like JavaScript, forms, e-commerce, and optimize your website for performance and security.</li> </ol>				
<p><b>Unit 1: INTRODUCTION TO WEBSITE DESIGN AND WORDPRESS</b></p> <p>Understanding the fundamentals of website design Website Structuring Domain, sub-domains, servers, hosting, CMS Understanding website structure Exploring the role of WordPress in web development Differentiating between static and dynamic websites Setting up a local development environment (XAMPP, MAMP, etc.) Exploring the WordPress dashboard and its components</p> <p><b>Unit 2: HTML AND CSS BASICS</b></p> <p>Introduction to HTML: tags, elements, and structure Creating and formatting text content using HTML Working with hyperlinks, images, and multimedia Understanding the box model in CSS Styling web pages with CSS: selectors, properties, and values Implementing CSS layout techniques: positioning, floating, and flexbox</p> <p><b>Unit 3: WORDPRESS THEMES AND TEMPLATES</b></p> <p>Overview of WordPress themes: purpose and functionality Finding and installing themes from the WordPress repository Customizing themes using the WordPress Customizer Creating a child theme to preserve customizations Introduction to template files: header, footer, sidebar, etc. Building custom page templates for unique layouts Creation of Widgets, API &amp; Plugins</p> <p><b>Unit 4: CONTENT CREATION AND MANAGEMENT</b></p> <p>Creating and managing different types of content: posts, pages, and custom post types Organizing content using categories and tags Incorporating multimedia: images, videos, and audio Using the Gutenberg block editor effectively Exploring plugins for content enhancement and SEO optimization Understanding user roles and permissions in WordPress</p> <p><b>Unit 5: ADVANCED FEATURES AND OPTIMIZATION</b></p> <p>Adding interactivity with JavaScript and jQuery Incorporating forms using plugins like Contact Form 7 or Gravity Forms Exploring e-commerce functionality with WooCommerce Performance optimization: caching, image compression, and minification Implementing basic SEO principles for better search engine visibility Ensuring website security: backups, updates, and security plugins</p>					

**ReferenceBooks**

1. "WebTechnologies: HTML, JavaScript,PHP, Java, JSP, XMLand AJAX"byUttamK. Roy
2. "WebDesign:ACompleteIntroduction"byNigelChapmanandJennyChapman
3. "WordpressWebApplicationDevelopment"byRakhithaNimeshRatnayake
4. "WordPressAll-In-OneForDummies"byLisaSabin-Wilson

**Related online content (MOOC, Swayam, NPTEL, Website etc.)**

<https://archive.nptel.ac.in/courses/110/107/110107154/>

[https://onlinecourses.nptel.ac.in/noc24\\_mg25/preview](https://onlinecourses.nptel.ac.in/noc24_mg25/preview)

Course outcomes		Knowledge level
CO-1	Explain the basic concepts of website design, including domain names, subdomains, servers, hosting, and CMS.	K1
CO-2	Implement CSS to style web pages using selectors, properties, and values, and utilize layout techniques like positioning, floating, and flexbox.	K2
CO-3	Understand template files like header, footer, and sidebar, and build custom page templates for unique layouts.	K3
CO-4	Create and manage diverse content like posts, pages, and custom post types.	K4
CO-5	Optimize website performance through caching, image compression, and minification.	K5

**MBA INDUSTRY INTEGRATED  
III SEM**

<b>Elective 4</b>	<b>Course code: 310310D</b>	<b>VIDEO MARKETING</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Marketing</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain a comprehensive understanding of how YouTube can be leveraged for effective business marketing.</li> <li>2. To acquire hands-on skills in producing high-quality videos for your YouTube channel.</li> <li>3. To master the management of your YouTube channel for optimal reach and engagement.</li> <li>4. To learn strategies for promoting your YouTube videos, tracking performance, and generating revenue.</li> <li>5. To explore advanced strategies for advertising on YouTube and leveraging it for B2B marketing.</li> </ol>				

**Unit1 INTRODUCTION**

MarketingBusinessOnlinewithYouTube -HowYouTubeCanHelpYouMarketYourBusiness-  
DevelopingYourYouTubeMarketingStrategy-CreatingInformativeVideos-CreatingEducationalVideos-  
CreatingEntertainingVideos-IncorporatingYouTubeVideosintheOverallWebMarketingMix

**Unit2 BASICS OF YOUTUBE MARKETING**

ProducingYourOwnYouTubeVideos- UnderstandingAudio/VideoTechnology- ShootingWebcamVideos-  
ShootingSemi-ProVideos- ShootingProfessionalVideos- EditingandEnhancingYourVideo

**Unit3 LEVERAGING YOUTUBE COMMUNITY**

ManagingYouTubeVideos -UploadingYourVideostoYouTube- AnnotatingandLinkingYourVideos -  
ManagingComments - EstablishingYourYouTubeChannel -LeveragingtheYouTubeCommunity -  
IncorporatingYouTubeVideosontheWebsite

**Unit4 VIDEO PROMOTION & OPTIMIZATION**

Promotion and Monetization- Tracking Performance- Marketing YouTube Videos- Optimizing Videos for Search

**Unit5 YOUTUBE ADVERTIZING**

AdvertisingYouTubeVideos -UsingCall-to-ActionOverlaysonVideos-  
GeneratingRevenuesfromYouTubeVideos- UsingYouTubeforB2BMarketing

**Reference Books**

MichaelMiller,YouTubeForBusiness:OnlineVideoMarketingforAnyBusiness(2ndEdition),QuePUBLISHING, 2011

Related online content (MOOC, Website etc.)

<https://www.coursera.org/learn/brand>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Integrate YouTube videos seamlessly into your overall web marketing mix.	K1

CO-2	Explain basic audio/video technology concepts relevant to video production.	K2
CO-3	Upload videos efficiently and utilize annotations and links for enhanced user experience.	K3
CO-4	Utilize appropriate marketing channels to promote your YouTube videos and reach target audiences.	K4
CO-5	Develop and implement effective B2B marketing strategies on YouTube.	K5



**MBA Industry Integrated  
IV-Semester**

<b>CORE 1</b>	<b>Course code: 31041</b>	<b>BUSINESS ETHICS &amp; CORPORATE GOVERNANCE</b>	<b>T</b>	<b>Credits:5</b>	<b>Hours:5 / week</b>
<b>Pre-requisite</b>	<b>Basic knowledge of Ethics and Moral Philosophies</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Recognize and comprehend various ethical theories and frameworks.</li> <li>2. Analyse how these frameworks can be applied to ethical dilemmas in a business context.</li> <li>3. Apply ethical reasoning to real-world business scenarios.</li> <li>4. Develop strategies for implementing and monitoring ethical standards within an organization.</li> <li>5. Develop critical thinking skills and ethical judgment through case studies and group discussions.</li> </ol>				
<p><b>Unit I: Introduction to Business Ethics</b>  Meaning of Ethics, Types of Ethics, Sources of Ethics, Ethics and Business, Importance and Scope of Ethics, Factors influencing Business Ethics, Objectives of Business Ethics</p> <p><b>Unit II: Ethical Decision Making</b>  The role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlenberg's Model, Carrol Gilligan's Model.</p> <p><b>Unit III: Ethical Practices in Business Management</b>  Ethical Codes, Managing Ethics, Ethical Activities, Application in Marketing, Finance-Tax Evasion, Lack of Transparency, Application in HR Mare alike Compensation, and Work Place Harassment of Employees.</p> <p><b>Unit IV: Ethical Management</b>  Ethical Dilemmas in Organization,  Social Responsibility of Business and Corporate Governance. Environmental Ethics, Corruption and Gender Issues—Gender Ethics,</p> <p><b>Unit V: Corporate Governance</b>  Introduction, Concept, and Need for Corporate Governance, Parties to Corporate Governance, India's Corporate Governance Framework, CII Code on Corporate Governance</p>					
<p>References</p> <ol style="list-style-type: none"> <li>1. CSV Murthy, Business Ethics (Text and Cases), Pub. By HPH</li> <li>2. Marianne M. Jennings, Cases in Business Ethics, Pubby Cengage Learning</li> </ol>					
<p>Related online content (MOOC, Website etc.)</p> <p><a href="https://www.bbvaopenmind.com/en/articles/ethics-values-and-corporate-governance/">https://www.bbvaopenmind.com/en/articles/ethics-values-and-corporate-governance/</a></p>					
<b>Course outcomes</b>				<b>Knowledge level</b>	
CO-1	To understand the importance of Ethical Principles in business			K1	
CO-2	To identify the role of ethical practices in business operations			K2	
CO-3	To examine ethical management dilemmas in business practices			K3	

CO-4	Explore the concept of corporate social responsibility and its significance in contemporary business practices.	K4
CO-5	Critically assess governance concerns for the individual corporation and its stakeholders	K5

**MBA Industry Integrated  
IV-Semester**

<b>Core</b>	<b>Course code:</b> <b>31042</b>	<b>Project Work</b>	<b>PR</b>	<b>Credits:8</b>	
<b>Pre-requisite</b>	<b>Basic Knowledge on research</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To apply theoretical concepts learned in the coursework to practical business situations.</li> <li>2. To develop analytical and problem-solving skills through hands-on project work.</li> <li>3. To enhance students' ability to work independently or collaboratively in a team environment.</li> <li>4. To improve students' communication skills through written reports and oral presentations.</li> <li>5. To foster creativity and innovation in addressing business challenges.</li> </ol>				
<b>CHAPTERS:</b>					
<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Review of Literature</li> <li>3. Research Methodology</li> <li>4. Data Analysis and Interpretation</li> <li>5. Findings, Recommendations and Conclusion</li> </ol>					
<b>Course outcomes</b>				<b>Knowledge level</b>	
CO-1	Summarize complex information gathered from multiple sources in a clear and concise manner.			K1	
CO-2	Interpret research findings and articulate their implications for decision-making.			K2	
CO-3	Utilize appropriate research methodologies to collect and analyze data relevant to the project objectives.			K3	
CO-4	Critically assess the reliability and validity of research findings and data sources.			K4	
CO-5	Develop comprehensive project reports that integrate diverse perspectives, data, and insights into coherent narratives.			K5	

<b>MBA Industry Integrated IV-Semester</b>					
<b>Elective 1</b>	<b>Course code: 31043A</b>	<b>SERVICES MARKETING</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Knowledge of the Services Industry</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course objectives</b>	<ol style="list-style-type: none"> <li>1. To provide knowledge about characteristics and classification of services</li> <li>2. To provide an understanding of managing service quality and service process</li> <li>3. To understand the new service development process and the role of design elements.</li> <li>4. To gain an understanding of demand and capacity management</li> <li>5. To Understand the role of services cape and pricing in the service industry</li> </ol>				
<p><b>UnitI: INTRODUCTION TO SERVICES MARKETING</b></p> <p>Introduction to Services Economy, Nature and Importance, Characteristics of Services, Service Marketing Triangle, Goods - Services Continuum, Service Classifications</p> <p><b>Unit II: MANAGEMENT OF SERVICE QUALITY AND SERVICE PROCESS</b></p> <p>Customer expectations - Perceptions, Managing Service Quality, Gap Analysis, Quality Tools, Role of Information in Services</p> <p><b>Unit III: NEW SERVICE DEVELOPMENT</b></p> <p>New Service Development - Design Elements, Service Blueprinting, Approaches to Service System Design, Employees role in services, Customers role, Service Encounter Triad</p> <p><b>Unit IV: DEMAND AND CAPACITY MANAGEMENT</b></p> <p>Service recovery, Building Service relationship, managing capacity and Demand- Strategies, Managing Waiting Lines- Features of Queuing Systems</p> <p><b>Unit V: SERVICE ENVIRONMENT, SERVICE PRICING</b></p> <p>STP in Services, Physical Evidence- the Supporting Facility, Services capes, Pricing, Technology in Services, Globalization of Services</p>					
<p>References</p> <ol style="list-style-type: none"> <li>1. Christopher H. Lovelock, Services Marketing, Prentice hall International Editions, 1996</li> <li>2. Valarie A. Zenithal, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit, Services Marketing: Integrating Customer focus across the firm, Tata McGraw Hill.</li> <li>3. James A. Fitzsimmons Mona J. Fitzsimmons, Service Management - Operations, Strategy, Information Technology, Tata Mc Graw Hill.</li> <li>4. Essentials of Services Marketing, Adrian Payne, Prentice Hall. .</li> </ol>					

Related online content (MOOC, Website etc.)

<https://www.pixel506.com/insights/services-marketing-characteristics-innovations-and-more>

<b>COURSE OUTCOMES</b>		<b>KNOWLEDGE LEVEL</b>
CO-1	To understand the similarities and differences in service-based and physical product based marketing activities	K1
CO-2	To demonstrate a positioning of services to identify a competitive position in the market for service differentiation	K2
CO-3	To manage and utilize service capacity for improving productivity of services and to analyse the influence of service environment on customer satisfaction.	K3
CO-4	To apply pricing strategy for different services and to examine various ethical concerns in pricing of services.	K4
CO-5	To assess the causes of service quality gap and to improve service productivity through service blueprinting.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 2</b>	<b>Course code: 31043B</b>	<b>BUSINESS TO BUSINESS MARKETING</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Business Marketing</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>course objectives</b>	<ol style="list-style-type: none"> <li>1. To familiarize students with B2B marketing and distinguish it from B2C marketing</li> <li>2. To understand the unique characteristics and challenges of B2B transactions.</li> <li>3. Develop B2B marketing strategies aligned with organizational objectives and market opportunities.</li> <li>4. Understand the role of product and service management in B2B marketing, including product development, pricing etc</li> <li>5. 5. Explore the use of integrated marketing communications (IMC) to reach and engage B2B audiences across multiple channels.</li> </ol>				

**Unit I: Introduction to B to B Marketing**

Dimensions of Business to Business Marketing - B to B Marketing vs. Consumer Marketing, Nature of Industrial demand - The Industrial Marketing Concept, Types of B to B Markets, Classifying Industrial Products - The B to B Marketing Environment

**Unit II: Organisational Buying**

Nature of B to B buying - Organisational buying activity, Buying models and buying centre concept, Inter personal dynamics of Industrial Buying Behaviour, Roles of buying centre, Conflict resolution in decision making, Vendor analysis, Ethics in purchasing

**Unit III: B2B Product Planning**

B to B Market Segmentation - Segmenting the Business Market - Choosing Target Segments - Industrial Market Research - Formulating Product Planning - Developing Product Strategy, Analysing Industrial product life cycle, Developing Strategies for new and existing products - Business Services Marketing - Special challenges

**Unit IV: Channel and Pricing Strategies**

Formulating Channel Strategy - Managing Business Marketing Channels - E-Commerce Strategies for Business Markets - Supply Chain Strategies - Pricing strategies - Price determinants, Factors that influence the pricing strategies, concept of learning curves, pricing strategies, Competitive, bidding, Leasing.

**Unit V: Relationship Building**

Business Marketing Communications: Advertising in Industrial Markets - Use of sales promotion in Industrial Markets, trade shows and exhibitions - B 2 B forms of E-Commerce - Managing the Personal Selling Function - Customer Relationship Management Strategies for Business Markets

**References**

1. Krishna Havaldar, Business Marketing, Tata McGraw-Hill Publishing Company Ltd.
2. Michael D. Hutt, Thomas W. Speh, Business Marketing Management, Cengage Learning.
3. Robert R. Reeder Edward G. Brierty & Betty H. Reeder, Industrial Marketing - Analysis Planning and Control, Prentice Hall of India.
4. Robert Dwyer, John F. Tanner Jr, Business Marketing, Tata McGraw-Hill Publishing Company Ltd.

Related online content (MOOC, Website etc.)

<https://www.cognism.com/what-is-b2b-marketing>

<b>Course Outcomes</b>		<b>Knowledge level</b>
CO-1	Identify key characteristics of B2B markets and understand the role of organizational buyers	K1
CO-2	Explore strategies for product and service development, customization, and differentiation in B2B markets.	K2
CO-3	Analyze the buying process and decision-making factors in B2B transactions	K3
CO-4	To develop pricing models and strategies for B2B products and services	K4
CO-5	Apply B2B marketing concepts and strategies to real-world business scenarios	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 3</b>	<b>Course code: 31043C</b>	<b>MARKETING ANALYTICS</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of marketing and data analytics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>course objectives</b>	<ol style="list-style-type: none"> <li>1. To Define marketing analytics and its role in strategic decision-making.</li> <li>2. To Understand the significance of data-driven marketing in contemporary business.</li> <li>3. To examine the role of marketing analytics in informing marketing decision-making processes</li> <li>4.To Learn techniques for collecting, organizing, and managing marketing data from various sources.</li> <li>5. To Understand how to allocate resources effectively to maximize marketing ROI.</li> </ol>				

**Unit I :Introduction to Marketing Analytics**

Introduction to marketing analytics, linking marketing to financial consequences, Share of heart, Share of mind and Share of market, Role, and importance of marketing metrics in strategic marketing decisions.

**Unit II: Marketing Cost, Profits and Margins**

Margins & Profits and Customer Profitability, Selling Price, variable cost, average variable cost, market spending, Breakeven point and Target volume, customer, recency, retention, customer life time value, prospect life time value, acquisition versus retention spending.

**Unit III: Market penetration and Growth**

Trail, repeat, penetration, volume, CAGR, fair share draw, cannibalization rate, brand equity metrics, conjoint utilities: segmentation, customer preference and volume projection.

**Unit IV: AI in Analytics**

AI approach for Sales Analytics: Clustering, Classification Tree, Neural Network

**Unit V: Marketing Campaign Management**

Marketing Campaign Management: Types of Campaigns, Campaign Design, Business Rules, Applications of Predictive Models, Next Best Action, Design of Experiment, Test & Control Framework, A/B Testing, Campaign List Generation, Campaign Quality Check, Campaign Rollout, Campaign Tracking

**References**

1. Marketing Analytics Data Driven Techniques with Micro soft Excel - Wayne *Winston*- John Wiley & Sons, Inc.
2. Philip Kotler & Ned Roberto , December 2006, Marketing Metrics: 103 Key Metrics Every Marketer Needs, John Wiley & Sons Inc .

Related online content (MOOC, Website etc.)

<https://www.wrike.com/marketing-guide/marketing-analytics/>



<b>Course Outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the basic concepts of marketing analytics.	K1
CO-2	Analyse and Implement Business Strategies based on metrics	K2
CO-3	Analyse market trends, competitive landscapes, and industry benchmarks using marketing data to identify opportunities and threats in the market	K3
CO-4	Optimize marketing mix elements (product, price, place, promotion) using data-driven insights and experimentation, and allocate resources effectively to maximize marketing ROI.	K5
CO-5	Evaluate the effectiveness of marketing campaigns using key performance indicators (KPIs) and metrics, tracking and measuring campaign ROI, attribution, and effectiveness across different channels.	K4

**MBA Industry Integrated  
IV-Semester**

<b>Elective 4</b>	<b>Course code: 31043D</b>	<b>ADVANCED DIGITAL MARKETING</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Digital Marketing</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>course objectives</b>	<ol style="list-style-type: none"> <li>1. To learn digital analytics tools to track and measure campaign performance.</li> <li>2. To Understand the importance of integrating various digital channels for a cohesive strategy.</li> <li>3. To Familiarize with various models of digital marketing and social media analytics</li> <li>4. To Learn advanced social media marketing strategies for different platforms</li> <li>5. Gain expertise in advanced SEO tactics, such as keyword research, ad copy optimization, bid management, and targeting</li> </ol>				

**Unit I Facebook Marketing:**

Facebook for Business, Facebook Insight, Different types of Ad formats, Setting up Facebook Advertising Account, Facebook audience & types, Designing Facebook Advertising campaigns, Facebook Avatar, Apps, Live, Hashtags

**Unit II Introduction to SEO**

How Search engine works, SEO Phases, History Of SEO, How SEO Works, What is Googlebot (Google Crawler), Types Of SEO technique, Keywords, Keyword Planner tools

**Unit III Social media Reach**

Social media Reach - Video Creation & Submission, Maintenance- SEO tactics, Google search Engine, Other Suggested tools

**UNIT IV Buying Models**

CPC, CPM, CPL, CPA, fixed Cost/Sponsorship, Targeting:- Contextual targeting, remarking, Demographics , Geographic & Language Targeting.

**UNIT V Social Media Analytics**

Facebook insights, Social Ad analytics /ROI measurement. Goals and Google Analytics reports and tools, Finding actionable insights, Getting the organization involved, Creating a data-driven culture, Resources Common mistakes analysts make Additional Web analytics tools.

**References**

1. Jason Miletsky, —Principles of Internet Marketing| Cengage Learning.
2. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, New Jersey, John Wiley & Sons

Related online content (MOOC, Website etc.)

<https://www.ama.org/certifications/advanced-digital-marketing-certification/>

<b>Course Outcomes</b>		<b>Knowledge level</b>
CO-1	Develop an in-depth understanding of advanced digital marketing concepts, like SEO, SEM, social media marketing,	K1
CO-2	Gain expertise in advanced SEO tactics, such as keyword research, ad copy optimization	K2
CO-3	Apply advanced analytics tools and techniques for tracking and measuring digital marketing performance, including web analytics, conversion tracking, attribution modeling, and ROI analysis.	K3
CO-4	Explore advanced marketing automation platforms and tools to streamline marketing workflows, nurture leads, personalize customer experiences, and drive marketing efficiency and effectiveness.	K4
CO-5	Utilize advanced data analytics and insights to update digital marketing strategies and assist in informed decision-making processes	K5

**MBA Industry Integrated  
IV- Semester**

<b>Elective 1</b>	<b>Course code: 31044A</b>	<b>FINANCIAL DERIVATIVES</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Financial Markets</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain a comprehensive understanding of derivative contracts, their mechanics, trading strategies, and key pricing models.</li> <li>2. To develop specialized knowledge in utilizing currency derivatives like forwards, futures, options, and swaps for hedging and investment purposes.</li> <li>3. To gain expertise in applying commodity derivatives (futures, options, swaps) for hedging and speculation in commodity markets.</li> <li>4. To gain insights in utilizing interest rate derivatives (forwards, futures, options, swaps) for hedging and speculation in interest rate markets.</li> <li>5. To understand more complex derivative structures and valuation techniques.</li> </ol>				

**Unit I:** Introduction to Derivatives – Mechanics of Derivatives Market – Derivatives Trading Strategies – Pricing of Forwards, Futures, Swaps – Black-Scholes Option Pricing Model – Option Greeks

**Unit II:** Currency Forwards – Currency Futures – Currency Options – Currency Swaps – Hedging using Currency Derivatives

**Unit III:** Commodity Futures – Commodity Options – Commodity Swaps – Hedging using Commodity Derivatives – Index Futures – Index Options – Index Swaps – Hedging using Index Derivatives

**Unit IV:** Interest Rate Forwards – Interest Rate Futures – Interest Rate Options – Interest Rate Swaps – Hedging using Interest Rate Derivatives – Credit Derivatives (Credit Default Swaps, Total Return Swaps and Credit Spread Options)

**Unit V:** Exotic Derivatives (Asian Option, As-You-Like-It Option, Lookback Option) – Pricing using Simulation – Value-at-Risk using Simulation – Valuation of Financially Engineered Securities

**Textbook:**

1. An Introduction to Derivatives and Risk Management; Don M. Chance and Robert Brooks, Cengage Learning.

**Reference Books:**

1. Options Futures Other Derivatives, John C. Hull (2016) Pearson Publications.
2. Derivatives Markets, McDonalds. Pearson Publications.

**Related online content (MOOC, Website etc.)**

<https://www.freshbooks.com/glossary/financial/international-finance>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Analyse and compare various derivatives trading strategies for different market conditions.	K1
CO-2	Describe the characteristics and functionalities of each currency derivative type.	K2
CO-3	Explain the unique features and applications of commodity futures, options, and swaps.	K3
CO-4	Explain the characteristics and functionalities of each interest rate derivative type.	K4
CO-5	Analyse the features and applications of exotic derivative options like Asian options, AYLI options, and lookback options.	K5

**MBA Industry Integrated  
IV- Semester**

<b>Elective 2</b>	<b>Course code: 31044B</b>	<b>International Finance</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Investment and Finance</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain a comprehensive understanding of the international financial environment impacting multinational corporations (MNCs).</li> <li>2. To develop expertise in managing foreign exchange risk using derivatives and other techniques.</li> <li>3. To understand the diverse funding options available to MNCs in international capital markets.</li> <li>4. To analyse foreign investment opportunities and making strategic decisions.</li> <li>5. To understand the intricacies of managing working capital in a multinational context.</li> </ol>				

**Unit: I :** MNC and Multinational Financial Management – The determination of Exchange rates- the international monetary system- parity conditions in international finance and currency forecasting – The balance of payments and international economic linkage.

**Unit: II:** Derivative Management and Foreign exchange Risk Management: The foreign exchange market – currency futures and options market- swaps interest rate futures. Managing Transaction and translation exposure- Measuring and managing economic exposure.

**Unit: III:** Financing MNCs: International financing and capital markets- Euromarkets, – the cost of capital and foreign investments.

**Unit: IV:** Foreign Investment Analysis: International portfolio investment- corporate strategy and Foreign Direct investment- Capital budgeting for MNCs

**Unit: V:** Multinational Working Capital Management. Financing foreign trade - Current Asset management and short term financing – managing multinational financial system- Foreign Exchange Management Act.

**Reference books:**

1. Alan C. Shapiro multinational Financial Management 8th edition. Wiley India
2. Eun / Resnick International Financial Management Tata Mc Graw hill
3. Levi .D Maurice International Finance , Mc Graw Hill New Delhi 2008.
4. Jain P.K. and others. International Financial Management Mac Millan co.

**Related online content (MOOC, Website etc.)**

<https://www.freshbooks.com/glossary/financial/international-finance>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Interpret the balance of payments and its implications for international economic linkages.	K1
CO-2	Describe the structure and functions of the foreign exchange market, futures, options, and interest rate futures markets.	K2
CO-3	Recommend appropriate financing strategies considering risk and return objectives.	K3
CO-4	Evaluate the risk-return potential of specific foreign investment opportunities.	K4
CO-5	Apply short-term financing techniques for MNCs and analyze their efficiency.	K5

**MBA Industry Integrated  
IV- Semester**

<b>Elective 3</b>	<b>Course code:</b> <b>31044 C</b>	<b>Corporate Taxation</b>	<b>T</b>	<b>Credits:</b> <b>4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Taxation</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To gain an understanding of the Indian direct tax system and its key concepts.</li> <li>2. To develop knowledge of tax principles applicable to business and professional incomes.</li> <li>3. To apply tax principles in calculating capital gains/losses, and utilizing aggregation/carry forward provisions.</li> <li>4. To understand the concepts and procedures of both central excise duty and customs duty in India.</li> <li>5. To gain a basic overview on the Goods and Services Tax (GST) system in India, covering both goods and services.</li> </ol>				
<p><b>Unit I:</b></p> <p>Overview of Direct Tax - Person, Residential Status, Previous year, Assessment Year, Head of Income, Exemptions</p> <p>Income from House Property - Annual Value, Deductions from Annual Value</p> <p><b>Unit II:</b></p> <p>Income from Business and Profession- System of Accounting, Revenue Vs. Capital, Depreciation, Deductions</p> <p><b>Unit III:</b></p> <p>Capital Gains, Aggregation and Carry forward of Losses- Capital Asset, Special Transactions, Aggregation, Carry forward and set off Losses</p> <p>Other Themes in Income Tax- TDS, Advance Tax, MAT, DTAA, Transfer Pricing</p> <p><b>Unit IV:</b></p> <p>Central Excise Duty- Manufactured or produced goods, Exclusion of Taxes, Time and place of removal, MRP based valuation</p> <p>Customs Duty- Charge, Valuation, Import</p> <p><b>Unit V:</b></p> <p>Overview of GST - GST for manufactured goods- GST for services</p>					
<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Akhileshwar Pathak, Savan Godiwala, —Business Taxationl, McGraw Hill Publications.</li> </ol>					



**Reference Books:**

1. Dr. Vinod K. Singhania, Dr. Kapil Singhania, —Direct Taxes, Law and Practice with special reference to tax planning, Taxmann.
2. VS Datey, —Indirect Taxes Law and Practice, Taxmann.

Related online content (MOOC, Website etc.)

<https://cleartax.in/s/corporate-tax>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Calculate annual value of house property and analyse applicable deductions.	K1
CO-2	analyse various allowable deductions and calculate taxable business or professional income.	K2
CO-3	Evaluate capital gains/losses considering cost of acquisition, indexation, and other adjustments.	K3
CO-4	Identify taxable goods under central excise duty, understand exclusions, and determine time/place of removal for tax purposes.	K4
CO-5	Explain the key features of GST and its applicability to different types of goods and services.	K5

**MBA Industry Integrated  
IV- Semester**

<b>Elective 4</b>	<b>Course code: 31044D</b>	<b>Cost Accounting</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Accounting Terminology</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand cost accounting principles, objectives, and applications.</li> <li>2. To develop comprehensive knowledge of material cost management and inventory control techniques.</li> <li>3. To acquire practical skills in applying inventory valuation methods and solving related problems.</li> <li>4. To understand labor cost accounting practices, statutory requirements, and wage systems.</li> <li>5. To gain insights on the concepts of overhead cost analysis, allocation, and variance treatment.</li> </ol>				
<p><b>Unit I Introduction of Cost Accounting</b></p> <p>Objectives and scope of Cost Accounting- Cost centres and Cost units- Cost classification for stock valuation, Profit measurement- Decision making and control- Coding systems- Elements of Cost- Cost behaviour pattern, Separating the components of semi variable costs</p> <p><b>Unit II Material Cost</b></p> <p>Procurement procedures—Store procedures and documentation in respect of receipts and issue of stock, Stock verification- Inventory control —Techniques of fixing of minimum, maximum and reorder levels, Economic Order Quantity, ABC classification; Stocktaking and perpetual inventory</p> <p><b>Unit III Inventory accounting</b></p> <p>Simple practical problems based on Calculation of EOQ Raw Material Turnover ratio Preparation of stock ledger and pricing of material cost based on FIFO and Weighted average cost and valuation of inventory</p> <p><b>Unit IV Labour Cost</b></p> <p>Attendance and payroll procedures, Overview of statutory requirements, Overtime, Idle time and Incentives Labour turnover- Utilisation of labour, Direct and indirect labour- Charging of labour cost, Identifying labour hours with work orders or batches or capital jobs- Efficiency rating procedures- Remuneration systems and incentive schemes. Simple practical problems based on Preparation of labour cost statement Remuneration and incentive systems based on Piece work plan, Haley Premium Plan, Rowan system, Gantt’s Task</p> <p><b>Unit V Overheads</b></p> <p>Functional analysis — Factory, Administration, Selling, Distribution, Behavioural analysis — Fixed, Variable, Semi variable cost Simple practical problems on Departmentalization and apportionment of primary overheads, Computation of overhead rates including Machine overhead rates Basic concepts of treatment of over/under absorption of overheads- Direct Labour method and Prime Cost method</p>					

**Reference Books:**

1. Advanced Cost & Management Accounting, Saxena, V/ Vashist, C.  
Edition: 4th edition, Sultan Chand & Sons
2. Cost & Management Accounting, Inamdar, S. M, 14th edition, Everest Publishing House

**Related online content (MOOC, Website etc.)**

<https://cleartax.in/glossary/cost-accounting/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Explain the purpose, scope, and key concepts of cost accounting and classification of costs.	K1
CO-2	Apply inventory control techniques like ABC classification, EOQ calculation, and reorder level determination.	K2
CO-3	Calculate EOQ, raw material turnover ratio, and prepare stock ledgers	K3
CO-4	Analyse labour efficiency, compare remuneration systems, and apply different incentive schemes effectively.	K4
CO-5	Categorize overheads based on function and behaviour (fixed, variable, semi-variable) and calculate variances.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 1</b>	<b>Coursecode: 31045A</b>	<b>Industrial Relations And Labour Laws</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	Basic Knowledge of Industrial Relations And Labour Laws		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Understand the Legal Framework</li> <li>2. To Explore Historical and Theoretical Foundations</li> <li>3. To Learn Employment Relationship Dynamics</li> <li>4. To analyse Collective Bargaining Processes</li> </ol>				
<p><b>Unit I: Industrial Relations</b> - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions – structure - Types - Indian Trade Union movement - Their strength and weaknesses.</p> <p><b>Unit II : Labour Relations</b> :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.</p> <p><b>Unit III : Collective Bargaining</b> :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.</p> <p><b>Unit IV: Working Conditions:</b> Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.</p> <p><b>Module: V: Industrial act:</b> The Payment of Wages Act,1945 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislation's.</p>					
References					
<ol style="list-style-type: none"> <li>1. Tripathi,P.C. Personnel Management &amp; Industrial Relation</li> <li>2. MammoriaC.B.,Dynamics of Personnel Management</li> <li>3. Nair N G&amp; Latha Nair Human Resource Management - Sultan Chand &amp; Sons.</li> </ol>					
Related online content (MOOC, Website etc.)					
<a href="https://onlinelibrary.wiley.com/journal/1468232X">https://onlinelibrary.wiley.com/journal/1468232X</a>					
<b>Course outcomes</b>					<b>Knowledge level</b>
CO-1	Understanding of Legal Framework				K1
CO-2	Ability to analyse Employment Relationships				K2
CO-3	Proficiency in Collective Bargaining				K3
CO-4	Knowledge of Dispute Resolution Mechanisms				K4
CO-5	Awareness of Globalization Impacts				K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 2</b>	<b>Coursecode: 31045B</b>	<b>International HRM</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of International HRM</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Understand the Global Business Environment</li> <li>2. To analyse HRM Challenges in International Contexts</li> <li>3. To Learn Global Staffing Strategies</li> <li>4. To Develop Cross-Cultural Competencies</li> </ol>				

**Unit I: Introduction:** Growth of International Business and Globalization; Operational Objectives and Means of Globalization - effects of globalization - Different Dimensions-Concept of Multiculturalism - Cultural predispositions- Communication, Work values, Multicultural team, Role of HR Department, HR Preparedness, - Difference between Domestic and International HRM - Detailed study of Hofstede's framework, Trompenaars' Framework

**Unit II: International HRM:** Functions-Recruitment and Selection-Issues In Staff Selection-Myth Of Global Manager- Skills needed by International Managers, -Expatriate Failure-Selection Criteria-Dual Career Couples-Managing Expatriate Failure- Obstacles And Benefits Of Global Staffing

**Unit III: International Training:** Training- Vocabulary-objectives-predeparture training- culture awareness-cross cultural training (CCT)-Methods and Types of Cross Cultural Training – HCN Training-Emerging Trends- repatriation process-individual reactions to re-entry

**Unit IV: International Compensation System:** Objectives, Common Terms-Factors Influencing Compensation - Compensation Package-Components of Compensation - Taxation - Retirement Benefits - Outsourcing Compensation

**Unit V: International Performance Management:** Developing International Staff and Multinational Team- Organizational Strategy and Performance Management -Goal Setting - Variable Affecting Performance- Appraisal-Feedback Improvement and Reward - Difficulties In Assessment

**References**

1. International Human Resource management – By K.Aswathappa and Sadhana Dash. Mc Graw Hill.

Related online content (MOOC, Website etc.)

<https://www.usemultiplier.com/global-human-resource-management>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understanding Global Business Awareness	K1
CO-2	Ability to develop cross-cultural competence	K2
CO-3	Analyze and develop strategic HRM planning	K3
CO-4	learn to design and implement effective international talent management strategies	K4
CO-5	understand the legal and ethical considerations	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 3</b>	<b>Coursecode: 31045C</b>	<b>HR Analytics</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of HR Analytics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To Understanding HR Metrics and Analytics</li> <li>2. To learn methods for collecting, organizing, and managing HR data, including data from HRIS</li> <li>3. To develop proficiency in using statistical and analytical tools and techniques</li> <li>4. To learn how to interpret HR data insights and identify patterns, trends</li> </ol>				

**Unit I:Introduction to HR Analytics:** Concept of HR Analytics – Process of aligning business to human resources – History of HR Analytics – Importance and benefits of HR Analytics – HR Analytics framework and models – Ethical issues in HR Analytics

**Unit II :HR Business Process and HR Analytics:** Concepts of HR Business Process – Statistics and Statistical modelling for HR Research and HR decision-making – HR Research Tools and Techniques – HRIS – HR Metrics – HR Scorecard – HR Dashboards – Reasons for HR Analytics

**Unit III:Forecasting and Measuring HR Value Propositions:** Value Proposition and HR Decisions – Sustainability in HR Decisions – HR Analytics and HR Value Propositions – Talent Analytics – Workforce Analytics – HR Optimization through HR Analytics – HR Forecasting, HR Plan and HR Analytics – Predictive Analytics

**Unit IV:Data in HR Analytics:** Concepts of HR Data – Steps for HR Data Collection – Big Data for HR – Transforming HR Data into HR Information – Process of Data Collection for HR Analytics – Data Collection for effective HR Measurement – HR Reporting – Root Cause Analysis – Datafication of Human Resources

**Unit V:HR Analytics and Predictive Modelling:** Basics of HR Analytics and Predictive Modelling – Different Phases of HR Analytics and Predictive Modelling – Examples of Predictive Analytics – Data and Information for HR Predictive Analysis – Software Solutions – Predictive Analytics Tools and Techniques

**References**

1. Deepak Kumar Bhattacharya (2017), HR Analytics: Understanding Theories and Applications, Sage Publications India Pvt. Ltd., New Delhi.
2. Pease, Byerly & Fitz-enz (2013), Human Capital Analytics, John Wiley & Sons Inc., Hoboken, New Jersey.
3. Soundararajan, Singh (2017), Winning on HR Analytics, Sage Publications India Pvt. Ltd., New Delhi

Related online content (MOOC, Website etc.)

<https://www.valamis.com/hub/hr-analytics>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Demonstrate proficiency in analyzing HR data using statistical and analytical tools	K1
CO-2	Ability to create clear, concise, and visually appealing HR reports	K2
CO-3	Understand how to use HR data analysis to support strategic decision-making	K3
CO-4	Learn to identify opportunities for process improvement and optimization within HR functions	K4
CO-5	Demonstrate the ability to translate HR data insights into actionable recommendations	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 4</b>	<b>Coursecode: 31045D</b>	<b>Advanced Recruitment Analytics</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Advanced Recruitment Analytics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To UnderstandingHR Metrics and Analytics</li> <li>2. To learn methods for collecting, organizing, and managing HR data, including data from HRIS</li> <li>3. To develop proficiency in using statistical and analytical tools and techniques</li> <li>4. To learn how to interpret HR data insights and identify patterns, trends</li> </ol>				

**Unit 1**

Introduction to Recruiting Analytics: Foundations of Analytics - Concept and Evolution of Recruitment Analytics -Role of Analytics in HR Levels of reporting: Operational, Advanced and Analytical - Aligning HR Analytics & Organizational Strategy

**Unit 2**

Application of Analytics to Recruiting: Recruitment Analytics Maturity- Data-driven approach to recruitment - Preparing & Structuring Data - Survey & Engagement Data - Applicant tracking system (ATS)- Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Building Predictive Model

**Unit 3**

Recruiting Metrics: Analysis Tools / Techniques in the Recruitment space - Visual Analysis Tools / Techniques- Common Recruitment metrics - How to choose relevant metrics for analysis within the Recruitment function, Crucial Recruitment KPIs and Analytics, Setting up measurement and reporting with analytics and recruitment tools.

**Unit 4**

Dashboarding and Recruiting Data Visualization: Management Dashboarding - Recruiter & Sourcer Dashboarding- Coordinator Dashboarding- Recruiting Process Outsourcing Performance & SLAs- Basic Charts and Advanced Charts

**Unit 5**

Advanced Recruitment Analytics using tools: Using Tableau in HR Analytics- Using R in HR Analytics



**References**

1. Deepak Kumar Bhattacharya (2017), HR Analytics: Understanding Theories and Applications, Sage Publications India Pvt. Ltd., New Delhi.
2. Pease, Byerly & Fitz-enz (2013), Human Capital Analytics, John Wiley & Sons Inc., Hoboken, New Jersey.
3. Soundararajan, Singh (2017), Winning on HR Analytics, Sage Publications India Pvt. Ltd., New Delhi

**Related online content (MOOC, Website etc.)**

[https://help.sap.com/docs/SAP\\_SUCCESSFACTORS\\_RECRUITING/8477193265ea4172a1dda118505ca631/a9c86bf5d4d945f5aec79e508defb68f.html](https://help.sap.com/docs/SAP_SUCCESSFACTORS_RECRUITING/8477193265ea4172a1dda118505ca631/a9c86bf5d4d945f5aec79e508defb68f.html)

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the concept, evolution, and benefits of using data and analytics in the recruitment process.	K1
CO-2	Implement a data-driven approach to recruitment, prepare and structure data for analysis and evaluate the reliability and validity of selection models.	K2
CO-3	Analyse and apply various data analysis tools and techniques and choose relevant recruitment metrics for analysis	K3
CO-4	Design and use management dashboards, recruiter and sourcer dashboards, and coordinator dashboards to visualize and interpret recruitment data	K4
CO-5	Master the use of advanced data analysis tools such as Tableau and R in the context of recruiting analytics.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 1</b>	<b>Course code: 31046A</b>	<b>Supply Chain Analytics</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Supply Chain</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Define supply chain analytics and its role in improving supply chain efficiency.</li> <li>2. To understand the importance of data-driven decision-making in supply chain management.</li> <li>3. To understand the importance of data quality and integrity.</li> <li>4. To enhance supply chain visibility through analytics.</li> <li>5. To identify opportunities for improvement in the supplier network.</li> </ol>				

**UNIT - 1 CONTEXT OF SUPPLY CHAINS (SC) ANALYTICS**

Understanding and defining the supply chain analytics (SCA). Revisions of Basic Lessons of Supply Chain Management -Why is Analytics Important in a supply chain? -Relating Operations Management with Supply chain concepts with SC Analytics- The importance of supply chain analytics in the flows involving material, money, information and ownership.

**UNIT - 2 KEY ISSUES IN SUPPLY CHAIN ANALYTICS**

What involves in supply chain analytics -Concept of Descriptive Analytics in a Supply Chain -Discussion on a Few Supply Chains Analytics applications in India - Decision Domains in in supply chain analytics.

**UNIT- 3 INTRODUCTION TO MODELING**

Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling Understanding of Data and its role in Analytics - Analytics of a Transportation problem in a Supply Chain - Managerial implication of results of analytics.

**UNIT- 4 NETWORK PLANNING IN A SUPPLY CHAIN**

Importance of Network Planning - Design of Logistics Network using Heuristics/optimization - Concept of 3PL/s4PL in a Supply Chain.

**UNIT- 5 FOUNDATION OF MODELING**

Coordination Decisions in supply chain management- Foundation of performance management in supply chain management- Role of ICT in Supply chain

References

1. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
2. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
3. Sunil Chopra, and Peter Meindl, Supply chain management, Pearson Richard Metters,

Related online content (MOOC, Website etc.)

<https://www.qlik.com/us/data-analytics/supply-chain-analytics>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Understand the role of analytics in enhancing supply chain management.	K1
CO-2	Develop skills in collecting and managing data relevant to supply chain operations.	K2
CO-3	Analyze and evaluate the performance of suppliers using data-driven metrics.	K3
CO-4	Apply analytics to optimize logistics and transportation operations.	K4
CO-5	Use real-time data to track and monitor supply chain activities.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 2</b>	<b>Course code: 31046B</b>	<b>Port Management</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Port Management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the role of ports, shipping, and related activities in the global supply chain.</li> <li>2. To learn about the design, construction, and maintenance of port infrastructure and handling equipment.</li> <li>3. To gain insights into port operations, logistics, and supply chain management.</li> <li>4. To understand the importance of port security measures and safety protocols, including risk assessment.</li> <li>5. To understand national and international regulations governing port operations, customs, environmental standards, and compliance requirements.</li> </ol>				

**UNIT 1 INTRODUCTION TO PUBLIC PRIVATE PARTNERSHIP**

Definition - History - Roles - Benefits - Output-based approach - PPP and Privatization PPP Models - Indian Scenario - Stumbling Blocks - Government initiative – Policy framework - Partnership architecture - Procedural network - Institutional structure.

**UNIT 2 RISK IDENTIFICATION AND FINANCIAL APPROACH**

Risk: Identification - Mitigation - Allocation. Financial Approach: General Factors Deciding determinants - Financial involvements - Sources and tools – Cost components and financing sequence

**UNIT 3 CONTRACTUAL, LEGAL AND REGULATORY FRAMEWORK**

Contractual Framework: Concession contract’s Features - Concession contract and aCommercial contract - Concession arrangement - Critical issues – Unsolicited proposals - Contractual Structure. Legal Framework: Existing legal framework Infirmities. Regulatory Framework: Regulatory body - Functions Contracting outregulatory functions - Regulation by contract - Indian Scenario – Independent regulators.

**UNIT 4 INFRASTRUCTURE**

Salient Features - Importance - Types - Commercialisation of Infrastructure Infrastructure and Environment - Infrastructure and the poor- Policy framework Indian Scenario -Phases of project development - Slow progress.

**UNIT 5 INDIAN PORT SECTOR AND PPP PROJECTS**

Indian Ports: Major ports - Corporate ports - Non-major ports - Changing Trends Port Management Models. Indian Ports and PPP: Nhava Sheva International Container Terminal - Kakinada Deep Water Port - Gangavaram Port.

**References**

1. JOSHI, R. N. (2013) Public Private Partnership in Infrastructure: Perspectives, Principles and Practices. Vision Books: New Delhi.
2. ASIAN DEVELOPMENT BANK (2008) Public-Private Partnership Handbook.ADB: Manila.
3. ASIAN DEVELOPMENT BANK (2012) Public - Private Partnership OperationalPlan 2012 - 2020. ADB: Manila
4. WORLD BANK (2007) Port Reform Tool Kit. World Bank: Washington
5. INFRASTRUCTURE DEVELOPMENT FINANCE COMPANY LIMITED (2012)Evolving Perspectives in the Development of Indian Infrastructure Vol. I&II. Orient Blackswan Private Limited: Hyderabad, India.

Related online content (MOOC, Website etc.)

<https://sinay.ai/en/maritime-glossary/port-operations/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Develop skills in cargo handling techniques, containerization, warehousing, and storage practices to optimize the efficiency of cargo movements.	K1
CO-2	Understand the economic aspects of port management, including revenue generation, financial planning, and budgeting.	K2
CO-3	Explore sustainable practices in port management, considering environmental impact, energy efficiency, and conservation measures	K3
CO-4	Develop skills in managing relationships with shipping lines, cargo owners, and other stakeholders to enhance customer satisfaction and collaboration.	K4
CO-5	Gain knowledge of international trade principles and maritime law relevant to port operations, contracts, and disputes.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 3</b>	<b>Course code:</b> <b>31046C</b>	<b>Warehouse Management</b>	<b>T</b>	<b>Credits:</b> <b>4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Warehouse Management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand Warehouse Operations.</li> <li>2. To develop a comprehensive understanding of warehouse functions, processes, and the role of warehouses in the supply chain.</li> <li>3. To learn principles of inventory control, including stock levels, order quantities, and techniques for optimizing inventory turnover.</li> <li>4. To understand warehouse design principles, layout optimization, and space utilization.</li> <li>5. To understand various types of material handling equipment and technologies used in warehouses.</li> </ol>				

**UNIT 1 PROCUREMENT SYSTEM**

Objectives of Procurement System, Principles of Procurement, History of procurement function: from administrative to strategic, value added role, Procurement Cycle, Procurement Planning, Purchasing Mix: Six Rights, Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability, Bidding process.

**UNIT 2 INTRODUCTION TO WAREHOUSING CONCEPTS**

Role of warehouse-types of warehouse- warehouse location- Need for warehousing- Supply chain trends affecting warehouse –Warehouse functions- Role of warehouse manager-Warehouse process: e-commerce warehouse- Receiving and put away- Warehouse process – pick up preparation-Receiving - Prereceipt - In-handling - Preparation - offloading - Checking - Crossdocking -Quality control - Put-away - Pick preparation - Pick area layout - Picking strategies and equipment -order picking methods - Warehouse processes- Replenishment to dispatch- Value adding services - Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts - Security - Returns processing – Dispatch.

**UNIT 3 STORAGE MANAGEMENT SYSTEM**

Storage Inventory Management – Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Warehouse Management Systems (WMS) - choosing a WMS-the process implementation-cloud computing- Warehouse layout-Data collection-space calculation-aisle width- finding additional space.

**UNIT 4 STORAGE AND WAREHOUSING INFORMATION SYSTEM**

Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement - Automated Storage/ Retrieval System (AS/RS)-specialised

equipment  
 Technical advancements- Resourcing a warehouse- warehouse costs  
 Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing

**References**

1. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse  
 by Gwynne Richards
2. The Definitive Guide to Warehousing: Managing the Storage and Handling of Materials and Products in the Supply Chain (3e) by Council of Supply Chain Management Professionals, Scott Keller, Brian Keller

Related online content (MOOC, Website etc.)

<https://www.optiproerp.com/what-is-warehouse-management-system/>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Explore the use of technology in warehouse management	K1
CO-2	Develop skills in implementing quality control measures to ensure the accuracy and condition of products in the warehouse.	K2
CO-3	Learn about order picking, packing, and shipping processes to fulfil customer orders accurately and efficiently.	K3
CO-4	Emphasize safety and security measures within the warehouse, including protocols for handling hazardous materials and preventing accidents.	K4
CO-5	Understand the integration of warehouse operations into the broader supply chain, including coordination with suppliers and distribution networks.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 4</b>	<b>Course code: 31046D</b>	<b>Distribution Management</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Distribution Management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To develop a comprehensive understanding of the supply chain, emphasizing the role and importance of distribution in connecting producers to consumers.</li> <li>2. To learn the principles of designing an efficient distribution network.</li> <li>3. To understand inventory management strategies specific to distribution.</li> <li>4. To gain proficiency in planning, organizing, and managing transportation systems for the timely and cost-effective movement of goods.</li> <li>5. To develop skills in order processing and fulfilment to ensure accurate and timely delivery of products to customers.</li> </ol>				

**UNIT 1 INTRODUCTION**

Need for physical distribution – functions of distribution –marketing forces affecting distribution. The distribution concept – systems perspective. Physical distribution trends.

**UNIT 2 CHANNELS OF DISTRIBUTION**

Role of marketing channels – channel functions – channel structure –designing distribution channel – choice of distribution channels – factors affecting. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifying channel arrangements.

**UNIT 3 DISTRIBUTION CONTROL & EVALUATION**

Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict resolution – rising costs& need for control – complexities of physical distribution.

**UNIT 4 ROLE OF MATERIAL HANDLING IN LOGISTICS**

Material Handling Guide lines – Material Handling Equipment and Systems – Automated Material Handling, Benefits of Logistics Outsourcing – Third Party Logistics – Fourth Party Logistics – Value Added Services.



## UNIT 5 ROLE OF LOGISTICS IN DISTRIBUTION CHANNEL

Distribution Channel Structure – Logistic Requirements of Channel Members – Logistics Support to Distribution Channel.

### References

1. Kapoor Satish K., and Kansal Purva, 'Basics of Distribution Management: A Logistical Approach', Prentice Hall of India
2. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India
3. Alan Ruston, Phil Crouches, Peter Baker, 'The Handbook of Logistics and Distribution Management
4. Kapoor Satish K., and Kansal Purva, 'Basics of Distribution Management: A Logistical Approach', prentice hall off India
5. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India

Related online content (MOOC, Website etc.)

<https://www.netsuite.com/portal/resource/articles/erp/distribution-management.shtml>

Course outcomes		Knowledge level
CO-1	Gain skills in demand forecasting to anticipate product demand and optimize inventory levels throughout the distribution network.	K1
CO-2	Focus on providing excellent customer service throughout the distribution process, addressing customer needs and ensuring satisfaction.	K2
CO-3	Learn techniques for optimizing distribution routes to reduce transportation costs, minimize delivery times, and enhance overall efficiency.	K3
CO-4	Understand the challenges and strategies involved in last-mile delivery, focusing on delivering products to end consumers in urban and suburban areas.	K4
CO-5	Emphasize collaboration with suppliers and retailers to improve coordination and communication across the entire supply chain.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 1</b>	<b>Course code:</b> <b>31047A</b>	<b>Big Data Analytics</b>	<b>T</b>	<b>Credits:</b> <b>4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Big Data Analytics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the fundamental concepts of Big Data.</li> <li>2. To acquire skills in collecting, cleaning, and preprocessing large datasets to make them suitable for analysis.</li> <li>3. To learn about various big data storage and management technologies.</li> <li>4. To gain proficiency in processing and analysing large datasets.</li> <li>5. To understand the challenges and techniques involved in performing analytics on streaming data in real-time.</li> </ol>				

Unit I: Introduction to Big Data - Types of Big Data - Traditional Versus Big Data Approach - Technologies Available for Big Data - Infrastructure for Big Data - Hadoop - Hive - Hadoop Limitations

Unit II: NoSQL - NoSQL Business Drivers - NoSQL Data Architectural Patterns - Variations of NoSQL Architectural Patterns - NoSQL to Manage Big Data - MapReduce and The New Software Stack - Algorithms Using MapReduce

Unit III: Finding Similar Items - Nearest Neighbour Search - Similarity of Documents - Collaborative Filtering as a Similar-Sets Problem - Recommendation Based on User Ratings - Distance Measures - Data Stream Mining - Stream Queries - Sampling in Data Streams - Filtering Streams

Unit IV: Link Analysis - PageRank - Efficient Computation of PageRank - Topic-Sensitive PageRank - Link Spam - Frequent Itemset Mining - Algorithm for Finding Frequent Itemsets - Handling Larger Datasets in Main Memory - Counting Frequent Items in a Stream

Unit V: Recommendation Systems - Collaborative-Filtering System - Content-Based Recommendations - Mining Social Network Graphs - Types of Social Networks - Clustering of Social Graphs - Direct Discovery of Communities in a Social Graph - SimRank - Counting Triangles in a Social Graph.

**References**

1. Big Data Analytics, 2ed, Radha Shankarmani, M. Vijayalakshmi, Wiley (2015).
2. Big Data Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Bernard Marr, Wiley (2015).
3. Big Data Analytics Complete Self-Assessment Guide, Gerardus Blokdyk, Emereo Pty Ltd (2018).

Related online content (MOOC, Website etc.)

<https://www.simplilearn.com/what-is-big-data-analytics-article>

<b>Course outcomes</b>		<b>Knowledge level</b>
CO-1	Acquire skills in visualizing complex data sets effectively to communicate insights to stakeholders using tools like Tableau,	K1

	Power BI, or other visualization platforms.	
CO-2	Learn to build predictive models using machine learning algorithms to make informed decisions and predictions based on historical data.	K2
CO-3	Understand ethical considerations and privacy issues related to handling and analysing large datasets, and apply ethical practices in data analytics.	K3
CO-4	Enhance communication and collaboration skills to effectively convey analytical results and insights to both technical and non-technical stakeholders.	K4
CO-5	Integrate domain-specific knowledge to effectively apply big data analytics in various industries and business contexts.	K5

**MBA INDUSTRY INTEGRATED  
IV SEM**

<b>Elective 2</b>	<b>Course code: 31047B</b>	<b>Enterprise Business Applications</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge of Enterprise Business Applications</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the concept of enterprise systems</li> <li>2. To analyse and model business processes to identify opportunities for improvement and optimization</li> <li>3. To develop skills in planning, designing, and implementing ERP systems to streamline business processes.</li> <li>4. To acquire knowledge in database management and design for business applications.</li> <li>5. To learn techniques to integrate various enterprise applications.</li> </ol>				

**UNIT 1 THE ENTERPRISE**

The Enterprise, Enterprise Systems, and ERP, Business functions, business processes, and functional areas of business operation , Data needs of each functional area of business, Data production by each functional area of business, Definition of integrated information system, What is an enterprise information system? , What is enterprise resource planning (ERP)? , History of ERP, Definition of Enterprise Resource Planning system, Modular nature of ERP systems, ERP pros and cons , Current issues with respect to ERP implementation – security and privacy, global

**UNIT 2 WEB APPLICATIONS**

Characteristics of web applications versus web sites - Accepted design principles for web sites - Accepted design principles for web applications-Factors that impact the quality of a web application - Review of Internet and World Wide Web technologies - OOP basic terminology -Development platform/environment used in the course.

**UNIT 3 ENTERPRISE SYSTEMS ARCHITECTURES**

Enterprise Systems Architectures - Modular approach to application development Modular approach to ERP systems - Terminology of object-oriented programming - Reusable objects for business processes - Multitier applications - Creating classes - Variable scope - Constructors (parameterized and not) and destructors - Error handling - Model-view-controller architecture - Creating an n-tier web-based user interface - Server controls in a web application - Systems development life cycle (SDLC) - ERP implementation life cycle

**UNIT 4 DATABASE**

Database-Driven Web Applications - Database access objects. Server controls for user friendly data display - Application of XML in database-driven applications - Building a data tier - Using the application to protect the data - Using the RDBMS to protect the data - Privacy and security issues

## UNIT 5 ERP

Managing an ERP - Types of Process modelling - Process improvement - ERP implementation - Costs and benefits - Change management -Specialty Enterprise Systems Relationships between sales and marketing - Advantages of integrated sales and marketing information - Sales and marketing from a typical ERP implementation perspective - Customer relationship management software - Production planning processes - Procurement and materials handling - Production and supply chain management from a typical ERP implementation perspective .

### References

1.Motiwalla, L. F., & Thompson, J.Enterprise Systems for Management. Upper Saddle River, NJ: Pearson Education, Inc.

### Related online content (MOOC, Website etc.)

<https://www.techopedia.com/definition/24804/enterprise-application-ea>

Course outcomes		Knowledge level
CO-1	Explore techniques for data analytics and reporting within enterprise systems, enabling informed decision-making by extracting meaningful insights from business data.	K1
CO-2	Understand the principles of vendor management and develop skills to evaluate, select, and manage relationships with software vendors providing enterprise solutions.	K2
CO-3	Implement security measures to protect enterprise data and ensure compliance with industry regulations and standards.	K3
CO-4	Develop skills in customizing and configuring enterprise applications to meet the specific needs of an organization.	K4
CO-5	Learn strategies for managing organizational change associated with the implementation of new enterprise systems.	K5

<b>MBA Industry Integrated IV-Semester</b>					
<b>ELECTIVE 3</b>	<b>Course code: 31047C</b>	<b>MACHINE LEARNING</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre- requisite</b>	<b>Fundamental Knowledge of Statistics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>course objectives</b>	<ol style="list-style-type: none"> <li>1. To define machine learning and its applications in various domains..</li> <li>2. To Understand the difference between supervised learning, and unsupervised learning.</li> <li>3. To Learn basic machine learning terminology and concepts, including models, and evaluation</li> <li>4. To Learn techniques for data cleaning, feature scaling, and normalization</li> <li>5. To Understand the challenges and considerations involved in scaling and maintaining machine learning systems</li> </ol>				
<p><b>Unit I Introduction to Machine Learning</b></p> <p>Overview of machine learning concepts and applications Types of machine learning: supervised learning, unsupervised learning, and reinforcement learning Introduction to Python programming for machine learning (if necessary)</p> <p><b>Unit II Data Preprocessing and Exploration</b></p> <p>Data cleaning, handling missing values, and outliers Exploratory Data Analysis (EDA) Feature scaling and normalization</p> <p><b>Unit III Supervised Learning</b></p> <p>Linear regression Logistic regression Decision trees and random forests Model evaluation and selection</p> <p><b>Unit IV Unsupervised Learning</b></p> <p>Clustering techniques: k-means, hierarchical clustering Dimensionality reduction: Principal Component Analysis (PCA) Association rule mining</p> <p><b>Unit V Model Evaluation and Validation</b></p> <p>Cross-validation Evaluation metrics (accuracy, precision, recall, F1 score) Bias-variance tradeoff</p>					
References					
<ol style="list-style-type: none"> <li>1. "Introduction to Machine Learning" by Alpaydin, Ethem</li> <li>2. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron</li> </ol>					
Related online content (MOOC, Website etc.)					
<a href="https://www.javatpoint.com/machine-learning">https://www.javatpoint.com/machine-learning</a>					
<b>Course Outcomes</b>					<b>Knowledge level</b>
CO-1	<b>Understanding of Machine Learning Fundamentals</b>				K1
CO-2	Demonstrate a solid understanding of the fundamental				K2

	concepts and principles of machine learning, including supervised learning, unsupervised learning, and reinforcement learning	
CO-3	Apply a variety of machine learning algorithms, including linear regression, logistic regression, decision trees, support vector machines, k-nearest neighbors, clustering algorithms, and neural networks, to solve real-world problem	K3
CO-4	Exploring machine learning techniques to real-world datasets and problem scenarios, including regression, classification, clustering, and dimensionality reduction tasks	K4
CO-5	Evaluate and compare the performance of different machine learning models using appropriate evaluation metrics and techniques	K5

<b>MBA Industry Integrated IV-Semester</b>					
<b>ELECTIVE 4</b>	<b>Course code: 31047D</b>	<b>DEEP LEARNING</b>	<b>T</b>	<b>Credits: 4</b>	<b>Hours:4 / week</b>
<b>Pre- requisite</b>	<b>Fundamental Knowledge of Statistics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>course objectives</b>	<ol style="list-style-type: none"> <li>1. To define deep learning and understand its core concepts, architectures, and applications in various domains.</li> <li>2. To Understand different types of neural network architectures,</li> <li>3. To provide knowledge about the architecture and principles behind convolutional neural networks (CNNs) and their applications in image recognition, object detection, and computer vision tasks</li> <li>4. To Explore the architecture and applications of recurrent neural networks (RNNs) in sequential data analysis</li> <li>5. To Learn about generative models and generative adversarial networks (GANs) for generating realistic images, text, and other types of data.</li> </ol>				
<p><b>Unit I Introduction to Deep Learning</b></p> <p>Overview of deep learning concepts and applications History and evolution of deep learning Comparison with traditional machine learning</p> <p><b>Unit II Neural Networks</b></p> <p>Basics of artificial neural networks Activation functions, loss functions, and optimization algorithms Backpropagation and training neural networks</p> <p><b>Unit III Convolutional Neural Networks (CNNs)</b></p> <p>Introduction to image data and computer vision Architecture of CNNs Image classification and object detection using CNNs</p> <p><b>Unit IV Recurrent Neural Networks (RNNs)</b></p> <p>Introduction to sequential data and natural language processing Architecture of RNNs Applications of RNNs in text generation and language modelling</p> <p><b>Unit V Generative Adversarial Networks (GANs)</b></p> <p>Introduction to generative models Architecture and training of GANs Applications of GANs in image generation</p>					
References					
1. "Deep Learning" by Ian Goodfellow, Yoshua Bengio, and Aaron Courville (or another suitable textbook)					
Related online content (MOOC, Website etc.)					
<a href="https://www.mathworks.com/discovery/deep-learning.html">https://www.mathworks.com/discovery/deep-learning.html</a>					
<b>Course Outcomes</b>				<b>Knowledge level</b>	
CO-1	Demonstrate a comprehensive understanding of the fundamental concepts, architectures, and algorithms of			K1	



	deep learning	
CO-2	Gain proficiency in using popular deep-learning libraries and frameworks	K2
CO-3	Optimize deep learning models to improve model performance and generalization	K3
CO-4	Explore advanced deep-learning techniques to address complex real-world problems and improve model performance.	K4
CO-5	Evaluate and interpret the performance of deep learning models using appropriate evaluation metrics and techniques, and understand the limitations and assumptions of deep learning algorithms.	K5

**MBA Industry Integrated**

**IV-Semester**

<b>Elective 1</b>	<b>Coursecode:</b> <b>31048A</b>	<b>DATA VISUALIZATION</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Data Visualization</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"><li>1. The course seeks to cover the concepts of data visualization</li><li>2. To understand how accurately voluminous complex data can be analyzed and presented.</li><li>3. The focus is on usage of data visualization tools like Power BI &amp; Tableau.</li></ol>				
<b>UNIT-1 INTRODUCTION</b>  Context of data visualization – Definition, Methodology, Visualization Design objectives. Key Factors – Purpose, visualization function and tone, visualization design options – Data representation, Data Presentation, Seven stages of data visualization, widgets, and data					
<b>UNIT-2 VISUALIZING DATA METHODS</b>  Mapping - Time series Connections and correlations - Scatterplot maps - Trees, Hierarchies and Recursion - Networks and Graphs, Info graphics					
<b>UNIT-3 VISUALIZING DATA PROCESS</b>  Acquiring data, - Where to Find Data, Tools for Acquiring Data from the Internet, Locating Files for Use with Processing, Loading Text Data, Dealing with Files and Folders, Listing Files in a Folder, Asynchronous Image Downloads, Advanced Web Techniques, Using a Database, Dealing with a Large Number of Files. Parsing data - Levels of Effort, Tools for Gathering Clues, Text Is Best, Text Markup Languages, Regular Expressions (regexps), Grammars and BNF Notation, Compressed Data, Vectors and Geometry, Binary Data Formats, Advanced Detective Work.					
<b>UNIT-4 INTERACTIVE DATA VISUALIZATION</b>  Drawing with data – Scales – Axes – Updates, Transition and Motion – Interactivity - Layouts – Geomapping – Exporting, Framework					
<b>UNIT-5 DATA VISUALIZATION TOOLS</b>  Tableau Introduction to Tableau, Data Connection, Tableau Interface and Basic Chart Types, Working with Metadata, Visual Analytics Tableau Part 2: Mapping, Calculations, Dashboard and Stories Power BI: Introduction, Interface, Data Connections, Data Transformation, Advance Data Transformation					

## References

1. Scott Murray, “Interactive data visualization for the web”, O’Reilly Media, Inc., 2nd edition, 2017.
2. Ben Fry, “Visualizing Data”, O’Reilly Media, Inc., 2007.
3. Matthew Ward, Georges Grinstein and Daniel Keim, “Interactive Data Visualization Foundations, Techniques, Applications”, 2010
4. Robert Spence, “Information visualization – Design for interaction”, Pearson Education, 2007.

Related online content (MOOC, Website etc.)

<https://www.geeksforgeeks.org/data-visualization-and-its-importance/>

<b>Course outcomes</b>		<b>Knowledgelevel</b>
CO-1	Understand the principles and importance of data visualization in effectively communicating insights from data.	K1
CO-2	Apply design principles and best practices to create clear, concise, and visually appealing data visualizations for different audiences and purposes.	K2
CO-3	Apply design principles and best practices to create clear, concise, and visually appealing data visualizations for different audiences and purposes.	K3
CO-4	Design and implement interactive dashboards and reports to enable exploration and analysis of complex datasets.	K4
CO-5	Utilize a variety of chart types, including bar charts, line charts, scatter plots, histograms, heatmaps, and geospatial visualizations, to represent different types of data and relationships effectively.	K5

**MBA Industry Integrated  
IV-Semester**

<b>Elective 2</b>	<b>Course code: 31048B</b>	<b>PREDICTIVE MODELLING USING SAS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on using SAS</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. The Course seeks to cover the concepts of SAS Enterprise Miner project .</li> <li>2. The course involves modifying data for better analysis results, building and understanding predictive models such as decision trees and regression models, comparing and explaining complex models, generation of score code and using other modelling tools such as rule induction, gradient boosting and support vector machines.</li> </ol>				

**UNIT-1 INTRODUCTION**

Introduction to SAS Enterprise Miner, Accessing and Assaying Prepared Data: Creating a SAS Enterprise Miner project, library and diagram, Defining a data source, Exploring a data source.

**UNIT-2 INTRODUCTION TO PREDICTIVE MODELING WITH DECISION TREES**

Cultivating decision trees, Optimizing the complexity of decision trees, Understanding additional diagnostic tools.

**UNIT-3 INTRODUCTION TO PREDICTIVE MODELING WITH NEURAL NETWORKS AND OTHER MODELING TOOLS**

Introduction to neural network models, Input selection, Stopped training, Other modeling tools.

**UNIT-4 MODEL ASSESSMENT**

Model fit statistics, Statistical graphics, Adjusting for separate sampling, Profit matrices, Model Implementation: Internally scored dataset, Score code Units. Introduction to Pattern Discovery: Cluster analysis, Market basket analysis .

**UNIT-5 SPECIAL TOPICS**

Ensemble models, Variable selection, Categorical input consolidation, Surrogate models.

**References**

1. Sarma, Kattamuri S. (2013). *Predictive Modeling with SAS Enterprise Miner: Practical Solutions for Business Applications*, (2 nd Ed.). Prentice Hall. 2. Haykin, Simon O. (2008). *Neural Networks & Learning Machines*, (3 rd ed.)

Related online content (MOOC, Website etc.)

<https://www.coursera.org/learn/sas-predictive-modeling-using-logistic-regression>

<b>Course outcomes</b>		<b>Knowledgelevel</b>
CO-1	Understand the fundamentals of predictive modeling and its applications in various industries.	K1
CO-2	Demonstrate proficiency in using SAS software for data manipulation, exploration, and modeling tasks. .	K2
CO-3	Apply statistical techniques such as regression analysis, logistic regression, and decision trees to build predictive models from structured datasets.	K3
CO-4	Explore advanced modeling techniques such as ensemble methods, neural networks, and time series analysis using SAS procedures and functions.	K4
CO-5	Incorporate variable selection and feature engineering techniques to improve model accuracy and interpretability, optimizing predictive performance.	K5

**MBA INDUSTRY INTEGRATED  
IV SEM**

<b>Elective 3</b>	<b>Course code: 31048C</b>	<b>PROJECT MANAGEMENT AND BUDGETING</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Project Management</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. To teach the students the basics of project planning, budgeting, execution &amp; course-correction.</li> <li>2. To explain to the students the importance of flawless execution which requires intense &amp; detailed planning &amp; resourcing; also the principles of project management</li> </ol>				

**UNIT-1 INTRODUCTION TO PROJECT MANAGEMENT**

Introduction and Fundamentals of Project Management, Introducing Project Management, Project – What is it and its Characteristics, Project Management - Definitions, Terms .

**UNIT-2 PROJECT MANAGEMENT PROCESS**

Project Management Process, Defining the Scope, Understanding the Project Manager’s Role, Project Management as a Critical Career Skill, History of Project Management and the Project Environment, A Brief History of Project Management.

**UNIT-3 PROJECT ENVIRONMENT**

The Project Environment, Project Lifecycle, Project Managers are Leaders, Organization Structure - The Basic Model, Modifications to the Basic Model, The Organizational Culture and Change, Organization as a System, Surviving the Organizational Structure, Project Stakeholders, Stakeholders – Who are they? Roles of the Stakeholders, How the Project Manager should lead the stakeholders. Public Private Partnership (PPP).

**UNIT-4 PROJECT PLANNING**

Initiation and Planning, Initiation, Project Kick-off and Communication, The kick-off meeting, the Project Charter creation, Assigning roles to the team, developing responsibility matrix, Developing the Communication Plan, Project Scope and Priorities, Defining the Scope, Vision Document, Statement of Work, Establishing Project Priorities, The Documents that need to be created, Project Scope and its Management - Work Breakdown Structure and Verification of the Scope

**UNIT-5 PROJECT EXECUTION**

Executing the Project, Project Work – Execution, Introduction to the process of execution, Directing the project work, Assuring Quality, Completing Procurements, Building a High Performance Project Team, Project Team is developed, not acquired – The Project Team Dynamics, Framework for Building a Team. Managing Project

Team - How to Manage it? Motivation and Leadership, Collaborative Problem Solving, Knowing the Stakes and Managing them, Stakeholder Management – Managing the Expectations, Information Distribution.

References

1. Robert L Kimmons, James H Loweree. *Project Management: A Reference For Professionals: Cost Engineering*, CRC Press, 2000.
2. *A Guide to the Project Management Body of Knowledge ( PMBOK® Guide )*, Fifth Edition, Project Management Institute, 2013.
3. Sanford I. Heisler. *The Wiley Project Engineer's Desk Reference: Project Engineering, Operations, And Management*, Wiley-interscience, 1994.
4. James P Lewis. *Fundamentals of Project Management*, Heritage Publishers, 2003

Related online content (MOOC, Website etc.)

<https://www.simplilearn.com/what-is-project-budgeting-article>

Course outcomes		Knowledgelevel
CO-1	Understand the fundamental principles and concepts of project management, including project lifecycle, stakeholders, scope, schedule, cost, quality, risk, and communication management.	K1
CO-2	Demonstrate proficiency in using project management tools and techniques such as work breakdown structure (WBS), Gantt charts, critical path method (CPM), and earned value management (EVM).	K2
CO-3	Apply project management frameworks and methodologies, such as Agile, Waterfall, and Scrum, to plan, execute, and monitor projects effectively.	K3
CO-4	Develop comprehensive project plans, including project charters, scope statements, schedules, budgets, and resource allocation strategies.	K4
CO-5	Evaluate project outcomes and conduct lessons learned sessions to identify successes, challenges, and areas for improvement for future projects.	K5

**MBA INDUSTRY INTEGRATED  
IV SEM**

<b>Elective 4</b>	<b>Course code:</b> <b>31048D</b>	<b>FINANCIAL ANALYTICS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Financial Analytics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Models and techniques that aid design, analysis and evaluation of financial decision-making. Create Excel, Web and GUI based design for trading platforms to support analytics.</li> <li>2. Attain a broad understanding of the principles of quantitative evidence based financial decision making</li> </ol>				

**UNIT-1 PORTFOLIO ANALYSIS**

Basic Portfolio Analysis: Return, risk, risk premium, Markowitz Portfolio Theory (two-assets and multi-assets portfolio), Minimum variance portfolio, efficient frontier, Capital Market Line Hands-on in Excel

**UNIT-2 WORKING WITH FINANCIAL DATA**

Reading Financial Data from Different Sources- Working with Open Data Sources Retrieving Historical Structured Data- Retrieving Historical Unstructured Data- Storing Financial Data Efficiently- The process of algorithmic trading- Moving averages Technical analysis techniques- Crossovers- Pairs trading- Data Visualization- Two Dimensional Plotting- One- Dimensional Data Set- Two-Dimensional Data Set- Other Plot Styles- Financial Plots- Financial Data- Regression Analysis.

**UNIT-3 MODELS AND CONCEPTS**

Supervised Learning Models: An Overview- Linear Regression- Ordinary Least Squares Regularized Regression- Logistic Regression- K-Nearest Neighbors- Linear Discriminant Analysis- Classification and Regression Trees- Ensemble Models- ANN-Based Models ANN using sk learn- Using ANNs for supervised learning in finance- Model Performance Overfitting and Underfitting- Cross Validation- Evaluation Metrics- Unsupervised Learning: Dimensionality Reduction- Clustering Techniques- k-means Clustering.

**UNIT-4 ADVANCED MACHINE LEARNING MODELS IN FINANCE**

Investigating advanced classifiers- Random Forest- Gradient Boosted Trees- XG Boost Using stacking for improved performance- Investigating the feature importance Investigating different approaches to handling imbalanced data- Undersampling Oversampling- SMOTE-Bayesian hyperparameter optimization.

**UNIT-5 FINANCIAL ANALYTICS AND DEVELOPMENT**

Excel Integration- Basic Spreadsheet Interaction- Scripting Excel with Python- Object Orientation and Graphical User Interfaces- Object Orientation- Basics of Python Classes Simple Short Rate Class- Cash Flow Series Class- Graphical User Interfaces- Short Rate Class with GUI- Updating of Values- Cash Flow Series Class with GUI- Web Integration Web Basics- Web Plotting- Static Plots- Interactive Plots- Real-Time Plots- Rapid Web



Applications- Web Services.

#### References

1. Lookabaugh, B., Tatsat, H., Puri, S. (2020). Machine Learning and Data Science Blueprints for Finance. China: O'Reilly Media.
2. Hilpisch, Y. (2014). Python for Finance: Analyze Big Financial Data. United States: O'Reilly Media.
3. Hilpisch, Y. (2020). Python for Algorithmic Trading. United States: O'Reilly Media.
4. Fletcher, S., Gardner, C. (2010). Financial Modelling in Python. Germany: Wiley.

Related online content (MOOC, Website etc.)

<https://www.investopedia.com/terms/f/financial-analysis.asp>

Course outcomes		Knowledgelevel
CO-1	Understand the fundamental concepts of financial analytics, including financial markets, securities, risk management, and financial performance metrics. .	K1
CO-2	Utilize financial modelling techniques to forecast financial performance, estimate valuations, and conduct scenario analysis for strategic decision-making.	K2
CO-3	Evaluate investment opportunities and assess the performance of financial assets using techniques such as portfolio optimization, asset pricing models, and risk-return analysis. .	K3
CO-4	Utilize financial modelling techniques to forecast financial performance, estimate valuations, and conduct scenario analysis for strategic decision-making.	K4
CO-5	Evaluate ethical considerations in financial analytics, including issues related to data privacy, fairness, and transparency, and adhere to professional standards and regulatory requirements.	K5

**MBA INDUSTRY INTEGRATED**

**IV SEM**

<b>Elective 1</b>	<b>Coursecode:</b> <b>31049A</b>	<b>DIGITAL BRANDING - LINKEDIN &amp; TWITTER MARKETING</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Digital Branding</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"><li>1. To provide foundations in components of LinkedIn&amp; Twitter marketing</li><li>2. To introduce various facets of LinkedIn&amp; Twitter marketing.</li><li>3. To focus on content strategy and analytics for LinkedIn&amp; Twitter marketing</li></ol>				

**UNIT-1 INTRODUCTION TO LINKEDIN – THE HUB OF B2B NETWORKING LINKEDIN STRATEGY:**

Why it is important to have LinkedIn presence, Build a Robust Company page on LinkedIn Module - Leverage Paid Ads and Sponsored Updates Module - Use Advanced Searching and who viewed your Profile Module -: Sales leads generation using LinkedIn

**UNIT-2 CONTENT STRATEGY**

The In – Demand Content is Industry insights Module - Creating Showcase pages, Engaging by Updating Products and Services Module - LinkedIn PULSE Module - LinkedIn analytics, Updates, Followers and Visitors Module - How is LinkedIn Targeting different from Facebook

**UNIT-3 TWITTER MARKETING: GETTING STARTED WITH TWITTER:**

Twitter Building Blocks Module - Twitter in India, how is Twitter different?- Building a content Strategy, Best Practices, Twitter Calendar - Twitter Usage, when to use Twitter, Customer Service

**UNIT-4 TWITTER ADS**

Campaign Types Module - Targeting Audience Options Module - Targeting Best Practices - Twitter Ads Pricing, Metrics

**UNIT-5 TWITTER ANALYTICS**

Twitter Tools and Tips for Marketers - Live Streaming Tool - Management Tools & Monitoring Tools

**References**

1. Twitter Marketing build a cult like following – Bryan Sharpe
2. Digital Marketing By Seema Gupta 3. Twitter Marketing : How to grow twitter account to 1 MILLION FOLLOWERS in the first 6 months, by Pamela Russell .

3. The Tao of Twitter , Revised and expanded new edition by Mark Schaefer
4. Twitter Power: How to Dominate Your Market One Tweet at a Time – Joel Comm
5. LinkedIn: How to Build Relationships and Get Job Offers Using LinkedIn: by Robbie Abed
6. LinkedIn for Personal Branding: The Ultimate Guide Kindle Edition by Sandra Long

Related online content (MOOC, Website etc.)

<https://sproutsocial.com/insights/twitter-marketing/>

<b>Course outcomes</b>		<b>Knowledgelevel</b>
CO-1	Understand the comprehensive understanding of the principles and concepts of digital branding.	K1
CO-2	Recognize the role of LinkedIn and Twitter in the digital branding landscape.	K2
CO-3	Understand the importance of content curation and audience engagement strategies.	K3
CO-4	Learn how to tailor content to the unique characteristics of each platform while maintaining brand consistency.	K4
CO-5	Develop proficiency in using data to make informed decisions and iterate on digital branding campaigns.	K5

**MBA INDUSTRY INTEGRATED  
IV SEM**

<b>Elective 2</b>	<b>Coursecode: 31049B</b>	<b>MOBILE MARKETING</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Digital Marketing</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. This course would familiarize the student with the basic understanding of Mobile customers</li> <li>2. Gain insights in the areas of technology adoption, various devices, changing nature of services and ecosystems</li> </ol>				

**UNIT-1 UNDERSTANDING THE MOBILE CONSUMER**

Technology for the sake of technology, User journey and context Mobile and multi-channel marketing, User journey examples, Local intent Content marketing, the stages of the user journey, Value proposition and user journey.

**UNIT-2 TECHNOLOGY CHANGE AND ADOPTION**

Forty years of radical change, integrated devices, Smartphone adoption, Global variations, benchmarking marketing activity.

**UNIT-3 DISRUPTION AND INTEGRATION**

The death of in-store retail Convenience, choice and transparency, Business culture, Single customer view, Next step: marketing automation, Mobile as a change enabler.

**UNIT-4 DEVICES, PLATFORMS AND TECHNOLOGY: WHY IT DOESN'T MATTER**

Mobile-compatible is not mobile-optimized, Technology challenges, Audience segmentation, Frictionless technology.

**UNIT-5 MOBILE STATISTICS**

Summary , Breakdown of regions, Smartphone adoption levels, Mobile broadband subscriptions, Breakdown of mobile operating systems worldwide, QR codes, NFC and other technologies, Mobile social media usage by region.

**References**

1. Rowles, Daniel (2013-11-03). Mobile Marketing: How Mobile Technology is Revolutionizing Marketing, Communications and Advertising (Kindle Locations 178- 185). Kogan Page. Kindle Edition.
2. Hopkins, Jeanne; Turner, Jamie (2012-01-05). Go Mobile: Location-Based Marketing, Apps, Mobile Optimized Ad Campaigns, 2D Codes and Other Mobile Strategies to Grow Your Business . Wiley. Kindle Edition.

3. Mobile Marketing for Dummies ...5 July 2013 - by Michael Becker and John Arnold
4. The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases...13 August 2013 | Import -by David Meerman Scott
5. Strategic Digital Marketing - 1 November 2013 -by Greenberg 6. The Handbook of Mobile Market Research: Tools and Techniques for Market Researchers...29 August 2014 | - by Ray Poynter and Navin Williams

Related online content (MOOC, Website etc.)

<https://sendpulse.com/support/glossary/mobile-marketing-sms>

Course outcomes		Knowledgelevel
CO-1	Gain insights into how consumers use mobile devices, their preferences, and behaviors while engaging with mobile marketing content.	K1
CO-2	Staying updated on the latest developments in mobile marketing, such as augmented reality (AR), virtual reality (VR), location-based marketing, mobile payments, and wearable technology.	K2
CO-3	Learning how to optimize mobile websites and apps for search engines (SEO) and app stores (ASO) to improve visibility and drive organic traffic.	K3
CO-4	Analyse and evaluate mobile marketing strategies, identify challenges and opportunities, and propose innovative solutions to address them.	K4
CO-5	Learn about various mobile advertising formats, platforms, and techniques, including display ads, native advertising, video ads, and in-app advertising.	K5

**MBA INDUSTRY INTEGRATED  
IV SEM**

<b>Elective 3</b>	<b>Coursecode: 31049C</b>	<b>GAMIFICATION</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge onGamification</b>		<b>Syllabus Revised</b>	<b>2023-2024</b>	
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Define gamification and its application in different contexts.</li> <li>2. Explain the basic principles and elements of gamification.</li> <li>3. Design gamified learning experiences to improve knowledge retention and engagement.</li> </ol>				
<b>UNIT-1 INTRODUCTION TO GAMIFICATION</b>					
Introduction • Gamification defined • Why study gamification? • History of gamification • Categories and example					
<b>UNIT-2 GAMES</b>					
Gamification in context • What is a game? • Games and Play • Video games					
<b>UNIT-3 GAME THINKING</b>					
Why Gamify • Thinking Like a Game Designer • Design rules • Tapping the Emotions					
<b>UNIT-4 WEB &amp; MOBILE ANALYTICS -GAME ELEMENTS</b>					
• Breaking Games Down • The pyramid of elements • Limitation of Elements					
<b>UNIT-5 BEHAVIORISM</b>					
Gamification as motivational design •Behaviorism•Behaviorism in gamification • Reward structures • Reward schedules					
References					
<ol style="list-style-type: none"> <li>1. Kevin Werbach, Dan Hunter, For the Win: How Game Thinking Can Revolutionize Your Business, Wharton Digital Press, 2012</li> <li>2. Brian Burke, Gamify: How Gamification Motivates People to Do Extraordinary Things, Bibliomotion, 2014</li> </ol>					
Related online content (MOOC, Website etc.)					
<a href="https://www.growthengineering.co.uk/definition-of-gamification/">https://www.growthengineering.co.uk/definition-of-gamification/</a>					
<b>Course outcomes</b>				<b>Knowledgelevel</b>	
CO-1	Understanding the principles of gamification, including game mechanics, dynamics, and elements, and how they can be applied			K1	

	to management contexts.	
CO-2	Integrating gamification with management practices	K2
CO-3	Learning how to design gamified experiences, such as leaderboards, badges, challenges, and rewards, tailored to specific organizational objectives and employee preferences.	K3
CO-4	Develop the ability to critically evaluate gamification strategies, identify opportunities and challenges, and propose creative solutions to address them in management contexts..	K4
CO-5	Incorporating real-world examples and case studies can help students understand how gamification is applied in various management domains, including sales, marketing, operations, and customer service..	K5

## MBA INDUSTRY INTEGRATED

### IV SEM

<b>Elective 4</b>	<b>Coursecode:</b> <b>31049D</b>	<b>WEB &amp; MOBILE ANALYTICS</b>	<b>T</b>	<b>Credits:4</b>	<b>Hours:4 / week</b>
<b>Pre-requisite</b>	<b>Basic Knowledge on Web &amp; Mobile Analytics</b>		<b>Syllabus Revised</b>		<b>2023-2024</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"><li>1. The focus is on identifying measures based on your organizational and user goals and using the website data to determine the success or failure of those goals</li><li>2. To drive strategy and improve the user's experience.</li></ol>				

#### UNIT-1 INTRODUCTION

Web Analytics Methodology • The Four Steps of Web Analytics • Defining Business Metrics (KPIs) • Reports • Analysis • Optimization and Action • Results and Starting Again

#### UNIT-2 GOAL IDENTIFICATION

Defining Overall Business Goals • Defining Site Goals: The Conversion Funnel • Awareness • Interest • Consideration • Website Goals and the Marketing Funnel • Understanding Key Performance Indicators (KPIs) • Constructing KPIs • Creating Targets for KPIs • Common KPIs for Different Site Types • E-Commerce • Lead Generation • Customer Service • Content Sites • Branding Sites

#### UNIT-3 EXPLORING EFFECTIVE MONETIZATION STRATEGIES FOR AD-SUPPORTED CONTENT SITES

The Monetization Challenge • Web-Monetization Models • How to Create Monetization Models • Assembling a Monetization Model • Monetization Models for Different Site Types and Behaviors • E-Commerce Opportunity • Lead Generation • Customer Service • Ad-Supported Content Sites

#### UNIT-4 DATA ANALYTICS

Primary Data Types • Behavioral Data • Attitudinal Data • Balancing Behavioral and Attitudinal Data • Competitive Data • Secondary Data Types • Customer Interaction and Data • Third-Party Research • Usability Benchmarking • Heuristic Evaluation and Expert Reviews • Community Sourced Data • Leveraging These Data Types

#### UNIT-5 LEVERAGING DATA ANALYSIS FOR ENHANCED BUSINESS INSIGHTS AND DECISION MAKING

Analysis vs. Reporting • Analyzing Purchasing Processes to Find Opportunities • Analyzing Lead Processes to Find Opportunities • Evaluating the Effectiveness of Home Page • Evaluating the Effectiveness of Branding Content: Branding Metrics • Evaluating the Effectiveness of Campaign Landing Pages 1 1 • Segmenting Traffic to Identify Behavioral Differences • Segmenting Audience • Analyzing Drivers to Offline Conversion • Tracking Online Partner Handoffs and Brick-And-Mortar Referrals • Tracking Offline Handoffs to Sales Reps • Tracking Visitors



to a Call Center • Delayed Conversion and its tracking

#### References

1. Jason Burby, Shane Atchison, Actionable Web Analytics Using Data To Make Smart Business Decisions, Wiley Publishing, Inc.2007

Related online content (MOOC, Website etc.)

<https://www.appdynamics.com/product/how-it-works/web-mobile-analytics>

#### Course outcomes

#### Knowledgelevel

CO-1	Understanding the Fundamentals of Web and Mobile Analytics	K1
CO-2	Integrating gamification with management practices	K2
CO-3	Analyze and interpret various metrics related to website and mobile app performance, including traffic sources, user engagement, conversion rates, bounce rates, and session duration.	K3
CO-4	Introduced to advanced analytics techniques, such as predictive analytics, cohort analysis, segmentation, and machine learning algorithms applied to web and mobile data.	K4
CO-5	Develop analytical skills, critical thinking abilities, and problem-solving capabilities to address business challenges and opportunities effectively.	K5