MBA (FULL TIME/ TRAVEL AND TOURISM)
SCHEME AND SYLLABUS 2024-25 ADMISSION ONWARDS

UNIVERSITY OF KERALA

THIRUVANANTHAPURAM 695034

Program Regulations and Syllabus - For those who joined in 2024– 25 onwards

1. **Program:** Master of Business Administration (**MBA**)

2. **PROGRAMMES OFFERED:**
    a. **MBA (FULL TIME)**
    b. **MBA (TRAVEL AND TOURISM)**

3. **Duration**: Two years Full Time (each year having Two Semesters)

4. **Medium of Instruction and Examinations**: English only.

5. **Eligibility for Admission**:

    A. The candidate should have passed the degree from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (or in 10+2+4 pattern). In all the cases the student should have passed the degree examination with not less than 50% marks/equivalent grade (no rounding off allowed)in Part III /core plus complimentary in BA, B.Sc., B.Com. etc., or 50% marks/equivalent grade (no rounding off allowed) in aggregate in case of B.E/ B.Tech, B.Sc. (Agri.) and other 4/5 year degree courses. The candidates, who have passed MA/M.Sc./M.Com.or any other PG Degree recognized by the University of Kerala with 50% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, SEBC and differently abled candidates shall be given relaxation as per University rules.
    B. The candidates should possess a valid score from any one of the entrance examinations conducted by K-MAT, C-MAT or CAT. The scores obtained during the previous academic year alone be considered.
    C. The provisional rank list for admission to the MBA programme will be prepared on the basis of the score obtained by the candidate in the Entrance Test (80% weightage), Group Discussion (10% weightage) and Interview (10% weightage).
    D. There will be a representative of the University in the Group discussion and Interview held at the colleges. Dean, Faculty of Management studies will forward the list of representatives to the University and upon approval, the University will intimate colleges.
    E. Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala (Course Equivalency Certificate) at the time of admission. Only those candidates who produce eligibility certificate and mark lists of Degree or Master's Degree *from other universities* at the time of counseling, will be considered for admission.
    F. Reservation of seats is as per the Government of Kerala and University of Kerala norms from time to time.

6. **Programme Educational Objectives (PEOs)**

Upon completing the degree, the student will be able to:

PEO 1: Analyze social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills and expertise to the community.

PEO 2: Involve in lifelong learning to adapt educational needs in a changing world to maintain their competency and also to contribute to the advancement of knowledge in a multi-disciplinary environment.

PEO 3: Learn to adapt to a rapidly changing environment with learned and applied new Skills

PEO 4: This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development.

PEO 5: To inculcate the spirit of team work, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures.

7. **Programme Outcomes (POs)**

PO 1: Demonstrate the ability to perform professionally in organizations or start ups.

PO 2: Perform in a social, cultural and ethical responsibility as an individual or as a member of a team in a professional manner.

PO 3: Exude positive attitude in all the sectors and are willing to support any professional Initiatives with positive mindset.

PO 4: Adapt to sustain in emerging era and constantly upgrade skills towards independent and lifelong learning.

PO 5: Communicate complex concepts with professionalism by adapting appropriate resources and modern tools.

PO 6: Able to document their participation and contribution to student organizations, Business or consulting projects, internship opportunities or other initiatives.

PO 7: Able to conceptualize, organize and resolve complex business problems or issues by Using the resources available under their discretion.

PO 8: Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development.

PO 9: Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.

PO 10: Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

8. **Programme Specific Outcomes (PSOs)**

At the completion of the programme, the students will be able to:

PSO 1: Apply the knowledge gained during the course of the program to identify, formulate and solve real life problems to meet the core competency with continuous up gradation.

PSO 2: Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.

PSO 3: Consolidate the acquired theoretical knowledge into practical skills and wisdom.

PSO 4: Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.

9. **PROGRAMME STRUCTURE:**

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
		Semester – I				
Core 1	MBA 511	PRINCIPLES & PRACTICES OF MANAGEMENT	25	75	100	4
Core 2	MBA 512	ORGANIZATIONAL BEHAVIOUR	25	75	100	4
Core 3	MBA 513	EXCEUTIVE BUSINESS COMMUNICATION	25	75	100	2
Core 4	MBA 514	ACCOUNTING FOR MANAGERS	25	75	100	4

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 5	MBA 515	MANAGERIAL ECONOMICS	25	75	100	4
Core 6	MBA 516	QUANTITATIVE TECHNIQUES	25	75	100	4
Core 7	MBA 517	BUSINESS ENVIRONMENT, ETHICS AND GOVERNANCE	25	75	100	4
		Total for semester – I	175	525	700	26
Part	Course Code	Name of the course	Int	Ext	Tot	Cr
		Semester – II				
Core 8	MBA 521	INDIAN ETHOS AND PERSONAL ETIQUETTE	25	75	100	2
Core 9	MBA 522	OPERATIONS RESEARCH	25	75	100	4
Core 10	MBA 523	MARKETING MANAGEMENT	25	75	100	4
Core 11	MBA 524	BUSINESS LAW	25	75	100	3
Core 12	MBA 525	PRODUCTION AND OPERATIONS MANAGEMENT	25	75	100	4
Core 13	MBA 526	RESEARCH METHODOLOGY	25	75	100	4
Core 14	MBA 527	MANAGING HUMAN RESOURCES	25	75	100	4
Core 15	MBA 528	MANAGEMENT OF FINANCIAL RESOURCES	25	75	100	4
Core 16	MBA MOC1	MOOC-1*				2
		Total for semester – II	200	600	800	31
Part	Course Code	Name of the course	Int	Ext	Tot	Cr
		Semester – III				
Core 17	MBA 531	STRATEGIC MANAGEMENT	25	75	100	4
Core 18	MBA 532	BUSINESS ANALYTICS	25	75	100	4
Core 19	MBA 533	CYBER SECURITY AND INFORMATION SYSTEMS	25	75	100	3
ELECTIVE 1			25	75	100	3
ELECTIVE 2			25	75	100	3
ELECTIVE 3			25	75	100	3
ELECTIVE 4			25	75	100	3
ELECTIVE 5			25	75	100	3
Core 20	MBA SI1	SUMMER INTERNSHIP	25	75	100	2

Core 21	MBA MOC2	MOOC-2*				2
		Total for semester – III	200	700	900	30
Part	Course Code	Name of the course	Int	Ext	Tot	Cr
		Semester – IV				
ELECTIVE 6			25	75	100	3
ELECTIVE 7			25	75	100	3
ELECTIVE 8			25	75	100	3
Core 22	MBA MP1	MAJOR PROJECT AND VIVA VOCE		100	100	6
		Total for semester –IV	75	325	400	15
		Total for all semesters	650	2150	2800	102
(50% in total for a pass in a course, no internal minimum, 38 marks required for a pass in external examination out of 75)						

The list of electives offered during the III and IV semester are as follows

CC	III Semester	CC	IV Semester
	MAJOR SPECIALISATION		
	A. FINANCE		
MBA534.1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	MBA544.1	INTERNATIONAL FINANCIAL MANAGEMENT
MBA534.2	PROJECT FINANCE	MBA544.2	COMMODITIES AND FINANCIAL DERIVATIVES
MBA534.3	STRATEGIC FINANCIAL MANAGEMENT	MBA544.3	ADVANCED COST AND MANAGEMENT ACCOUNTING
MBA534.4	FINANCIAL SERVICES AND MARKETS		
MBA534.5	BEHAVIOURAL FINANCE		
	B. HUMAN RESOURCE		
MBA535.1	TALENT MANAGEMENT	MBA545.1	PERSONALITY AND MANAGERIAL PERFORMANCE
MBA535.2	LEARNING AND DEVELOPMENT	MBA545.2	HUMAN RESOURCE ANALYTICS

MBA535.3	ORGANISATIONAL CHANGE AND DEVELOPMENT	MBA545.3	REWARD AND COMPENSATION MANAGEMENT
MBA535.4	CAREER MANAGEMENT		
MBA535.5	PERFORMANCE MANAGEMENT		
	C. MARKETING		
MBA536.1	CONSUMER BEHAVIOUR	MBA546.1	RETAIL MARKETING
MBA536.2	INTEGRATED MARKETING COMMUNICATION	MBA546.2	SOCIAL MEDIA MARKETING
MBA536.3	PRODUCT AND BRAND MANAGEMENT	MBA546.3	RURAL MARKETING
MBA536.4	SERVICES MARKETING		
MBA536.5	SALES AND DISTRIBUTION MANAGEMENT		
	D. BUSINESS ANALYTICS		
MBA537.1	PRINCIPLES OF DATA ANALYTICS	MBA547.1	MARKETING ANALYTICS
MBA537.2	STATISTICAL METHODS USING R & PYTHON FOR DATA ANALYTICS	MBA547.2	FINANCE ANALYTICS
MBA537.3	DATA MINING TECHNIQUES	MBA547.3	HUMAN RESOURCE ANALYTICS
MBA537.4	ARTIFICIAL INTELLIGENCE & MACHINE LEARNING	MBA547.4	OPERATIONS ANALYTICS
	E. TRAVEL AND TOURISM MANAGEMENT (ONLY FOR MBA –TRAVEL AND TOURISM STUDENTS)		
MBT534.1	TRAVEL AND TOUR OPERATIONS MANAGEMENT	MBT544.1	TOURISM INFORMATION TECHNOLOGY
MBT534.2	DESTINATION MANAGEMENT	MBT544.2	EVENT MANAGEMENT
MBT534.3	TOURISM RESOURCE MANAGEMENT	MBT544.3	WORLD TOURISM GEOGRAPHY

MBT534.4	HOSPITALITY MANAGEMENT		
MBT534.5	AVIATION MANAGEMENT		
	MINOR SPECIALISATIONS		
	D. LOGISTICS AND SUPPLY CHAIN MANAGEMENT		
MBA538.1	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	MBA548.1	GLOBAL SUPPLY CHAIN MANAGEMENT
MBA538.2	WARE HOUSING AND INVENTORY MANAGEMENT	MBA548.2	INTERNATIONAL LOGISTICS MANAGEMENT
MBA538.3	PORT OPERATIONS		
MBA538.4	AIR CARGO MANAGEMENT		
	E. SYSTEMS		
MBA539.1	SYSTEM ANALYSIS AND DESIGN	MBA549.1	BUSINESS INTELLIGENCE AND DATA WAREHOUSING
MBA539.2	DATABASE AND INFORMATION MANAGEMENT SYSTEM	MBA549.2	BIG DATA ANALYTICS
MBA539.3	SOFTWARE PROJECT MANAGEMENT		
MBA539.4	KNOWLEDGE MANAGEMENT		
	F. OPERATIONS		
MBA530.1	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	MBA540.1	TECHNOLOGY MANAGEMENT
MBA530.2	QUALITY MANAGEMENT SYSTEMS	MBA540.2	OPERATIONS ANALYTICS
MBA530.3	MATERIALS MANAGEMENT		
MBA530.4	WORLD CLASS MANAGEMENT		

(A student can opt two streams of electives. Major and Minor electives are available for the candidate. If they choose Major, they should select five courses in that stream across III and

IV semester and for Minor, the should select three courses in that stream across III and IV semesters. A student can also take single specialization wherein he or she needs to complete all the eight electives on offer only in Major specialisation. There is not single specialization available for Minor stream. Those who have registered for MBA (Travel and Tourism) can only opt for the eight electives in E. Travel and Tourism Management. As for the certificate of specialization, the Principals/ Directors of respective centres are authorized to issue certificates. There is no minimum number of candidates required for registering for an elective course.

10. **INTERNAL EVALUATION:**

   For the Theory Courses, the break-up of marks shall be as follows:

   Internal examinations   : 15 marks (as per Blooms taxonomy criteria)
   Seminar   : 5 marks
   Assignment/Case studies evaluation: 5 marks
   Total   : 25 marks

   A student will be allowed to write the end semester examination only if the student obtains the minimum attendance stipulated by the University.

11. **EXTERNAL EVALUATION:**

   An external evaluation of 75 marks will be conducted by the University in all four semesters for the courses excepting the MOOC, Project work and Comprehensive viva.

   The pattern of examination should be as per Blooms Taxonomy criteria:

   For courses other than MBA 514, MBA 515, MBA 516, MBA 522, MBA 525, MBA 526 AND MBA 528, the following pattern to be followed:

   PART A

   5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE INCLUDED.   (5 x 4 = 20 MARKS)

   PART B

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE ASKED. 3 QUESTIONS TO BE ANSWERED   (3 x 10=30 MARKS)

PART C

1 CASE STUDY/ RESEARCH ORIENTED QUESTION   (25 MARKS)

IN THE CASE OF MBA 514, MBA 515, MBA 516, MBA 522, MBA 525, MBA 526 AND MBA 528 COURSES:

PART A

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE INCLUDED.   (5 x 5 = 25 MARKS)

 PART B

5 QUESTIONS TO BE ANSWERED WITH INTERNAL CHOICE. ONE QUESTION EACH FROM EACH UNIT TO BE ASKED.   (5 x 10=50 MARKS)

MINIMUM OF THREE PROBLEMS TO BE GIVEN IN PART B

50% in total for a pass in a course, no internal minimum, 38 marks required for a pass in external examination out of 75.

12. **MBA MOC1 MOOC 1/ MBA MOC2 MOOC 2**:

According to the guidelines of UGC, the students are encouraged to avail this option of enriching by enrolling themselves in the MOOC provided byvarious portals such as SWAYAM, NPTEL, etc. As per University Grants Commission (UGC) notification published in the gazette of India about UGC (Credit Framework for Online Learning Courses through SWAYAM) Regulation, 2016 on 19th July 2016, The Massive Open Online Course (MOOC) through SWAYAM platform is compulsory. A student has to compulsorily undertake **2 MOOC Courses** through the Swayam/NPTEL platform and successfully clear the papers in the area related to their specialization. The **students have to compulsorily submit the certificates of MOOC courses that they have opted during the Major project viva-voce examination at the end of**

the fourth semester. If a student fails to undertake the courses or has successfully done only one course, they will be permitted to appear for the Major Project Viva Voce Examination and their results will be withheld till they submit the second certificate. If the student fails in the MOOC courses, he/she will be given a chance to complete the same within a period of one year. The University is transferring the equivalent credit earned through SWAYAM on receipt of MOOCs completion certificate and it shall incorporate these marks/credits in the overall mark sheet of the student. However, the marks obtained in the MOOC courses will not be counted for the final consolidates marks. The details can be had from http://ugcmoocs.inflibnet.ac.in/ugcmoocs/.

13. **MBA SI1 SUMMER INTERNSHIP:**

After the end of the Second semester examinations, immediately the student will work on the summer internship for a period of 30 days at a designated organization/institutions and submit a report as soon as the third semester starts.

Learning Outcome from a summer internship:

Knowledge
- To gain hands on exposure of working in the real world.
- To harness the skill, knowledge, and theoretical practice they learnt in the institute
- A nice learning curve for students with little experience of the professional world.

Skills
- Apply broad technical and professional skills effectively within business arena
- Critically evaluate and apply sustainability principles to decisions in business contexts
- Apply critical thinking to address strategic business issues
- Communicate information clearly and fluently in oral and written form appropriate for stakeholders
- Critical thinking, creativity and analytical skills

Generic Competency
- Business knowledge and concepts
- Business practice-oriented skills
- Communication and interpersonal skills
- Attitudes and values

Evaluation of the summer internship

The summer internship will be evaluated for 100 marks during the third semester. There will be external evaluation for the project and report. The external evaluation for 75 marks will be conducted by examiners duly appointed by the University for the purpose. Out of the total 100 marks, 25 marks will be awarded internal evaluation and 75 marks for the external evaluation as given below:

Evaluation Criteria for Internships -

Criteria	Marks
Internal (By the Institute)	
Log Book	10
Internship Presentation & Internal Viva	15
Total Marks	**25**
External (By the University)	
Relevance of the Internship Completed & Company Selected	10
Internship Viva	35
Final Report	30
Total Marks	**75**
Overall Total Marks	**100**

14. **MBA MP1 MAJOR PROJECT**:

The Major Project is fully linked with industry. Every student of the Programme would work under the mentorship of a corporate executive. The student would learn practical side of Management from the corporate mentor throughout the two months of study. It's an opportunity for the students to get exposed to the management concepts they have learned in the classrooms and practice the same through their corporate mentors.

Objectives
- o To create an environment of interaction between academia and industry for mutual benefit, and to provide suitable placement opportunities for MBA students
- o To encourage MBA students to conduct innovative, high-quality major projects
- o To provide a platform for nationwide exposure to high-quality major projects
- o Practical Learning - Enhances a student's academic, career, and personal development

Major Project will be considered as a core course in the Fourth Semester. Students are advised to opt for live assignments / real-world experience that enables them to put everything they've learned into action. Major Project can be paid / unpaid by the organization. During the fourth semester, every student of MBA (Full-time/Travel and Tourism) programme is required to undertake a project of a problem centred nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted before the commencement of the fourth semester university examination. The contact hours required for the completion of the project is notionally fixed at 160 hours distributed over a continuous period of two months. Students shall be deputed for the project work immediately after the completion of the fourth semester class work.

Period of Study –Major Project will be for a duration of Minimum Sixty (60) days.

Learning Outcome from Major Project
Knowledge
- To gain hands on exposure of working in the real world.
- To harness the skill, knowledge, and theoretical practice they learnt in the institute
- A nice learning curve for students with little experience of the professional world.

Skills
- Apply broad technical and professional skills effectively within business arena
- Critically evaluate and apply sustainability principles to decisions in business contexts
- Apply critical thinking to address strategic business issues
- Communicate information clearly and fluently in oral and written form appropriate for stakeholders
- Critical thinking, creativity and analytical skills

Generic Competency
- o Business knowledge and concepts
- o Business practice-oriented skills
- o Communication and interpersonal skills
- o Attitudes and values

Evaluation of the Major Project

The project work report will be evaluated for 100 marks. There will be external evaluation for the project and report. The external evaluation for 100 marks will be conducted by examiners duly appointed by the University for the purpose. Out of

the total 100 marks, 25 marks will be awarded for viva-voce and 75 marks for the Major Project report

General Format of the Major Project Report

The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages. - Matter should be typed with Double line spacing - Fond Size should be 12 with style Times New Roman - One Inch Margin should be left on Top and Bottom of the page, as well as Left and Right side of the typed pages. - Both primary and secondary data may be used for the study - Statistical tools should be used for data analysis in the appropriate context. - The content of the Report should be sequenced as follows.

A. Preface Section: - Title Page of the Report - Declaration by the student - Certificate from Supervisory Faculty counter Signed by Head of the Institution. - Acknowledgement - Chapter Content - Table Content. - Graph/ Chart/ Figure Content

B. Executive Summary / Abstract

C. Chapterisation

Chapter-I Introduction (should contain specific area of study, statement of the Research Problem, Significance or Scope of the study, Objectives of the study, Hypothesis if any, Methodology (sample design and size, data source, tools used for analysis etc) or case study, Chapter Scheme, limitations of the study.

Chapter-II

Review of related Literature -is a comprehensive summary of previous research on the topic of study. The **literature review** surveys scholarly articles, books, and other sources relevant to a particular area of research. The **review** should enumerate, describe, summarize, objectively evaluate and clarify this previous research. (Minimum 25 Reviews from Various Sectors) and identifying the Research Gap.

Chapter-III Profile of the industry and Organization/Unit of Study –This section includes Industry Profile & Company Profile. **Industry profiles** are in-depth documents that give insight into an **industry**, where it came from, and where it appears to be going. A typical **report** looks at the **industry** leaders, forces affecting the **industry** and financial data for the **industry. Company Profile -** This report provides an expanded directory display for a business. This report can include sales and sales trend information, business size, expanded SIC and line of business details, key principals, and business URLs.

Chapter-IV

Data analysis and Interpretation -is the process of assigning meaning to the collected information and determining the conclusions, significance and

implications of the findings. **Analysis** involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences.
Chapter-V

Findings, recommendations and Conclusions -summarize the key *findings*, outcomes or information in your report; acknowledge limitations, Draw a conclusion to your report summarizing the study and then and make *recommendations* for future work (where applicable)

Bibliography - list of sources you referred to (Text Books/ Journals/ Web Sites) when writing the project and for conducting the study in APA format.

- Monson, C. M., Fredman, S. J., & Adair, K. C. (2008). Cognitive-behavioral conjoint therapy for posttraumatic stress disorder: Application to operation enduring and Iraqi freedom veterans. *Journal of Clinical Psychology*, 64, 958-971.
- Ginsberg, J. P., Ayers, E., Burriss, L., & Powell, D. A. (2008). Discriminative delay Pavlovian eyeblink conditioning in veterans with and without posttraumatic stress disorder. *Journal of Anxiety Disorders*, 22, 809-823.

Appendix (questionnaire/interview schedule and two MOOC certificates)

15. TRANSITORY REGULATIONS:

Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted as per University regulations after the implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the Chairman, BOS in Business Management (PG) endorsed by the Dean, Faculty of Management studies concerned.

16. Credits assigned to each course need to be earned by the student and it will reflect in the overall CGPA as per University norms for PG programmes.

17. Any other regulations not found in this, the University's broad regulations will come into force.

18. Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master's Programme, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council.

Members of the Board of Business Management (PG)

1. Dr.K.S.Chandrasekar   Chairperson
2. Dr.R.Vasanthagopal   Member
3. Dr.P.N.Harikumar   Member
4. Dr.J.Rajan   Member
5. Dr.S.Ambeeshmon   Member
6. Dr. K.PradeepKumar   Member
7. Dr.M.Krishnan   Member
8. Dr. Aby Tellas   Member
9. Dr. Swapna K Cherian   Member
10. Dr. Sreedevi.S   Member
11. Dr. Anitha.S   UG Board Chairperson

(supported by the Principals/ HoDs and faculty members of UIM and affiliated colleges)

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MBA 511 PRINCIPLES AND PRACTICE OF MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 511	PRINCIPLES AND PRACTICE OF MANAGEMENT	Concept (B)	55	5	0	4

Preamble: To expose the students to the evolution of Management as a Science and to the theories of management principles and practices

Prerequisite: Basics of principles of management

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of effective management	K1
CO2	Discuss and apply the planning, organizing and controlling processes	K2
CO3	Categorize Departmentation & Decentralization	K4
CO4	Appraise Motivation & Leadership and Co-ordination functions in an organization	K5
CO5	Choose controlling technique & anticipate Global Challenges	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PS04
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.	12	Videos / e-PG Pathshala
II	Distinction between operational and strategic planning –	12	PPT/ e-PG

	Types of plans –Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making. .		Pathshala
III	Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization	12	NPTEL Videos / e- PG Pathshala
IV	Staffing: Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination	12	PPT/ NPTEL Videos
V	Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.	12	Videos / e-PG Pathshala
	Total	**60**	

Text books:
1. Ramasamy.T,(2004) Principles of Management, Himalaya publishing House, Mumbai
2. Gupta.C.B(2011)., Management Theory and practice, Sultan chand & sons, New Delhi

Reference books:
1. Koontz & Weihrich (2013), Essentials of Management, Tata McGraw Hill, 12th Edition.
2. KS Chandrasekar etal (2019), History of Management Thought, Vijay Nicole
3. Rao VSP, Hari Krishna V (2012), Management: Text and Cases, Excel Books,
4. Stoner & Stoner A.F & James Freeman Edward R, (2011), Management, PHI

Text Books:
Focus of Course: Knowledge
e-Resource/e-Content URL:
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)

e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 512 ORGANISATIONAL BEHAVIOUR

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 512	ORGANISATIONAL BEHAVIOUR	Concept (B)	55	5	0	4

Preamble: To expose the students on behaviour of people individually and collectively in an organizational set up. To learn modern trends, theories and concepts in organizational behaviour

Prerequisite: Nil

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Conceptualize, organize and resolve complex business problems or issues in the organizational behaviour	K1
CO2	Determine the effectiveness with which goals are defined and achieved in team environments to assess the performance effectiveness of the organization	K2
CO3	Demonstrate the need for organizational change and its relevance	K4
CO4	Apply ethical principles and commitment to organizational culture	K5
CO5	Appraise Motivation & Leadership and Co-ordination functions in an organization	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Historical Evolution, Behavioural sciences and	12	Videos / e-PG

	Organizational behaviour organizational behaviour (OB) in global context, Managing worker diversity Developing Assertive Behaviour Skills Emerging Business Realities.		Pathshala
II	Learning:Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.	12	PPT/ e-PG Pathshala
III	Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers. Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations. Creativity process and Blocks	12	NPTEL Videos / e- PG Pathshala
IV	Motivation: Theories of motivation, Motivation applied in organizations, Principles, applications dimensions & Types of culture, Creating, Sustaining & Transmitting culture, Keeping cultures alive & How employees learn culture Emotions & Emotional Intelligence Handling Fear, Anger and Depression Group Processes & Teams in Organizations nature of groups, Stages of group development, Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making Interpersonal Communications Increasing Personal and Interpersonal effectiveness through understanding and practicing, Transactional Analysis and Johari Window Model	12	PPT/ NPTEL Videos
V	Leadership Characteristics-Functions of Leading -Power & Politics at work nature - bases of power, power relationships, organizational politics, outcomes of power Conflict, Negotiations sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies & Stress Management-types of change, managing organizational change, resistance to change, overcoming resistance to change.	12	Videos / e-PG Pathshala
	Total	**60**	

Text Books

1. Stephen P Robbins; Tim Judge, New York, NY : Pearson, [2019], Organizational behavior.Organization and Administration.18th edition.

2. Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2017). Organizational Behavior, ; New Delhi: Pearson Education

Reference Books:

1. HumanBehaviour at work keith Davis – (2018) Tata McGraw Hill book Company.
2. McShane& Von Glinow (2015). Organisational Behavior, 6/e; New Delhi: McGraw Hill Education
3. Luthans, Fred (2013). Organisational Behavior, 12/e; New Delhi: McGraw Hill Education
4. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011
5. UdaiPareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.

Focus of Course: Knowledge

1.	**e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
2.	**e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
3.	**e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
4.	**e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 513 EXECUTIVE BUSINESS COMMUNICATION

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 513	EXCEUTIVE BUSINESS COMMUNICATION	Concept (B)	25	5	0	2

Preamble: The course improves students' understanding of distinctive aspects of communication

Prerequisite: To acquaint the students to the different vistas of communication among the executives

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To acquire communication awareness they are going to get for the industry	K1
CO2	To make the customer realize that you can provide them with information and other essential things	K2
CO3	To explore the skill of writing business proposals	K4
CO4	to develop a plan for the meetings and interviews and apply	K5
CO5	To analyze the skills required for non-verbal communication - demonstration	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PS04
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/

			e-Content
I	**Communication:** Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6	Videos / e-PG Pathshala
II	**Business Correspondence:** Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	6	PPT/ e-PG Pathshala
III	**Business Reports and Proposals:** Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	NPTEL Videos / e- PG Pathshala
IV	**Conducting Meetings and Interviews:** Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	PPT/ NPTEL Videos
V	**Non-verbal Communication:** Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	Videos / e-PG Pathshala
	Total	30	

Text Books
1. Chaturvedi (2011), Business Communication, Person, 2 edition.
2. Alpana Gupta, S. M. Gupta (2016), Effective Business Communication, Viva Books.

Reference Books:

1. Asha Kaul (2016), Business Communication, PHI.
2. KK Ramachandran etal (2014), Business Communication, Vikas

3. Bovec L. Courtland and John V. Thill(2011), Business Communication Today, 10 ed., Pearson Education, New Delhi
4. American Management Association (2010), The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting

Focus of Course: Knowledge

e-Resource
1. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-01, M-02, M-10 & M-05)
2. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-11, M-12, M-13 & M-14)
3. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-18, M-23 & M-24)
4. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-15)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 514 ACCOUNTING FOR MANAGERS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 514	ACCOUNTING FOR MANAGERS	Analysis (E)	55	5	0	4

Preamble: To acquaint the students with the various concepts, techniques of accounts methods

Prerequisite: Nil

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand and get knowledge on accounting format with effectively and professionally	K1
CO2	Acquire the knowledge and skills that related to financial and nonfinancial information to formulate business	K2
CO3	work individual as well as team member in financial aspects of business	K4
CO4	Analyse and Implementation their responsibility and ethical financial information	K5
CO5	Provide sustainable development of business using tools and technique in accounting.	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PS04
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet. (Final Accounting Problems with adjustments). Accounting Standards (INDAS) – Generally Accepted Accounting Principles (GAAP)..	12	Videos / e-PG Pathshala
II	Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems)..	12	PPT/ e-PG Pathshala
III	Concept of cost – Elements of cost – Cost Accounting – Objectives – Cost Sheet (Problems) – Classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.	12	NPTEL Videos / e- PG Pathshala
IV	Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (simple problems)..	12	PPT/ NPTEL Videos
V	Standard Costing – Advantages of Standard Costing – Limitation of Standard Costing – Determination of Standard Costs – Revision of Standards – Standard Cost Card Variance AnalysisMaterial Cost Variances – Sales Variances – Labour Variances (Simple Problems in Variances	12	Videos / e-PG Pathshala
	Total	**60**	

Text books:

1. Ramachandran.N., Ram Kumar Kakan (2014), "Financial Accounting for Management",The TATA McGraw Hill Publishing Company Ltd, New Delhi
2. Dr.S.N.Maheswari (2013) "Management accounting" Sultan Chand and sons, New Delhi.

Reference books:
5. Sharma K Sasigupta (2012), "Cost and Management Accounting" Sultan Chand and Sons,New Delhi, 2012.
6. Gurinder Singh etal (2020), Accounting for Managers, PHI.

7. NP Srinivasan etal (2006), Accounting for Managers, Sultan Chand.
8. Kapil Jain etal (2012), Accounting for Managers, Dreamtech Press

Text Books:

Focus of Course: Application

e-Resource/e-Content URL:

1.	http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce:P-04/M-01,08)
2.	http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce:P-04/M-18)
3.	http://nptel.ac.in/courses/110101004/downloads/Lecture%20Notes/module6/lec2.pdf
4.	http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce:P-06/M-27)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MGT 515 MANAGERIAL ECONOMICS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 515	MANAGERIAL ECONOMICS	Concept (B)	55	5	0	4

Preamble: This course aims at facilitating the students to understand the relationship Between economics and business management and apply the various concepts of economics to real life business environment

Prerequisite: Nil

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Express fundamental concepts in economics to facilitateapplication of the same	K2
CO2	Describe both micro and macro-economic concepts andPrinciples	K2
CO3	Interpret pricing under different market structures	K3
CO4	Evaluate the Macro-economic concepts	K4
CO5	Deduce profit and forecasting and calculate break-even analysis	K5
CO6	Estimate macroeconomic concepts like National Income, its measurement and the monetary & fiscal policies of the government	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PS O4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L

CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Relevance of Economics for business decisions – Role of Managerial Economist and Business decision making – Demand Analysis – Demand curve and demand function – Elasticity of demand and its estimation – Demand Forecasting.	12	PPT / e PG Pathshala
II	Production and cost of production – production function – cost function in the short run and in the long run – cost concepts – practical applications of cost functions – cost volume profit Analysis – Break even chart – Economics of scale and scope.	12	PPT / e PG Pathshala
III	Market structure and price – output decisions – pricing under perfect competition – competitive equilibrium and economic efficiency – market failures and rule of government – pricing under monopoly – monopolist's output decision – monopoly power and its measurement – regulation in practice	10	PPT / e PG Pathshala
IV	pricing under Oligopoly – Nash Equilibrium – Cournot Model Collusion and Cartel – Indian Type of Cartel- National Income Accounting and their implication in business decision – Aggregate Demand and Supply	12	PPT / e PG Pathshala
V	Consumption, Investments, Exports, Imports, Liquidity preference, wages and profits, Employment Equilibrium of the Keynesian Model – solutions for income, employment and interest rate – Multiplier and Accelerator Budget and Taxation – Concept of GST-. Monetary Theory and practice – Quantity theory of money – objectives and Instrument of monetary policy – Bank Rate policy – changes in SLR, CRR, Open Market operations, Selective Credit Controls – Exchange Rate Management – Financial Markets – Indian and International	14	PPT / e PG Pathshala
	Total	**60**	

Text Books
1. Datt and Sundaram (2020), Indian Economy, 73rd Edition, Sultan Chand.
2. Joel Dean (2011)- Managerial Economics, Prentice Hall. 2011.

3. Rangarajan .C, Dholakiabh (2012)- Principles of Macro Economics, Tata McGraw Hill

Reference Books:

1. Mehta P.L (2014)., Managerial Economics – Analysis & Cases, Sultan Chand, 21th revised edition.
2. Howard Davies Pun-Lee Lam (2011) - Managerial Economics an Analysis of Business Issues, Prentice Hall, 6th Edition. 2011
3. Atmanand.R.,(2012), Managerial Economics, Excel, New Delhi. 2012
4. Joseph Stiglitz and Carl Walsh (2006), Economics, 4th Edition, , WW Norton and Company

Focus of Course: Knowledge

e-Resource
e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-01, M-02, M-10 & M-05)
e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-11, M-12, M-13 & M-14)
e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-18, M-23 & M-24)
e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-15)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 516 QUANTITATIVE TECHNIQUES

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 516	QUANTITATIVE TECHNIQUES	Application (D)	55	5	0	4

Preamble: To understand the elements of both descriptive and inferential statistics and its application in business

Prerequisite: Nil

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	The students are expected to be familiar with the basic concepts and components data collection and presentation	K3
CO2	Develop skills in applying the probability theory	K6
CO3	Summaries different tests of significance in large and small sample theory	K5
CO4	Articulate moment measures of skewness, Kurtosis and solving problems related to management application	K3
CO5	To equip the students with different statistical techniques to summarize, analyse the interpret data, which are essential for decision making	K4

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4

CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	**Introduction to Statistics:** Statistics, meaning, data presentation using tables and charts, measurement and scaling, collection of data, presentation of data, graphs and diagrams frequency distribution, population and sample. Analysis of variance- one way classification	12	PPT
II	**Permutations and Combinations**: Theory of probability, Concept of random experiment: outcomes, sample space, events disjoint events, A priori or mathematical probability Definitions probability (Classical, frequency and axiomatic). Addition rules: Conditional probability, Problem solving with these concepts	12	PPT
III	**Descriptive Statistics**: Descriptive statistics: Data : primary Data, Secondary Data, Summarization of data, measures of central tendency: Arithmetic mean – combined mean – Median – Measures of dispersion –Range, Mean deviation, standard deviation/variance – Quartile deviation – 'Coefficient of variation, Moments (first 4 moments only),	12	Videos
IV	**Skewness :** Karl Pearson's and moment measures of skewness, Kurtosis : moment measures of kurtosis : Problems related to management application. Probability Distributions: Random variable, probability density function, standard distributions – Binomial, Poisson distribution- Problems in Management Application.	12	PPT
V	Estimator, Point and interval estimates (concepts only), Concepts of statistical hypothesis and testing of hypothesis Correlation and Regression : Bivariate cases; Marginal and Conditional distributions (concepts only): Concept of correlation; Karl Pearson's coefficient of correlation , Spearman's rank correlation coefficient; Simple linear regression; Applications in management (Problems) – Time	12	Videos

	Series Analysis : Components of time series : Smoothing techniques : Moving average, Exponential smoothing, Trend analysis			
	Total		**60**	

Text Books

1. Richard Levin & Rubin (2002),Statistics for management , Prentice Hall India.
2. Pal & Shankar (2005), Statistics Concepts and Applications, Prentice – Hall India

Reference Books:

1. CR Kothari (2009), Quantitative techniques, Vikas Publishing House.
2. Render & Stair (2005), Quantitative Analysis for management, Prentice Hall of India
3. Dutta (2002), Matrix and linear algebra, Dutta, Prentice – Hall India

Focus of Course: Knowledge/analysis

e-resource:

1.	www.statisticalassociates.com
2.	www.edu.plymouth.ac.uk
3.	www.palgrave.com
4.	www.wiley.com

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 517 BUSINESS ENVIRONMENT, ETHICS AND GOVERNANCE

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 517	BUSINESS ENVIRONMENT, ETHICS AND GOVERNANCE	CORE	55	5	0	4

Preamble: To sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity, society and ethical practices in historical perspective and enable the students to be more effective managers.

Prerequisite: Basic knowledge of business environment and Ethics

Course Out Comes (COs) : On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Basics of Business Environment and Ethics	K1, K2
CO2	Familiarize with the nature of business environment and its components	K1, K2
CO3	The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.	K3
CO4	Understand the definition of ethics and the importance and role of ethical behaviour in the business world today.	K1, K2
CO5	Course is intended to make the students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system.	K1,K2

	Examine moral values and compare the major normative ethical approaches to business and Recognize ethical issues in business, evaluate approaches and options, and apply to business decisions.	
CO6		**K4,K5,K6**

Mapping the Programme Outcomes												
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	S	S	M	S	S	M	S	S	S	S	M	M	S
CO2	M	S	M	S	S	M	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	M	S	S	M	S	M
CO4	M	M	S	S	S	S	S	S	M	S	M	M	S
CO5	S	S	S	S	S	S	M	S	S	M	S	S	S
CO6	S	S	M	S	S	M	S	S	S	S	M	M	S
S- Strong; L- Low; M-Medium												

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Business Environment - Introduction - Concept of Business - Understanding the Environment - Environment influence on business - Business and Society - Business and Culture - Demographic trend and social structure in India - Significance of growing middle class - Inter-face between Society and management - Social changes and development - Role of Manager in the social context.	**10**	Videos e-Pathshala PPT
II	Political Environment of Business - Types of Political Systems - Business and government interface - Public Policy Formulation - Business Risks Posed by the Indian Political System - Economic Environment of Business - Business and Economic Policies - The Global Economic Environment - New Economic Policy 1991 - Positive and Negative effects of NEP – Liberalisation, Privatisation, Globalisation (LPG) – Impact of LPG.	**12**	Videos e-Pathshala PPT
III	Technological Environment and its implications to business - New Technologies - New areas of growth - Economic effects of technology - Social consequences of technological change - Management's responsibility for technological change - Trade scenario –Environmental issues –Government regulations on environment	**12**	Videos e-Pathshala PPT
IV	National Income - Concepts, methods of measurement - Indicators of development - The growth & development of public sector enterprises and Service Sector - Trends in foreign participation in Indian business and Industry - Industrial Policy - EXIM Policy - WTO, IPR, TRIPS, TRIMS.	**12**	Videos e-Pathshala PPT

V	Introduction to Ethics - Importance of ethics and business ethics - Ethical Concepts and Theories - Ethical Values - Business Ethics - Factors affecting business ethics - Ethical Decision Making - Ethical dilemma - Ethical leadership - Ethics Committee - Ethical Audit - Whistle blowing - Influence of Organizational Culture in Ethics -.Corporate Governance –Need, Importance,Issues Corporate Governance, Role of auditors - Corporate Social Audit - Corporate Board, Attributes, Duties, Responsibilities - Corporate Social Responsibility (CSR) - Transparency & Disclosure - Corporate Scams - Fair Trade Practices - Emerging Trends in Corporate Governance	**14**	Videos e-Pathshala PPT
	Total	**60**	

Text Books:
1. Cherunilam, Francis (2001),- Business Environment: Text & Cases, Himalaya Publishing .
2. CB Gupta (2022), Business Environment, Sultan Chand.
Reference Books:
1. Palwar, Veena Keshav (2014), Business Environment, PHI.
2. Laura P. Hatman(2004), Perspectives in Business Ethics, Tata McGraw Hill
3. Bhatia, S.K(2004)., Business Ethics and Corporate Governance, Deep and Deep.
4. GN Bajpai (2016), The Essential Book of Corporate Governance, Sage
Focus of Course: Knowledge
e-Resource
1) https://business-ethics.com/
2) https://sbeonline.org/
3) https://www.entrepreneurship.org/articles/2002/12/eight-elements-of-an-ethical-organization
4) https://managementhelp.org/businessethics/index.htm
5) http://www.ethicaledge.com/index.html
6) https://www.ethics.org/
7) https://www.wto.org/

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓

CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓
CO 6		✓		✓

MBA 521- INDIAN ETHOS AND PERSONAL ETIQUETTE

Course Code	Course Name	Category	Lecture (L)	Tutorial(T)	Practical (P)	Credit
MBA 521	INDIAN ETHOS AND PERSONAL ETIQUETTE	Concept (B)	20	5	5	2

Preamble: Students should understand sources of organizational ethical culture and different behavior.

Prerequisite: Basic knowledge of communication concepts and principles.

Course outcomes (COs): On successful completion of this course, the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Identify the features of Indian ethos	K1
CO2	Analyze Principles of Management	K2
CO3	Understand dynamics of ethics in management	K4
CO4	Understandings of Cultural Variation	K5
CO5	Practice the philosophy of Indian companies	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PS10	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S	S
CO3	M	S	L	S	M	S	M	L	M	L	L	L	L	M
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S	S
CO5	L	M	L	M	S	S	M	L	S	M	M	S	S	L

S- Strong; L- Low; M-Medium

UNIT	Course Contents	Hours	E- Resources/E-Content
I	**Indian Ethos:** Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.	6	PPT/Videos/e PG pathshala
II	Management Lessons from Vedas, Management Lessons from Mahabharata.Management Lessons from Bible,Management Lessons from Quran	6	PPT/Videos/e PG pathshala
III	**Management lessons from Thirukkural,** ManagementLessons from Kautilla'sArthashastra, Indian Heritage in Business Management, Production and Consumption. Ethics v/s Ethos	6	PPT/Videos/e PG pathshala
IV	Study awareness of Indian Ethos in local Industries- Study the success stories of Family business (practical visits to organizations)	6	PPT/Videos/e PG pathshala
V	Personal etiquette :Dressing sense, selecting the right clothing for a business wardrobe, Business style, and professional image, Dress code, Guidelines for appropriate business attire, Grooming for success, Multicultural dressing, Body Language at Work - building posture, facial expressions, and eye contact, gestures for effective communication. **Dining Etiquette**: Planning a meal, issuing invitations, How to proceed through a receiving line, seating guidelines, navigating a place setting, and appropriate table manners.	6	PPT/Videos/e PG pathshala
	TOTAL	**30**	

Text Books:

1.KS Chandrasekar, Sumi AM, Asha Devi J & Al Ameen(2019), History of Management Thought, Vijay Nicole
2. Seema Singha, Sudeep Makherjee (2020), Indian Ethos, Ethics and Management, Eureka Publishers
Reference texts

1.Biswanath Ghosh (2006), Ethics in Management and Indian Ethos , Sultan Chand.
2. Krishna Mohan (2018), Developing Communication Skills, MacMillan India, New Delhi.
3. Vicnent Chris.(2023), ETIQUETTE GUIDE FOR PERSONAL DEVELOPMENT: 21 Personal Life Etiquette Rules You Should Master, Kindle Edition
4.Barbara Pachter (2013), The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Mc Graw Hill.

Focus of Course: Effective Communication & Employability Skills Development

e-Resource/e-Content URL:

e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	
CO 5	✓		✓	✓

MBA 522: OPERATIONS RESEARCH

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 522	Operations Research	Concept (B)	50	10	0	4

Preamble: To provide insights into the various operations research models and its application in business decisions

Prerequisite: Basic Knowledge in Management

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the principle models and variety of tools used in operations research.	K1
CO2	Analyze and formulate, construct, and solve mathematical models of decision problems.	K2
CO3	Analyze real-lifesystems with limited constraints and depict it in a mathematical model form.	K4
CO4	Compare and predict the outcomes of alternative decisions, strategies or controls.	K5
CO5	Develop scientifically based information that gives an insight into and guides decision-making and creates innovative models for application.	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	S	L	L	S	M	L	S	S	M	L	S	L	L	M
CO2	M	M	M	M	S	L	S	S	M	M	S	L	M	M
CO3	S	M	L	S	M	L	S	S	M	L	S	M	S	M
CO4	M	M	M	M	S	L	S	S	M	M	S	M	S	M
CO5	S	M	L	S	S	L	S	S	M	L	S	L	S	M

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction to Operations Research: Objectives and Business Applications of Operations Research, Models: Introduction, Linear Programming Problem (LPP) Formulation, Graphical Method, Simplex Method, Dual LPP, Basic Concepts of Sensitivity Analysis.	12	NPTEL
II	Transportation Models: Northwest Corner Method (NWC), Least Cost Method (LCM), Vogels Approximation Method, Assignment Model, Hungarian Method, Minimization of Cost.	12	NPTEL
III	Network Models: Critical Path Method (CPM), Program Evaluation Review Technique (PERT), Crashing, Resource Smoothing, Resource Leveling.	12	NPTEL
IV	Queuing Theory: M/M/1 Queue (System with Single Server), M/M/2 (System with Two Servers), Monte Carlo Simulation, Applications in Queuing and Inventory	12	NPTEL
V	Decision Theory: Decision Making under Risk and uncertainty, Game Theory, Decision Tree, OR, Softwares	12	NPTEL
	Total	60	

Text Books
1. R Panneerselvam(2002), Operations Research, Prentice Hall of India
2. Taha, H.A. (2008). Operations Research, - An Introduction. New Delhi, Pearson Education.

Reference texts
1. Render (2002), Quantitative Analysis for Management, PHI, 7th edition
2. F Hillier & G Lieberman (2002), Introduction to Operations Research, 7th ed., Tata McGraw-Hill
3. Rardin (2002), Optimization in Operations Research, Pearson Education
4. Harvey M. Wagner (1975), Principles of Operations Research – With Applications to
5. Managerial Decisions, 2nd ed., Prentice Hall of India

Focus of Course: Employability & Skills Development
e-Resource/e-Content URL: Operations Research ebook by Kalavathy, Vikas Publication
www.swayam.gov.in

e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-01)

e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-02)

e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-05)

e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-10)

e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-15)
e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-18)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 523: MARKETING MANAGEMENT

Course Code	Course Name	Category	Lecture(L)	Tutorial(T)	Practical (P)	Credit
MBA 523	MARKETING MANAGEMENT	Concept (B)	40	10	10	4

Preamble: To equip the students with the concepts and practices of modern marketing and to provide an understanding of different marketing processes for an effective decision making.

Prerequisite: A Basic understanding of Management principles and practices

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy KnowledgeLevel
CO1	Will enable the students to understand the concepts in marketing.	K2
CO2	Students will understand how consumer behaviour patterninfluences purchase decisions.	K4
CO3	Will enable the students to understand the importance of market research and its application.	K4
CO4	Will understand the importance of product and branding management in the competitive era.	K3
CO5	Helps to gain practical understanding about market segmentation and positioning.	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	M	M	L	M	M	M	M	S	M	M	M
CO2	M	S	M	M	S	L	M	M	M	S	M	M	S	M
CO3	M	M	M	S	L	M	M	S	M	M	S	M	M	M
CO4	M	S	M	M	L	L	S	S	S	M	S	S	L	S
CO5	S	M	S	S	M	L	S	M	S	S	S	M	S	L

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/e-Content
I	Introduction to Marketing Management: Concept - nature and importance of marketing - evolution of marketing concept - marketing environment - micro environment of marketing and macro environment of marketing – domestic marketing and international marketing - fundamentals of strategic marketing planning - marketing organization - customer lifetime value - marketing organization and control systems - organizing marketing department - marketing control techniques - annual plan control - profitability control - strategic control	12	NPTEL Videos/Market Dynamics, Sachin Naha
II	Consumer Behaviour: Consumer and business markets - buying roles - steps involved in buying process - factors	12	NPTEL Videos/ Sachin Naha

	influencing buying decision - consumer adoption process - changing pattern of consumer behaviour		
III	Marketing Research and Selecting the Target Markets: Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning – levels and patterns of segmentation - effective segmentation - market targeting - positioning methods and strategies	12	NPTEL Videos/Business Research,Jill Collis & Roger Hussey.
IV	Product and Pricing Decisions: Concept of product - product line and product mix -new product development – packaging and labelling - Branding – Concepts of branding, brand types, brand equity, branding strategies- product life cycle stages and strategic marketing decisions - Services marketing - Pricing concepts, factors influencing price decisions - pricing strategies	12	NPTEL Videos/Marketing Management, Hollensen, Svend
V	Promotion and Distribution Decisions: Promotion mix - integrated marketing communication – advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing - emerging trends in marketing - social marketing – digital marketing - green marketing –Retro marketingmarketing analytics -- Current developments in Marketing, Ethics in Marketing	12	NPTEL Videos/Marketing Management, Hollensen, Svend
	Total	60	

Text Books:
1..K S Chandrasekar (2019), Marketing Management, Vijay Nicole
2. Ramaswamy, V.S. and Namakumari S (2018), Marketing Management, Sage Publication.

Reference texts
1. Kotler Philip (2016), Marketing Management, Pearson India Education
2. Stanton, W.J, Michael Etezel and Bruce J.Walker (1997) Fundamentals of Marketing, McGraw Hill.
3. Kotler, Keller, Jha &Koshy(2003) Marketing Management - A South Asian Perspective, Pearson.
 4.. Saxena, Rajan (2004) Marketing Management, Tata McGraw Hill.
Focus of Course:
Employability/Skill Development
e-Resource/e-Content URL:
   1.Business Research:A Practical Guide For Students / Jill Collis & Roger Hussey.

   2.Market Dynamics: Crafting Global Marketing Strategies BySachin Naha

   3Marketing Management, Hollensen, Svend; 2019Harlow, United Kingdom:Pearson Education Limited, Fourth
Edition
Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓

		✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 524BUSINESS LAW

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 524	Business Law	Concept (B)	55	5	0	4

Preamble: To expose the students towards business law and its application in organizational setting

Prerequisite: fundamentals of business law

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To ensure participants understand the application of law in business	K2
CO2	Learn how to evaluate issues of legal significance in business transactions	K6
CO3	Apply legal reasoning to situations and form legal conclusions	K3
CO4	To make them familiarize with important aspects of business laws like laws of contract, company law, labour law etc.	K4
CO5	To give participants hands on experience by giving practical assignments, this could help them in applying it in their future career	K3

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P010	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	M	M	M	M	M	M	M	M	S	M
CO2	S	M	M	M	M	M	M	M	M	M	M	M	M	M
CO3	S	M	M	S	M	M	M	M	M	M	M	M	S	M
CO4	S	M	M	M	L	M	M	M	M	L	M	L	S	M
CO5	S	M	M	S	M	M	M	M	M	M	M	M	S	M

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/e-Content
	The Indian Contract Act, 1872, Nature and Classification of contracts - Essential elements of a valid contract - Offer and Acceptance - Consideration - Capacity of Parties -		
I	Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quasi contracts - Breach of Contract and its remedies, Legality of Object and Consideration.	12	PPT/ e-PG Pathshala
II	Sale of Goods Act, 1930- Contract of sale of goods- Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties - Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract		
	of sale - Rights of unpaid Seller. The Negotiable Instruments Act, 1881, Negotiable Instruments, Meaning, characteristics, types, parties - holder and holder in due course - Negotiation and types of endorsements, Dishonor of negotiable instruments - noting and protest - liability of Parties on negotiable instrument	12	PPT/ e-PG Pathshala
III	Indian Partnership Act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership, , Limited liability partnership Act, 2008	12	PPT/ e-PG Pathshala
IV	The Companies Act, 2013- Company definition, meaning, features and types of Companies. Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies	12	PPT/ e-PG Pathshala
V	Industrial Disputes Act1947, Factories Act, 1948, The Trade Union Act, 1926, The minimum Wages Act, 1948, Employees Compensation Act, 1923, The Maternity Benefit Act 1961 , Payment of Bonus Act 1965, Payment of Wages Act 1936, Employees Provident Funds and Miscellaneous Provisions Act, 1952	12	PPT/ e-PG Pathshala
	Total	**60**	

T**ext Books**:
1. Sulphey & Basheer (2020), Laws For Business , 5th edition, PHI
2. Dagar, I. and Agnihotri , A (2020).Business Law Text and Problems,New Delhi, Sage Publications

 Reference texts
1. S.N.Maheshwari & Maheshwari (2005), Business Regulatory Framework, Himalaya Publishing House.2006 S.S.Gulshan, Business Law, 2/e, Excel Books, 2005
2. Ashcroft, Ashcroft, and Patterson (2017), Law for Business 19th edition, Cengage Learning, 2017,
3. Relevant BARE Acts.
4.
5. **Focus of Course:** Employability/ Critical thinking
6. **e-Resource/e-Content URL:**
1. **e-PG Pathshala** : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==(
2. corporate law, module 2)
3. **e-PG Pathshala** : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w== (
4. corporate law, module 12)

5. **e-PG Pathshala** : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==
   (corporate law, module 15)
6. **e-PG Pathshala** : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==
   (corporate law, module 13)
7. **e-PG Pathshala** : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==
   (corporate law, module 18)
8. **e-PG Pathshala** : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==
   (corporate law, module 11)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 525: PRODUCTION AND OPERATIONS MANAGEMENT

Course Code	Course Name	Category	Lecture(L)	Tutorial(T)	Practical (P)	Credit
MBA 525	PRODUCTION AND OPERATIONS MANAGEMENT	Concept (B)	30	10	5	4

Preamble: To introduce the operations functions, in service and manufacturing organizations.

Prerequisite: Foundation course regardingProduction and Operations Management

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy KnowledgeLevel
CO1	Identify the components of operations management and the different transformation processes that can be implemented to improve competitiveness and productivity.	K1
CO2	Describe the functions and importance of materials management, quality management principles and practices in Manufacturing and Service Organisations.	K2
CO3	Explain the role of production planning & control in the operations Environment.	K2
CO4	Apply the concepts of maintenance, purchase, and logistics management in Business	K3
CO5	Analyze various manufacturing systems, location and layout concepts.	K4

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	S	L	M	M	S	L	M	S	L	M	S	S	S	L
CO2	M	M	S	L	S	M	S	S	L	M	S	M	S	M
CO3	S	S	M	M	S	L	S	M	M	M	M	S	M	L
CO4	S	M	S	L	M	M	M	S	M	L	S	M	S	L
CO5	M	S	M	L	S	L	S	M	M	M	S	S	S	M

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/e-Content
I	Production as an organization function - Importance of Production Function - Scope of Production and Operations Management, Types of Production Systems, StrategicOperations Management, Operations Strategies, Elements of Operations Strategy, 5 Ps of Operations	12	Videos / e-PG Pathshala
II	Plant location & Layout, Nature - Location Theories, Steps in Location, Location Models, Plant Layout, Factors influencing lay out, Principles of lay out Layout Tools and Techniques, Materials	12	NPTEL Videos/e-PG Pathshala

	Handling, Material Handling Principles, Types, Selection and Design of Handling System.		
III	Materials Management, Vendor rating, Inventory Models, EOQ,Reorder point, EOQ with Discounts, MRP-I, MRP-II, Selective Inventory Control (SIC), Just In Time (JIT), Basics of Kanban,VMI and ERP, Work Study, Work Measurement, QualityManagement, Statistical Quality Control (SQC), Total QualityManagement (TQM), Kaizen, Six Sigma, ISO Systems, SCM Basic Concepts.	12	NPTEL Videos/e-PG Pathshala
IV	Production /Operations Planning & Control, Role of production planning & control in Operations Management, Factors determining production planning, Aggregate Planning, Master Production Schedule, Scheduling, Loading, Routing, Product Planning for Various Production Systems, Line Balancing and sequencing, EBQ, Capacity Planning, Basics of Maintenance Management, Maintenance Decisions, overview of FMS and Robotics.	12	PPT/NPTEL Videos
V	Logistics: Definition, History and Evolution-Objectives,Logistics Management: Definition and Evolution, Achievement of competitive advantage through logistics framework- Role of Logistics management. Integrated Logistics Management - Model — Flow of process activities (in brief), Third party logistics provider- Fourth party Logistics providers (4 p1)- Stages- Role of logistics providers, Strategic role of Logistics Management.	12	NPTEL Videos/e-PG Pathshala
	Total	60	

Text Books:
Senthil. M (2021), Fundamentals of Production & Operations Management, Vijay Nicole, Chennai
Pannerselvam, R. (2012). Production and Operations Management, New Delhi, Prentice Hall of India
.

Reference texts
1.Starr. M. K. (1972). Production Management - Systems and Synthesis, New York, Prentice Hall.
2. Gaither, N. (2002). Production and Operations Management. Cincinnati, South Western College Publications.
3. David J. Bloomberg, Stephen LeMay& : Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd.,New Delhi, 2003.
4.Operations Management by William J. Stevenson. Eighth Edition, Irwin / McGraw- Hill, 2005.

Focus of Course: Employability/ Critical thinking

e-Resource/e-Content URL:
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-01)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-02)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-05)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-10)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-15)

e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-18)

Assessment Rubrics:

▪ Quiz / Assignment/ Quiz/ Discussion / Seminar
▪ Midterm Exam
▪ Programming Assignments
▪ Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 526 RESEARCH METHODOLOGY

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 526	RESEARCH METHODOLOGY	Concept (B)	50	10	-	4

Preamble: To teach the method of conducting high quality research from social as well as business Perspective

Prerequisite: Basic Knowledge in Management

Course outcomes (COs):
On successful completion of this course the students will be able to: Understand and apply the concepts of business research, and provide relevant suggestions and recommendations to various business problems.

CO Number	Course Outcome (CO) Statement	BloomsTaxonomyKnowledge Level
CO1	Understand the fundamental aspects of business research including Problem formulation and statement of problem, Theoretical framework, Hypothesis, data collection methods and sampling	K2
CO2	Apply quantitative skills for solving and inferring various data, related to business problems using both parametric and non-parametric statistical analysis.	K3
CO3	Develop Decision making skills related to business problems using various models of Research Methods.	K3
CO4	Develop practical knowledge to analyzevarious real-world problems andfor developing research framework, collecting and inferring data, and providing relevant suggestions and recommendations.	K4
CO5	Develop the acumen for evaluating the changing business conditions, ethical aspects, recent trends in business research, and finding solutions to various business problems.	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	M	S	M	M	M	L	M	M	L	L	M	L	L	M
CO2	M	S	M	M	S	L	M	M	L	L	M	L	L	M

CO3	M	M	M	M	S	L	S	M	L	L	S	L	S	M
CO4	M	M	M	S	S	L	S	M	M	L	S	M	S	M
CO5	S	S	M	S	S	L	S	M	M	L	S	M	S	M

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Business Research: Definition, meaning, concept, nature, scope, need and managerial value, Research as the application of scientific method, Importance of research in managerial decision making; the Research Process and types of Research, Defining the Research Problem: Problem Formulation and Statement of Research Problem .	8	PPT/ e-PG Pathshala/ NPTEL Videos
II	Research Design: Exploratory, Descriptive, Diagnostic/ Conclusive and Experimental Research - Details and applications, Operational and administrative structure for research, Sampling and Sampling Designs.	8	PPT/ e-PG Pathshala/ NPTEL Videos
III	Methods & Techniques of Data Collection: Primary and Secondary Data - Meaning, Observational and other survey methods of Data collection, Development and designing of tools of data collection, Measurement scales, Measurement of attitudes, Validity and Reliability of the tools of data collection.	8	PPT/ e-PG Pathshala/ NPTEL Videos
IV	Fieldwork in research and data processing, Classification and Tabulation, Analysis and interpretation of Data, Testing of Hypothesis, an overview of Parametric and Non-parametric tests, Essential ideas of Multivariate analysis of data - an overview of dependence and interdependence methods , Statistical Packages - SPSS.	10	PPT/ e-PG Pathshala/ NPTEL Videos
V	Reporting of Research - Types of Reports - Substance of Reports - Format of Report, Presentation of Reports, – procedure of preparation of reference and bibliography	6	PPT/ e-PG Pathshala/ NPTEL Videos
	Total	40	

Text Books:
1. Kothari, C.R. Garg G (2023).Research Methodology - Methods & Techniques. 5[th]Edition , New Age international, New Delhi.
2. Cooper, D.R. and Schindler, P.S. (2014) Business Research Methods. 12th Edition, McGraw Hill International Edition, New York
Reference texts

1. Wilson, J. (2017). Essentials of Business Research, 2e, New Delhi, Sage Publications

2. Jonathan, J. (2010). Essentials of Business Research. New Delhi, SagePublications.

3. Bryman A and Bell, E. (2018) .Business Research Methods (3rd Edn.). New Delhi, Oxford

   University Press
4. Zikmund, G., Babin, J., Carr, C., & Griffin. (2013). *Business Research Methods* (9th ed.).

   Cengage.

Focus of Course: Employability/ Critical thinking
e-Resource/e-Content URL:
e-PG Pathshala: e-PGPathshala Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg== (P 15 M 01)
e-PG Pathshala: e-PGPathshalaHome/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg== (P15 M 04)
e-PG Pathshala: e-PGPathshalaHome/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg== (P15 M 22)
e-PG Pathshala: e-PGPathshalaHome/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg== (P15 M 34)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 527: MANAGING HUMAN RESOURCES

Course Code	Course Name	Category	Lecture(L)	Tutorial(T)	Practical (P)	Credit
MBA 527	HUMAN RESOURCES MANAGEMENT	Concept (B)	50	10	0	4

Preamble: To provide an understanding of modern organizations in terms of the Management of people, the strategies and processes of HRM, and to provide the basis for acritical review of HRM systems and techniques.

Prerequisite: A Basic understanding of business principles and Organizational Behavior.

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy KnowledgeLevel
CO1	Demonstrate Comprehensive Understanding of Modern Organizations, HRM Strategies, and Processes.	K2
CO2	Effectively Apply Learned Concepts to Influence Organizational Phenomena.	K3
CO3	Critically Analyze Contemporary HR Practices and Challenges.	K4
CO4	Develop Competence in Ethical and Legal Aspects of HRM.	K3
CO5	Evaluate and appraise HRM systems and techniques for enhancing organizational effectiveness.	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	L	M	M	M	M	S	M	S	M
CO2	S	S	M	M	S	L	S	M	M	S	S	S	S	M
CO3	M	M	M	S	L	L	S	S	M	M	S	M	M	S
CO4	M	S	M	M	L	L	S	S	S	M	S	S	L	S
CO5	S	M	M	S	M	L	S	M	M	M	S	M	S	M

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/e-Content
I	Evolution & Growth of HRM –Significance of HRM, Definition, Scope, Functions & Objectives of HRM, Roles of HR Managers in Modern day Organizations, HRM vs. Personnel Management, HRM & Human Capital Management – Contemporary HR	12	Videos / e-PG Pathshala

	Practices & Challenges, Introduction to HR Analytics, HRAccounting, HR Audit, HRIS		NPTEL Videos/e-PG Pathshala
II	Analysis & designing of jobs–Job Analysis – Definition, Process, Job Description vs. Specification – Job Design – Various Methods – Human Resource Planning(HRP)– Objective– factors affecting HRP – Process, Methods of Demand & Supply Forecasting– Recruitment – Definition, Methods, Process, Yield Ratio – Selection – Definition, Process & Methods, Selection Tests & its Importance – Interviews – Virtual interview– Placement – Induction/Orientation – Transfer – Promotion & Demotion – Definition & Types – Reasons for Demotion. **CASE DISCUSSION**	12	
III	**Performance Assessment &Human Resource Development:** Performance appraisal – Definition, Process, Methods – Past Oriented & Future Oriented – Employee Training – Definition, Importance of Training, Training Need Assessment/Identification (TNA/TNI) – On the Job vs. Off the Job Training – Evaluation of Training – Training vs. Development – Management Development – Definition, Process, **CASE DISCUSSION**	12	NPTEL Videos/e-PG Pathshala
IV	**Wages & Salary Administration**: Job evaluation Definition, Process & Methods - Qualitative & Non Qualitative Methods, Basics of compensation – Definition, Types of Compensation – Direct / Indirect, Fixed / Variable Compensation – Wages vs. Salary – Wage Determination – Wage Theories & Concepts – Minimum Wage, Fair Wage, Living Wage, Wage Determination.	12	PPT/NPTEL Videos
V	**Employee Relations:** Industrial Relations – Definition, Objectives of IR – Parties to IR – TradeUnions in India – Participative Management – Definition, Methods of WPM – Collective Bargaining – Definition, Types, Process – Employee Discipline& Grievance – Definition, Settlement of Grievance – Open Door vs. Step Ladder Technique – Industrial Disputes – Definition – Dispute Settlement Machinery – Bipartite & Tripartite bodies in India – Employee Separation Methods - Unethical Practices in HR.Industrial Disputes act, 1947, Factories act, 1948, The Trade Union Act, 1926 - **CASE DISCUSSION**	12	NPTEL Videos/e-PG Pathshala
	Total	60	

Text Books:
1. K.Aswathappa (2005), Human Resource and Personnel Management – Text and Cases, TataMcGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition
2. Subba Rao P.(2003), Essentials of Human Resource management, Himalaya Publishing House

Reference texts
1. Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2017). Human resource management: Strategic and international perspectives. Sage Publications.
2. Armstrong, M. (2006). A handbook of human resource management practice. Kogan Page Publishers.
3. S Venkata Ratnam(2006), Industrial Relations, Oxford University Press, New Delhi

Focus of Course: Employability & Skills Development

e-Resource/e-Content URL:
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A
Management (M-01)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-02)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-05)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-10)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-15)
e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A Management (M-18)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 528: MANAGEMENT OF FINANCIAL RESOURCES

Course Code	Course Name	Category	Lecture(L)	Tutorial(T)	Practical (P)	Credit
MBA 528	MANAGEMENT OF FINANCIAL RESOURCES	Concept (B)	40	10	10	4

Preamble: To study various financial decision making methods and learn how to integrate such techniques in monitoring the real performance of a business organization.

Prerequisite: Foundation course towards Financial Management

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy KnowledgeLevel
CO1	Develop an understanding of financial management, exploring finance functions, objectives, and decision-making, focusing on profit maximization, wealth maximization, and the role of finance managers.	K2
CO2	Apply knowledge of cost of capital components, including debt, preference shares, equity, and retained earnings, to compute Weighted Average Cost of Capital (WACC), interpret capital structure theories, analyze patterns, and assess factors influencing optimal capital structure determinations.	K2
CO3	Demonstrate proficiency in financial decision-making with a focus on Time Value of Money, Future and Present Value, and Capital Budgeting toolsfor effective investment strategy.	K3
CO4	Utilize a comprehensive understanding of working capital concepts, types, and management strategies, as well as evaluate dividend decision theories, policies, and their significance in financial management practices.	K5
CO5	Enhance financial expertise by exploring objectives, motives, and theories in Cash Management Cycle, mastering techniques in Objectives And Techniques I & II, and understanding Credit Policy and Collection Practices	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	PSO1	PSO2	PSO3	PSO4
CO1	S	S	L	M	M	L	S	S	M	L	S	M	S	L
CO2	M	L	S	S	M	M	S	S	M	L	S	M	S	L
CO3	S	L	L	M	M	M	S	S	M	L	S	M	S	L
CO4	S	S	L	L	S	M	S	L	M	L	S	M	S	L

CO5	S	S	L	S	L	M	S	M	M	L	S	M	S	L

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/e-Content
I	Nature and Scope of Financial Management: Meaning and Definition of Business Finance and Financial Management; Finance Functions; Objectives of Financial Management; Financial Decisions; Role and Functions of Finance Manager.	12	Videos / e-PG Pathshala
II	Capital Structure Decisions: Internal financing, Loan financing, Alternative forms of finance. Cost of Different Sources of Capital: Concept of cost of capital, Significance of cost of capital, Computation of Component costs of capital: Cost of Debt; Cost of Preference Share Capital, Cost of Equity, Cost of Retained Earnings, Computation of Composite Cost of Capital. Theories of Capital Structure: Net Income Approach; Net Operating Income Approach; Traditional Approach and Modigliani-Miller Approach; Concept of Optimum Capital Structure; Factors affecting Capital Structure. Operating and Financial Leverages: Meaning of leverage, Types of Leverages; Operating, Financial and Composite Leverages	12	NPTEL Videos/e-PG Pathshala
III	Investment decisions: Time Value of Money – Concept, Future Value of a single amount; Present Value of a single amount; Future Value of an Annuity; Present Value of an Annuity. Capital Budgeting Decisions: Concept of capital budgeting, Need, types and importance of capital investment decisions; Capital budgeting appraisal methods: Payback period method, Net Present Value Method, Internal Rate of Return method, and Present Value Index Method	12	NPTEL Videos/e-PG Pathshala
IV	Management of Working Capital – Concept, types, importance and factors affecting working capital, Sources of working capital , Dividend Decision: Dividend Policy: Dividend and its forms, Objectives of Dividend Policy, Relevance and Irrelevance Theories of Dividend Decision: Walter's Approach; Gordon's Approach	12	PPT/NPTEL Videos
V	Management of Cash and Marketable Securities: Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India.Receivable Management - Objectives; Credit Policies; Credit Terms; and Collection Policies, Inventory Management - Objectives; and Techniques.	12	NPTEL Videos/e-PG Pathshala
	Total	**60**	

Text Books:

1. Aravind.M. (2019). Principles of Financial Management: Practice and Decisions. New Delhi, Viva Books.
2. Palanivelu, V.R, (2018 Revised Ed), Financial Management, S Chand & Company Ltd, New Delhi.

Reference texts

1. Chandra, P. (2019). Financial Management – Theory and Practice. New Delhi, Tata McGraw Hill Publishing Company Ltd.
2. Khan M. Y., Jain P. K. (2018) .Financial Management – Text and Problems. New Delhi, Tata McGraw Hill Publishing Company Ltd.

Focus of Course:

e-Resource/e-Content URL:
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA==(M-01)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA==(M-02)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA==(M-04)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-05)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA==M-06)
 e-PG Pathshala: https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA=(M-07)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-09)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-10)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-11)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-12)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA==M-13)
 e-PG Pathshala: https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA= (M-15)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-16)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-17)
 e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA== (M-18)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 531	STRATEGIC MANAGEMENT	Concept (B)	55	5	0	4
Preamble: To familiarize the students the basic and advanced tools of taking policy decisions at the corporate level and also running an enterprise						
Prerequisite: Management functions knowledge						

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understanding data ,cleansing, preparation and collection	K1
CO2	Illustrate online data storage systems and data warehousing	K2
CO3	Describing the Key concepts of Big Data analytics and its applications	K3
CO4	Explain the basic concepts of Machine Learning and its models	K4
CO5	Discuss the data analysis tools.	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Overview of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Competitive advantage--Porter's Five Force Analysis-McKinsey 7S Framework- Exploring the Business Environment- Difference between Strategy and operations	12	Videos / e-PG Pathshala
II	Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Michael Porter Generic Strategies.- Strategy-Analysis and Evaluation- Defensive Strategies	12	Videos / e-PG Pathshala

III	Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis-Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice-Making Strategy	12	Videos / e-PG Pathshala
IV	Strategic Implementation: The nature of strategic implementation-Resource allocation – Strategy and structure – Creating supportive culture – Implementing strategies in functional areas -Matching leadership styles with strategy	12	Videos / e-PG Pathshala
V	Strategic Issue Exploration- Strategy Evaluation: The nature of strategy evaluation – Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control – Mechanism for strategic control- Measures of corporate performance such as Balance Score Card- Emerging Business trends powered by new technologies such as AI	12	Videos / e-PG Pathshala
	Total	**60**	

Text Books:

1. Srinivasan. (2014).Strategic management: The Indian context, New Delhi, Prentice Hall of India
2. Cherunilam F (2015).Business Policy and Strategic Management, Himalaya Pub. House
3. Azar Kazmi(2015). Strategic Management, McGraw Hill Education

Reference texts

1. Vijay Pithadia (2016) Strategic Management and Business Policy (BIZTANTRA), Dreamtech Press.
2.] Elisha Stephens & Brice Martin (2018). Business Policy and Strategic Management, EdTech Press.
3. Subba Rao, P (2014).Business Policy and Strategic Management, Himalaya Pub. House

Focus of Course: Employability/Skill Development
e-Resources

https://epgp.inflibnet.ac.in/ahl.php?csrno=23
https://epgp.inflibnet.ac.in/ahl.php?csrno=23
https://epgp.inflibnet.ac.in/ahl.php?csrno=23
https://epgp.inflibnet.ac.in/ahl.php?csrno=23

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

CO 5	✓		✓	✓

MBA 532: BUSINESS ANALYTICS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 532	BUSINESS ANALYTICS	Concept (B)	35	5	20	4
Preamble: To familiarize the students the basic tools of data storage, data analytics. This course covers data and its applications, techniques for managing big data and data analysis & visualization. It enables the learners to perform data analysis on a real world scenario using appropriate tools.							
Prerequisite: NIL							

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understanding data ,cleansing, preparation and collection	K1
CO2	Illustrate online data storage systems and data warehousing	K2
CO3	Describing the Key concepts of Big Data analytics and its applications	K3
CO4	Explain the basic concepts of Machine Learning and its models	K4
CO5	Discuss the data analysis tools.	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Understanding Data: Types of data – Data cleaning and preparation- Information – Types of data – Structured and unstructured - Characteristics –Importance of Information	12	Videos / e-PG Pathshala

	Processing in Management-Basics of Data collection-sampling		
II	Online data storage: Relevance of online data processing – Cloud computing –Cloud based services Data warehousing: Data warehousing Components –Building a Data warehouse-–- Mapping the Data Warehouse to a Multiprocessor Architecture – DBMS Schemas for Decision Support – Data Extraction, Cleanup, and Transformation Tools	12	Videos / e-PG Pathshala
III	Big Data Analytics: Big Data- Characteristics and Relevance – Applications of Big Data – Digital advertisements – Recommender systems – Customer Analytics – Compliance analytics – Fraud analytics – Operational analytics-.Big Data Analytics using Map Reduce and Apache Hadoop, Developing and executing a Hadoop Map reduce program	12	Videos / e-PG Pathshala
IV	Machine learning: Types of learning algorithms – Machine learning models – Machine learning paradigms-supervised, semi-supervised, unsupervised, reinforcement learning.– Data gathering – Data storage and knowledge management	12	Videos / e-PG Pathshala
V	Data Analysis: Introduction to R Programming,, PYTHON, SPSS, AMOS and MS-Excel – Key data analysis techniques used in creating data sets for business –Types of analysis – Descriptive – Diagnostic – Predictive and Prescriptive-Exploratory data analysis-Regression analysis- Factor analysis-Inferential analysis	12	Videos / e-PG Pathshala
	Total	**60**	

Text Books:
1. Maheswari A (2017), Data Analytics, McGraw Hill Education.
2. Simon P (2015), Too Big to Ignore, The Business Case for Big Data, Wiley.

Reference texts
1. James G , Witten D, Hastie T and Tibshirani R (2013), Introduction to Statistical, Learning with Applications in R, Springer Science and Business
2. Bart Baesens (2013)," Analytics in a Big Data World: The Essential Guide to Data Science and its Business Intelligence and Analytic Trends", John Wiley & Sons, 2013.
3. David Dietrich(2015), "EMC Education Services, Data Science and Big Data Analytics-Discovering, Analyzing, Visualizing and Presenting Data", John Wiley & Sons.

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)

e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 533: CYBER SECURITY AND INFORMATION SYSTEMS

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 533	**CYBER SECURITY AND INFORMATION SYSTEMS**	Concept (B)	50	5	5	4

Preamble: To expose talents in handling MIS, awareness about Cyber Environment in Organizational Standards
Prerequisite: Basic Concept of MIS, Importance of Information System. Cyber Security measures
Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Bloom Taxonomy Knowledge Level
CO1	Introduction to Concept of MIS in industrial Standards	K1
CO2	Automation with DSS & GDSS	K2
CO3	Concept of Database & Legal Aspects of Cyber Security	K4
CO4	Information System Architecture & Design	K5
CO5	Threats in Cyber World & Guidelines to secure Information System	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Management Information System (MIS) Concept and Role - Information Needs and Structure of MIS - Components and Structure- Organizational and Functional - information requirements by level of management activity – transaction processing systems – information support systems - role of MIS - impact of MIS - MIS as a support to the management - MIS and organizational effectiveness - System concept - MIS for a digital firm – Cyber security- A comprehensive	12	PPT/Videos / e-PG Pathshala

	overview of existing security vulnerabilities. Critical analysis of the state-of-the-art mitigation techniques and their pros and cons.- New cyber-attack patterns in emerging technologies.		
II	Planning & Decision Making - Concepts in planning and control, Decision making and information systems - systems for decision support - Executive Support Systems (ESS) - Group Decision Support Systems (GDSS) - the process of developing DSS - individual and organizational model - - knowledge management- enterprise-wide knowledge management systems - knowledge work systems - intelligent techniques - Knowledge Based Expert Systems (KBES) - Enterprise Resource Planning – Cloud based Decision support Decision Making -Executive Information Systems -	12	PPT/Videos / e-PG Pathshala
III	Information System for Control - System Analysis - System Design and Development - Data Base and Data Base Management Systems Databases and Information Management - - database models - capabilities of DBMS - RDBMS - using databases to improve business performance and decision making – client-server architecture. – Computer Based Management Information System • Computer Networking and Communication Technology - Big Data Analytics and Cloud Computing - Information Systems for Managerial Decisions – The Future Cyber Security and its problems-Intervention Strategies:- Introduction to the Legal Perspectives of Cybercrimes and Cyber security, Cybercrime and the Legal Landscape, The Indian IT Act, - ITAA – 2008, Cybercrime and Punishment, Cyber law. IPC Sections & Cyber Crime	12	PPT/Videos / e-PG Pathshala
IV	Systems development models - prototype approach – classical SDLC approach - structured system design - system development process - tools and techniques of system design - data flow diagram - data structure - system implementation success and failure - quality control of information system - introduction to emerging technologies	12	PPT/Videos / e-PG Pathshala
V	Securing Information Systems - System vulnerability and abuse - wireless security challenges - malicious software - hackers and cyber vandalism - computer crime and cyber terrorism - business values of security and control - firewalls – intrusion - detection systems - antivirus software - securing wireless networks - encryption and public key infrastructure – ensuring system availability - security issues for cloud computing and the mobile digital platform	12	PPT/Videos / e-PG Pathshala
	TOTAL	**60**	

Text Books:
1. Biswas, ,Jaytilak (2020) Management Information Systems: Sage Texts
2. Jawadekar, Waman S (2013) Management Information Systems: A Global Digital Enterprise Perspective, McGraw Hill Education (India) Private Limited

Reference texts (please include only four)
1. Laudon Kenneth C. & Laudon Jane P. (2012) Management Information System, Pearson Education
2. Belapure Sunit and Godbole Nina,(2011) Cyber Security: Understanding Cyber Crimes, ComputerForensics And Legal Perspectives, Wiley India Pvt. Ltd,
3. Grady Mark F, Parisi,,Fransesco (2005) "The Law and Economics of Cyber Security", Cambridge University Press,
4. O'Brien, James A Marakas George M and Behl Ramesh (2009) Management Information Systems,. Tata McGraw Hill Education Private Limited.

Focus of Course: Critical thinking

Additional Reading/ Online References
- www.swayam.gov.in

- https://www.csis.org/news/cybersecurity-agenda-45th-president
- Jaccard, Julian Jang and Nepal, Surya (2014) A survey of emerging threats in cybersecurity Journal of Computer and System Sciences 80 (5) 973-993

e-Resource/e-Content URL:
e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=fBYckQKJvP3a/8Vd3L08tQ==(Computer Science – P-04-M01)
e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==(Management – P-06-M-03)
e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==
(Management – P-06-M-12)
e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==
(Management – P-06-M-08)
e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=fBYckQKJvP3a/8Vd3L08tQ==(Computer Science – P-15-M03)

e-PG Pathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=fBYckQKJvP3a/8Vd3L08tQ==(Computer Science – P-07-M36)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 534.1 : SECURITY ANALYSIS AND PORT FOLIO MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 534.1	Security Analysis and Portfolio Management	Concept (B)	40	5	0	3

Preamble: To engage the students with various aspects of securities and portfolio aspects

Prerequisite: MGT 208Management of Financial Resources

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Discuss the various approaches to Investment decisions	K1
CO2	Extending the knowledge towards Mechanics of Investing	K2
CO3	Exploring the concept of Risk return analysis	K4
CO4	Identifying the various aspects of Security analysis and Fundamental analysis	K5
CO5	Describing the means of managing the Portfolio	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/e-content
I	**Introduction to investments** - - Approaches to Financial Investment Decisions - investment planning, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds-- mutual fund types - evaluation of mutual fund- derivative instruments-futures-options - commodityfutures,indexfutures-stockfutures -	9	

	hedgefunds.Impactoffiscalandmonetarypolicyoninvestme nts		
II	Mechanicsofinvesting-stocktradingplatforms- marketterms-Mtrading-applicationbasedtrading-Trading Procedure-broker-Demat Account- Dematerialization- Specified and Non-specified Securities- onlinetransaction – bonds-shares- mutual fund units	9	
III	Risk and Return Analysis:Return Analysis: Concept of Return – Computation of Return; Risk analysis: Concept of Risk - systemicrisktypes-unsystematicrisk- minimizingrisk-risk-measurementofrisksandreturn- beta.Sources of Investment Risk - Measurement of Risk	9	
IV	Security Analysis- Fundamental Analysis - Economic Analysis - Industry analysis - company analysis- measuring earnings, -commonstock valuation- one year holding-multiple year holding-constant growth model – multiple growth model-Bond valuation and yields - Bonds duration and yield analysis –YTM,YTC-bond risk- bond duration-Termstructuretheories- valuationofoptions,Technicalanalysis-theories– Dowflowtheory,Chartanalysis-efficientmarkethypothesis.	9	
V	Portfolio management - Markowitz portfolio theory-risk and return of Portfolio- portfolio construction- portfolio selection- CAPM, APT efficient frontier-constructing the optimum portfolio- portfoliorevision-formulaplans- portfolioperformanceevaluation-NeedforEvaluation– MeasuringPortfolioReturn–RiskAdjustedReturns- SharpeRatio,TreynorRatio,Jensen'sperformanceIndex	9	
	Total	45	

Text Books:
1. PrsannaChandra(2012) *Security Analysus and Portfolio Management*, Tata McGraw Hill Education Private Litimited, New Delhi
2. Kevin,S(2010) *Security Analysis and Portfolio Management*. Prentice Hall of India

Reference texts
1. PunithavathyPandian (2006*). Security Analysis and Portfolio Management*. Vikas Publishing House Bhalla V K (2014) *Investment Managemen*t Sultan Chand Publishing House.
2. Fischer and Jordon, *Security Analysis and Portfolio Management,* Pearson
3. Robert A Haugen*, Modern Investment theory,* Prentice Hall of India Private Limited, New Delhi

e-contents

1.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P–14, M-01)
2.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P–14, M-18)

3.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P–14, M-22)
4.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P–14, M-16,17,18)
5.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P–14, M-34

Focus of Course: Knowledge Building/Understandability
Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 534.2:PROJECT FINANCE

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 534.2	**Project Finance**	Concept (B)	40	5	0	3

Preamble: To engage the students with various aspects of management of project financing

Prerequisite: MGT 208Management of Financial Resources

Course outcomes (COs):Analyse the requirement of financing projects in business

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Ability to prepare and Implement the Project Plans for organizations	K1
CO2	Capable to workout Profitable Projects for companies	K2
CO3	Attain skills for appraisal of projects	K4
CO4	Ability to explain the details of Project Plan for Investors	K5
CO5	Capability to diagnose the issues in connection with evaluation of projects	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
Mapping the Programme Outcomes													
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S
S- Strong; L- Low; M-Medium													

Unit	Course Contents	Hours	e-Resources/e-content

I	**Introduction to projects**: Project report, steps involved in a preparation Project Report. Viability studies – Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies. Commercial Banks, Development banks, State Financial Corporation in Refinance scheme for project finance.	9	
II	**Appraisal of Project** – Commercial appraisal, Technical appraisal, Financial Appraisal, Economic appraisal. Appraisal for term loan and Working capital financing, Tandon, Chore Maratha committee recommendations, Credit monitoring arrangement, Financing of SME Modules. Traditional method and Nayak Committee recommendations – Preparations of Appraisal Report.	9	
III	**Cost and Means of finance-**cost of Project, Means of Finance-Share capital – Debt Capital – Finance Leverage – Capital Budgeting Decisions – Term Loans – Non fund based credits - deferred payment guarantees, Bills, Co-acceptance facilities.	9	
IV	**RBI Guidelines In DPGS AndBCF** – Lines Of Credit – Working Capital Finance, Structure – Cash Credit, Overdraft, Bill Finance – Factoring – Forfeiting – Venture Capital – Merchant Banking Expert Pre-Shipment and Post Shipment.	9	
V	**Appraisal for leasing projects** – Lease Evaluation – Appraisal for Hire purchase facility – Appraisal for venture capital – Appraisal of international projects –International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports. Industrial sickness and Rehabilitation, Definition of Industrial Sickness – Identification of Sickness, causes of sickness – Sick Industries-Social cost benefit	9	
	Total	45	

Text Books
1. Machiraju, (2019)*Project Finance*.HR Publishing House, New Delhi.

	2. Prasanna Chandra (1998) *Projects* Seventh Edition M.C. Graw Hill Publishing,

Reference Texts
1. Aravind.M. (2019). *Principles of Financial Management: Practice and Decisions*. New Delhi Viva Books
2. John D. Finnerty (2013*), Project Financing: Asset-Based Financial Engineering*, Third Edition. Hoboken: John Wiley & Sons, Inc., 2013. (Finnerty) – available from NYU Bookstore.
3. Ingo Walter (Editor), The Infrastructure Finance Challenge (London: OpenBook Publishers, 2017). (Walter) – posted on NYU Classes
4. Hpspahwa, 2019 *Project Reports and Appraisals* Bharat Law House.

Focus of Course: Project Finance

1. https://nptel.ac.in/courses/112102106/4
2. https://nptel.ac.in/courses/112102106/5
3. http://textofvideo.nptel.ac.in/112102106/lec4.pdf
4. https://swayam.gov.in/courses/4984-business-planning-and-project-management
5. https://swayam.gov.in/course/3584-project-management
6. https://nptel.ac.in/courses/112102106/4

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 534.3:STRATEGIC FINANCIAL MANAGEMENT-

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 534.3	Strategic Financial Management	Concept (B)	40	5	0	3

Preamble: To engage the students with various aspects of mergers, corporate restructuring

Prerequisite: MGT 208Management of Financial Resources

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understanding the theoretical knowledge in strategic financial Management	K1
CO2	An overall idea about the corporate restructuring	K2
CO3	Detailed knowledge on funding mergers and acquisition	K4
CO4	Strategy to manage financial risk	K5
CO5	Understand the key concept of financial strategy	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S
S- Strong; L- Low; M-Medium													

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/e-

			content
I	**Introduction to Strategic Financial Management**- An overview of Strategic Financial Management Concept-definition-characteristics-scope and importance-success factors-constrains-strategic planning process-financial Management decisions-investment decisions-financing decisions – dividend decisions - strategic Management for sustainable growth	9	
II	**Financial Strategy for Corporate Restructuring**- Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers	9	
III	**Financial aspects of Mergers and Acquisition** - Meaning- purpose-types-process- payment option evaluation of merger proposal-reverse merger-forms of acquisition –motivation for corporate takeover-benefits cost and tax consideration of takeovers-hostile takeovers – cross border takeovers constraint to take overs	9	
IV	**Financial risk managing strategy**-Meaning-Types of corporate financial risk – investment-decision under-risk management tool and practice –derivatives instruments in hedging in risk	9	
V	**Financing Strategy** - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.	9	
	Total	45	

Text Books

1. Rajni Sofat&Preeti Hiro,(2011) *strategic financial management*, PHI, Delhi, 2011		
2. Chandra, Prasanna,(2007)*financial management*, Tata McGraw Hill, Delhi. 2007		

Reference Texts
1. GP Jakarthiya, *Strategic Financial Managemen*t, Vikas, New Delhi
2. Coopers & Lybrand, *Strategic Financial: Risk Management*, Universities Press (India) Ltd.
3. Robicheck, A, and Myers, S., *Optimal Financing Decisions*, Prentice Hall Inc. James T.Gleason, RiskL The New Management Imperative in Finance, A Jaico Book
4. Pandey I M *Financial Management*, Vikas Publishing House, New Delhi

Focus of Course: Familiarise aspects of Strategic Financial Management

e-Resource/e-Content URL:

1. www.hsfpp.org/get-materials.aspx,

2. www.hsfpp.org/get-materials.aspx,

3. https://www.uclaextension.edu

4. https://www.uclaextension.edu

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 534.4: FINANCIAL SERVICES AND MARKETS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 534.4	Financial Services and Markets	Concept (B)	40	5	0	3

Preamble: To engage the students with various aspects of financial services and the relevant markets

Prerequisite: MGT 208Management of Financial Resources

Course outcomes (COs):to aware of Financial Services

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	In- Dept understanding Indian Financial system	K1
CO2	Extending the knowledge of financial markets	K2
CO3	Critical analyze the financial instruments	K4
CO4	Understand the working of different financial institutions and tits regulations	K5
CO5	Identify or track the upcoming opportunities in financial services	K6

Mapping the Programme Outcomes

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S
S- Strong; L- Low; M-Medium													

Unit	Course Contents	Hours	e-Resources/e-content

I	**Indian Financial System**- Structure and constituents of Indian financial system- Financial Markets- Financial Instruments- Financial institutions- Financial Intermediaries- Financial Services- Financial system and economic developments- Opportunities of Indian financial system	9	**PPT / NPTEL Videos**
II	**Financial Markets** – Nature and Function- Primary and Secondary market- Organized and unorganized market- Primary market- New issue market- Issue mechanism- Public issue- Right issue- IPO- Book Building- Bonus Issue- Private Placement- Buy Back - Secondary Market-Stock Exchanges-Role and Functions of Stock Exchanges-SEBI and its role as regulator- BSE-NSE	9	**PPT / NPTEL Videos**
III	**Financial Instruments**: Money Market Instruments and Capita market Instruments- Money Market Instruments constituents- Call Money Markets-Treasury Bills-Repurchase Agreements- Bankers Acceptance-Commercial Paper-Certificate of Deposits-Commercial Bill Market-Capital Market Instruments and constituents -Shares-Debentures-Bonds	9	**PPT / NPTEL Videos**
IV	**Financial Institutions**: Developmental Banks-Investment Banks- Commercial Banks-Public Sector Banks-Private Sector Banks-New generation Banks-EXIM Banks-Insurance companies-NBFCs	9	**PPT / NPTEL Videos**
V	**Financial Services and Financial regulatory authorities**: Emergence and Developments financial industry-Fund based services-Merchant Banking-Non-fund-based services-Leasing and Hire purchasing-Bill discounting and Factoring-Forfeiting-Securitization-Mutual funds-Venture Capital funds-Depository participants-Credit rating-Consumer Finance-Credit and Debit cards-Insurance products-Financial sector reforms-RBI and SEBI guide lines to financial markets and services-BASEL Accord and BASEL norms-objectives-BASEL I,II,III	9	**PPT / NPTEL Videos**
	Total	45	

Text Books
1. Gordon E & Natarajan K(2011).*Financial Markets and Services* Himalaya PH

| | 2. | Rajesh Kothari, (2010)*Financial Services in India*, Sage Publication |

Reference Texts
- Khan, M.Y(2010). *Financial Services*, Tata McGraw Hill.
- PunithavathyPandian,(2009)*Financial Services and Markets*, Vikas PH.
- Machiraju, H R(2010), *Indian Financial system*, Vikas PH
- Kothari and Rajesh(2010)*Financial services in India: Concept and Application*, Sage, New Delhi,

Focus of Course: Building knowledge

e-Resource/e-Content URL:

1.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P-16, M-31)
2.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P-16, M-08)
3.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P-16, M-20)
4.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P-16, M-35)
5.	https://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce P-16, M-27)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 534.5 BEHVIOURAL FINANCE

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 534.5	**BEHAVIOURAL FINANCE**	Concept (B)	40	5	0	3

Preamble : To help students identify persistent or systematic behavioural factors that influence investment behaviour.

Prerequisite : MGT 208Management of Financial Resources

Course Out Comes (COs) : On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand behavioural characteristics , personality traits and risk profile influencing attitude of investors	**K1**
CO2	Evaluate theoretical foundations of efficient market hypothesis	**K2**
CO3	Analyze insider information and corporate scandals. Return predictability in the stock markets	**K3**
CO4	Identify heuristics and behavioural biases of investors .	**K4**
CO5	Evaluate market strategies in behavioural finance	**K4**
CO6	Review market psychology and personality traits,risk profile influencing attitude of investors	**K3**

Mapping the Programme Outcomes													
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	S	M		S			S			M			
CO2	S	L		L	S		S		S			S	S
CO3	M	M	S	M	S	M			S		M		
CO4	S	S	L	S			M						
CO5	L	S	M			L			M	S		M	M
CO6	S	M	M		M	M	M						
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Behavioural finance: introduction- micro, macro behavioural finance-scope-objectives –significance –traditional finance vs behavioural finance-behavioural finance as an art-behavioural	9	PPT / NPTEL Videos

	characteristics- behavioural biases-investors psychology- market psychology-personality traits and risk profile influencing attitude of investors-extraversion, neuroticism, agreeableness, openness to experience		
II	Efficient market hypothesis- Theoretical foundations of efficient market hypothesis (EMH). 3 steps of efficient market hypothesis. Types of investors—bull investors, bear ,savers, speculators- mental accounting- gamblers fallacy-self attribution bias-	9	PPT / NPTEL Videos
III	Failing EMH. Evidence of motivating phenomena -Theoretical challenges to the EMH. Empirical challenges to EMH. Insider information and corporate scandals. Return predictability in the stock markets. Seasonal anomalies	9	**PPT / NPTEL Videos**
IV	Heuristics and behavioural biases of investors-factors affecting behavioural finance-psychology traits affecting investment decisions- behavioural finance theories: prospect theory, regret, anchoring cognitive Psychology, limits to arbitrage	8	**Videos / e-PG Pathshala**
V	Market strategies in behavioural finance- market timing, technical analysis ,pyramid scheme-psychology of financial markets- psychology of investor behaviour-Behavioural finance: introduction- micro, macro behavioural finance-scope-objectives – significance –traditional finance vs behavioural finance-behavioural finance as an art-behavioural characteristics- behavioural biases- investors psychology- market psychology-personality traits and risk profile influencing attitude of investors-extraversion, neuroticism, agreeableness, openness to experience	10	**Videos / e-PG Pathshala**
	Total	**45**	

Text Book

1. Sulphy MM. (2014).Behavioural Finance. PHI
2. Sujatha Kapoor (2019) Behavioural Finance.Sage

Reference Books

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
2. Kahneman, D. and Tversky, A. (1984). "Choices, Values, and Frames". American
3. Psychologist 39 (4): 341–350.
4. HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.
5. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
6. Fama, E. F. (1970). Efficient capital markets: a review of theory and empirical work. Journal Of Finance, 25(2), 383-417

	Focus of Course : Employability/Skill development
	Focus of Course : Employability/Skill development
	e-Resource
	6. www.amazon.in
	7. www.stern.nyu.edu

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓
CO 6		✓	✓	✓

MBA 544.1 INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA544.1	INTERNATIONAL FINANCIAL MANAGEMENT	Concept (B)	40	5	0	3

Preamble : To enable the students to understand the factors that make up the International Financial Management. The course covers fundamentals of foreign exchange, exchange rate mechanism, international monetary system, international financial markets and foreign exchange risk management.

Prerequisite : MGT 208Management of Financial Resources

Course Out Comes (COs) : On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the fundamentals of foreign exchange	K1
CO2	Examineexchange rate mechanism	K2
CO3	Identify International Monetary System – Gold standard ,	K3
CO4	Evaluate International Financial Markets	K4
CO5	Analyse Foreign Exchange Risk Management	K5
CO6	Examine Foreign portfolio investment and Risk Management	K4

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S
CO6	S		S	M	S		L		M		S	M	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Fundamentals of foreign exchange – need for foreign exchange – definitions – international trade and foreign exchange – gains from	9	PPT / NPTEL

	international trade – international finance – gains from international capital flow – globalization of markets.		Videos
II	Exchange rate mechanism – types of exchange rates – factors affecting exchange rates and forward rates – types of quotation – rules for quoting exchange rate regime in India – evolution, development and present status – theories of exchange rate determination – exchange rate forecasting	9	PPT / NPTEL Videos
III	International Monetary System – Gold standard – Bretton Wood System and Subsequent International Monetary Developments – Floating Rate Regime – Role and Functions of International Monetary Fund and World Bank – European Monetary system and Euro Balance of Payment – India's Balance of Payment Position – Elements of open Economy. Capital and Current Account Convertibility – Fundamental Parity relations – purchasing power parity covered and uncovered – Interest Rate parity – International Fisher Effect.	9	PPT / NPTEL Videos
IV	International financial market- motives for internationalization of financial transactions- sources of international funds- multilateral development banks, securities market- instruments of interational financial market-international bonds, international money market instruments- segments of international financial markets- international bond market, international credit market..	9	PPT/ e-PG Pathshala
V	Foreign Exchange Risk Management – Defining the Measuring Risk and Exposure – Types of Exposures – transaction exposure, operating exposure, translation exposure-management of foreign exchange risk and exposure-Techniques for hedging transaction risk- forward hedge, currency option hedge-Foreign portfolio investment- risk reduction through portfolio construction-international portfolio-cross border flow of equity investment- FII Investment- risk and return of international portfolio investment	9	Videos / e-PG Pathshala
	Total	**45**	

Text books

1. Kevin (2011), International Financial Management, Prentice Hall
2. Siddhaiah. T (2009) International Finance,. Pearson Education

Reference Books

3. Maurice D. Levi (2001), International Finance, McGraw Hill International
4. Keith Pilbeam (2000):International Finance, Macmillan
5. Sharan V (2005), International Financial Management, Prentice Hall India Pvt. Ltd

Focus of Course : Employability/Skill development		

e-Resource
1. https://epgp.inflibnet.ac.in/ahl.php?csrno=438 (P-14 , M-01)
2. https://epgp.inflibnet.ac.in/ahl.php?csrno=438 (P – 14, M-22)
3. https://epgp.inflibnet.ac.in/ahl.php?csrno=438 (P – 14, M-05)
4. https://epgp.inflibnet.ac.in/ahl.php?csrno=438 (P – 14, M-10)
5. https://epgp.inflibnet.ac.in/ahl.php?csrno=438 (P – 14, M-23)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓
CO 6		✓	✓	✓

MBA 544.2:COMMODITIES AND FINANCIAL DERIVATIVES

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 544.2	Commodities and Financial Derivatives	Concept (B)	40	5	0	3

Preamble: To engage the students with various aspects of various commodities and derivatives

Prerequisite: MGT 208Management of Financial Resources

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Acquire knowledge on theoretical and practical aspects of Derivate Management	K1
CO2	Able to acquaint with various scientific aspects of trading mechanisms of Derivatives	K2
CO3	Recognize the principles and practices of pricing Derivatives	K3
CO4	Identify the misappropriations in Derivative markets	K5
CO5	Capable to manage decisions in connection with Derivatives	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S
S- Strong; L- Low; M-Medium													

Unit	Course Contents	Hours	e-Resources/e-content
I	**Derivatives** – Meaning, History of Derivatives Markets, Features of a Financial Derivative – Types of Financial Derivatives, Uses of Derivatives, An overview of derivative contracts, Importance of derivatives in risk management; Derivative markets in India.	9	
II	**Hedging and Stock Index Futures** – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.		
III	**Equity Derivatives** – Meaning, Equity as Asset, Benefits of Equity Derivatives, Types of Derivative Contracts , Categories of Derivatives Traded in India – Forwards – Types of Future Contracts, , Futures, Options – Types of Options, Pricing Models, and Swaps, Mechanics of Swaps, Derivatives Trading at NSE/BSE, Badla system in Indian Stock Market.		
IV	**Structure of Derivatives Markets in India** - Major bodies regulating the Indian Financial System – Role of RBI, SEBI, IDRDAI, and FMC& PFRDA. **Option Pricing Models** - Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities. profit or loss in F&O; Exotic options., trading mechanism , clearing settlement system		
V	**Risk, Management of Derivatives Exposure**: Introduction, nature of derivatives trading, setting of Risk-vision, reasons for managing derivatives risk and types of risk in derivative trading. Risk containment measures by NSCCL, risk exposures on foreign exchange rate; Volatility types, **Financial Modeling**: Application of VAR, ARIMA & GARCH MODELS for different derivative instruments.		

	Total		

Text Books
1. **Gupta . S.L**.(2005), *financial derivatives theory, concepts and problems* PHI, New Delhi
2. **Kevin.S** (2012), *Commodities and financial derivatives*, PHI

Reference Texts

- **Kumar S.S.S**. *financial derivatives*, PHI, New Delhi, 2007 Chance,
- **Don M**: *Derivatives And Risk Management Basics*, Cengage Learning, New Delhi.
- **Stulz M. Rene**, *Risk Management & Derivatives*, Cengage Learning, New Delhi
- **Madhumathi. R and Ranganathan** M (2012),*Derivatives and Risk Management*, Pearson Education, Chennai

Focus of Course: Familiarise with commodities and financial derivatives

 e-Resource

 1. www.iplanonline.in/product/commodity-trading-online-classes

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 544.3: ADVANCED COST AND MANAGEMENT ACCOUNTING

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 544.3	Advance cost and Management Accounting	Concept (B)	40	5	0	3

Preamble: To engage the students with various aspects of cost and management accounting

Prerequisite: MGT 208Management of Financial Resources/Accounting for Managers

Course outcomes (COs): To engage in detail the Cost and Management Accounting

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Systematic knowledge and understanding of the basic concepts in the operation and maintenance of cost based accounting systems.	K1
CO2	Optimization of Cost.	K2
CO3	Utilize Activity Based Costing and compare this with other costing systems	K4
CO4	Critically compare and apply cost and revenue allocation methods	K5
CO5	Assess the relevance, strengths and weaknesses of different costing method	K6

Mapping the Programme Outcomes

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S

Unit	Course Contents	Hours	e-Resources/e-content
I	**Relevant cost analysis and Management Decisions:** Decision making process- Relevant costs and Revenues – relevant cost analysis – Differential cost analysis- marginal costing and decision making- Differential cost analysis – Applications of Differential cost analysis – Relevant cost analysis for decision making.	9	
II	**Cost control and cost Reduction:** Meaning of cost control– Elements of cost control schemes – cost control Techniques – Essentials of success of cost control – Meaning of cost reduction – Essentials of cost reduction programmes.	9	
III	**Cost Management: Concepts** – Cost management system –- Activity Based Costing – steps to develop ABC system – Target costing-Life Cycle Costing – Back Flush costing-Material Requirement planning-Value chain analysis-JIT	9	
IV	**Performance Evaluation-**Uniform Costing-Presentation of cost information – diagrammatic and graphic presentation-Costing reports –Types – Steps- Requisites- **Responsibility accounting** - Cost Centre – Profit Centre – Investment Centre–- Transfer prices-Budgetary control and reporting–Standard costing and Variance analysis – Contribution margin	9	
V	**Management Accounting:** Definition-Meaning – Scope and significance-relationship between Cost accounting, financial accounting and management accounting, Tools of analysis for management - Ratio Analysis- Fund Flow Statement- Cash Flow Statement and other tools	9	
	Total	45	

Text Books

1. Ravi V Kishore (2021)Cost and Management Accounting. Taxmann Publication 2. Tulsian, Management Accounting. S Chand	
Reference Texts	
1 S.N.Maheswari. Cost and Management Accounting. Sultan Chand Publishers	
Focus of Course: Familiarise on Cost and Management aspects	

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 535.1 TALENT MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 535.1	Talent Management	Concept (B)	40	0	5	3

Course Out Comes (COs) : On successful completion of this course the students will be able to		
CO Number	**Course Outcome (CO) Statement**	**Blooms Taxonomy Knowledge Level**
CO1	Orient management students on the fundamentals of employee recruitment and selection	K2
CO2	Provide contemporary knowledge of the theoretical concepts of employee recruitment and selection	K2
CO3	Present latest knowledge of the applications and issues related to employee recruitment and selection	K3
CO4	To Create talent management tools	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Workforce Planning - Workforce Assessment - Employee Life Cycle - Organizational Need Assessment - JobDesign - Job & Job Families - Position - Occupation. Recruitment Analytics - Causes of Bad Recruitment, Metrics of Effective Recruitment - Yield Pyramid Ratio	9	Videos / e-PG Pathshala
II	Motivational Job Specification, Functional Specification - Process - DOT/O*Net - Job Description – Job Element Analysis - Identify Job Competencies - Behavioural Specification -Quan Competence Framework; Screening, Sourcing and Shortlisting -4S Model - Sources of Recruitment, Internal and External Recruitment Methods	9	PPT/ e-PG Pathshala
III	Assessment Techniques in Recruitment Process - Interview Techniques - Motivational, Behavioural & Functional. Behavioural Even Interview Process, Key Interviewer Skills -Non-Interview methods - Knowledge Based Filtering - Skill Based Filtering - Attitudinal or Potential Based Filtering	9	NPTEL Videos / e- PG Pathshala
IV	Selection and Reference Check - Making the Selection Decision.	9	PPT/ NPTEL

	Evaluation Methods - The Ranking Systems - Checklist Scales - Behaviour Anchored Rating Scale (BARS) - Checking References and Checking Scales - Reliability and Validity of Selection Instruments; Nepotism - On-going Recruitment and Selection Issues		Videos
V	Future of Recruitment and Selection.AI for Recruiting - Use of Online Communication Tools - Video Interviews - Mobile Recruitment - Gamification in Recruitment - Predictive Analytics and Use of NLP in Recruitment	**9**	Videos / e-PG Pathshala
	Total	**45**	

Text Books
1. Dale M. (2003), Handbook of Successful Recruitment and Selection: A Practical Guide for Managers(1st ed.), New Delhi: Crest Publishing House.
2. Edenborough R. (2006), Assessment Methods in Recruitment, Selection & Performance: A Manager'sGuide to Pyschometric Testing, Interviews and Assessment Centres (3rd ed.), London: Kogan Page.

Reference Books

3. Jonathan Crawshaw, Pawan Budhwar, Ann Davis (2020), "Human Resource Management - Strategic andInternational Perspectives", Sage Publications Ltd
4. SonalMinocha, Dean Hristov (2018), "Global Talent Management - An Integrated Approach, Sage Publications
5. Carrie A. Picardi (2019), "Recruitment and Selection - Strategies for Workforce Planning & Assessment, Sage Publications

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

MBA 535.2 LEARNING AND DEVELOPMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 535.2	**LEARNING AND DEVELOPMENT**	Concept (B)	**40**	**5**	**0**	**3**

Preamble : This course aims To discuss the theory and principles of training as they relate to the organizational objectives and strategies. The course also emphasis the value of developing training programmes that relate training to the overall strategy of the firm.

Prerequisite: Basics of introduction to HRD, principles of learning, identification of training & development needs, evaluation of training effectiveness and designing and conducting training programmes.

Course Out Comes (COs) : On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Discuss training and its objectives	**K2**
CO2	Discuss and apply the principles of learning	**K2**
CO3	Conceptualize, the identification of training and development needs	**K3**
CO4	Discuss TNI and its methods	**K4**
CO5	Discuss the need for evaluation of training effectiveness	**K5**
CO6	Designing and conducting training programmes	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Training perspective in HRD – Scope / Objectives of Training &Development – Changing focus to Training tools – Training Cycle.	**9**	Videos / e-PG Pathshala
II	Principles of learning, principles of adult learning, transfer of learning	**9**	NPTEL Videos / e-

	managing a system of learning resources		PG Pathshala
III	Identification of training & development needs – individual, occupational & organizational levels – Approach to management Development, Management Development implications	9	Videos / e-PG Pathshala
IV	Basic approach in TNI, on the job and off the job training methods, criteria of methods selection, skills of an effective trainer as a changing agent	9	Videos / e-PG Pathshala
V	Concept definition and need for evaluation of training effectiveness – Principles of evaluation, strategies of evaluation- Designing and conducting training programmes, use of audio visual aids in training, new ways of learning, non-formal methods of development	9	NPTEL Videos / e-PG Pathshala
	Total	**45**	

Text Books

1. PareekUdai&Rao T.V (2005), Designing and Managing Human Resource Systems, Oxford & IBH.
2. Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill Education

Reference Books

1. Goldstein, I. L., & Ford, J. K. (2021). Training in organizations: Needs assessment, development, and evaluation (6th ed.). Cengage Learning
2. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2020). The science of training and development in organizations: What matters in practice.Routledge.
3. Wexley, K. N., & Latham, G. P. (2020). Developing and training human resources in organizations (6th ed.). Pearson
4. Tovey, M. D., &Lawley, M. (Eds.). (2021). Learning and development: People and organizations. Routledge.

Focus of Course : Employability/skill development

e-Resource

1. **e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
2. **e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
3. **e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
4. **e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
5. **e-PG Pathshala** : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
6. **e-PG Pathshala**: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓

		✓			✓
CO 3		✓			✓
CO 4		✓		✓	✓
CO 5	✓			✓	✓

MBA 535.3 ORGANISATIONAL CHANGE AND DEVELOPMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 535.3	**ORGANISATIONAL CHANGE AND DEVELOPMENT**	**Concept (B)**	**40**	**5**	**0**	**3**

Preamble : This course aims at providing the students with a frame work of what change and organization Development is, how it works, its change techniques and what the future of Organization Development might be

Prerequisite: Basics of nature of change, change perspectives, organizational transformation, organizational development and team intervention strategies.

Course Out Comes (COs) : On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the Nature of Change: Necessity for Change	**K2**
CO2	Discuss and describe Learning, Training and Development	**K2**
CO3	Conceptualize Change perspectives and different perspectives related to change	**K3**
CO4	Discuss Organizational transformation and Change cycles	**K4**
CO5	Conceptualize Organizational Development for planned change	**K5**
CO6	Discuss on Team intervention strategies	**K6**

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Nature of Change: Necessity for Change, factors affecting change,	**9**	Videos / e-PG

	organizational factors affected by change, impact of change on structure, communicative patterns and human relations, situational analysis and patterns of change.		Pathshala
II	Learning, Training and Development – definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD)	9	NPTEL Videos / e-PG Pathshala
III	Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organization; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.	8	Videos / e-PG Pathshala
IV	Organizational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change – cause and counteractive measures, reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)	8	Videos / e-PG Pathshala
V	Organizational Development for planned change : Introduction; definition; historical development and nature of OD; focused activities – individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress – impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects-Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T- groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games	11	NPTEL Videos / e-PG Pathshala
	Total	**45**	

Text Books

1. Ramnarayan S. and Rao, TV (2011). **Organization Development:** Accelerating Learning and Transformation. Sage.

2. Harigopal, K (2001).*Management of Organizational Change- Leveraging Transformation.* New Delhi: Response Books

Reference Books

1. Khanna ,O. P (2003)., Industrial Engineering & Management, Tata McGraw Hill Publishing Pvt Ltd
2. Wendell L, French and Cecil H, Bell (1991). *Organisation Development.* New Delhi: Prentice Hall of India

3. Paton, Robert A and Mccalman,James (2008). Change Management:A Guide to Effective Implementation, Sage

	publications

Focus of Course : Employability/skill development	
e-Resource	
1. *emanagementhelp.org,*	
2. *education-portal.com,*	
3. *scs.georgetown.edu*	

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

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MBA 535.4 CAREER MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 535.4	**CAREER MANAGEMENT**	**Concept (B)**	**40**	**5**	**0**	**3**

Preamble : This course aims at facilitating the students with the requirements for designing appropriate systems for management of organizational career development, and with the concepts of the Managerial competency approach, and its relevance to career management.

Prerequisite: Basics of introduction to career development, career paths, counselling for employee development, application of assessment centers in competency building and intervention strategies.

Course Out Comes (COs) : On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of career development	**K2**
CO2	Discuss Career Paths, Transitions and Plateaus	**K2**
CO3	Conceptualize Counselling for Employee Development	**K3**
CO4	Categorize Application of Assessment Centers in Competency building	**K4**
CO5	Discuss Relevance of Ethics in Career Development	**K5**
CO6	Appraise Intervention strategies	**K6**

Mapping the Programme Outcomes													
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	S	M	M	S	L	S	L	S	M	**M**	**M**	**S**	**S**
CO2	S	M	L	S	M	M	L	S	M	**M**	**M**	**S**	**S**
CO3	S	S	M	S	S	M	M	S	M	**L**	**S**	**S**	**S**
CO4	S	S	M	S	S	M	M	S	M	**S**	**S**	**S**	**S**
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Introduction to Career Development – Concepts, definitions etc. –	9	Videos / e-PG

	Theories of Career Development – Career Development and Organizational Strategy.		Pathshala
II	Career Paths, Transitions and Plateaus – Managerial Succession Planning – Dual – Laddering for Career Development.	9	NPTEL Videos / e-PG Pathshala
III	Counselling for Employee Development – concept of Competence – Competency Approach to Development	9	Videos / e-PG Pathshala
IV	Application of Assessment Centers in Competency building – Issues in Career management	9	Videos / e-PG Pathshala
V	Relevance of Ethics in Career Development and Competency Mapping Practices - Intervention strategies – PCMM – case studies	9	NPTEL Videos / e-PG Pathshala
	Total	**45**	

Reference Books

1. Ben Ball (2011)Personal and Professional development: Assessing your career, , Hyderabad University's Press

2. Sharma R (2010), 360 Degree Feedback, Competency Mapping And Assessment Centres, , Tata Mc Graw Hill

3. Arulmani (2005), Career Counselling: A field book for teachers and trainers, , Tata McGraw Hill

4. Don Hellriegel et al.,(2006), Management: A Competency based approach, Thomson Asia, Singapore

Focus of Course : Employability/skill development

e-Resource

1. *education-portal.com/material_management_training.html,*

2. *www.businessballs.com/businessballs-site-map.htm*

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 535.5   PERFORMANCE MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 535.5	**PERFORMANCE MANAGEMENT**	**Concept (B)**	**40**	**5**	**0**	**3**

Preamble: This course aims at facilitating the students To provide and understanding of the performance management process as well as the ability to manage performance in real world business scenario.

Prerequisite: Basics concept of performance management, Job evaluation, pay structures, measuring performance and developing and maintaining performance.

Course Out Comes (COs) : On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of effective performance management	**K2**
CO2	Discuss performance management cycle and its models	**K2**
CO3	Conceptualize job evaluation – methods, pay structures	**K3**
CO4	Discuss measuring performance and measurement issues	**K4**
CO5	Discuss performance methodology development and implementation	**K5**
CO6	Discuss developing and maintaining performance management	**K6**

Mapping the Programme Outcomes												
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Syllabus		
Unit	**Course Contents**	**Hours**	**e-Resources/**

			e-ContentUnit
I	Performance Management Definition concerns and scope – Features of an effective organization, performance management process. A short history of performance management – merit rating. MBO, critical technique – enter performance management.	9	Videos / e-PG Pathshala
II	The essence of performance management; Performance management Cycle – Deming's model and Torrington and Hall model. Performance management sequence. Principles of performance management, Benefits of performance management as a continuous and interlinked process. Performance management and Development. Learning organization – organizational learning – single and double loop learning, personnel development planning.	9	NPTEL Videos / e-PG Pathshala
III	Job evaluation – methods, pay structures. Grade pay structures, broad structure – job family structures – Performance management and pay-performance related pay (PRP). Competence related pay, Team pay-contribution related pay; skill based pay. Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing, profit sharing	9	Videos / e-PG Pathshala
IV	Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organizational – team and individual-setting performance standards: Competence and competency analysis.	9	Videos / e-PG Pathshala
V	Methodology development and implementation, 360-degree feedback, advantage and disadvantage – Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.- Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success	9	NPTEL Videos / e-PG Pathshala
	Total	**45**	

Text Books
1. AS Kohil (2008),Performance Management, Oxford.
2. TV Rao (2015), Performance management: Toward organizational excellence, Sage.
Reference Books
3. Robert Bacal 2012Performance management
4. Armstrong Mitchel (2006), Performance Management, , Jaico.
5. Menderson (2011), Compensation Management in a Knowledge – Based world, , Pearson.

Focus of Course : Employability/skill development
e-Resource
1. kaplan-publishing.kaplan.co.uk,
2. promeng.eu/downloads

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 545.1 PERSONALITY AND MANAGERIAL PERFORMANCE

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 545.1	PERSONALITY AND MANAGERIAL PERFORMANCE	CONCEPT (B)	40	5	0	3

Preamble : This course aims at facilitating the students to give an overview of personality and its influence in managerial performance.

Prerequisite : Basics contains concept and definition of personality, perception of self and others, personality related measurements, frustration, conflict and anxiety and counselling.

Course Out Comes (COs) : On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the Concept and Definition of personality	K2
CO2	Discuss on Perception of self and others	K2
CO3	Conceptualize, Emotions and its Theories	K3
CO4	Categorize Personality related measurements	K4
CO5	Discuss Frustration, conflict and anxiety	K5
CO6	Discuss Counselling – Emergence and Growth	K6

Mapping the Programme Outcomes												
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium												

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
Syllabus			
I	Concept and Definition of personality, Introduction to major theories of personality (psychoanalytical Theory; need based theories; Self theory) Stages in the development of human personality disorder and introduction to abnormal behaviour.	9	Videos / e-PG Pathshala
II	Perception of self and others; influences in perception; inter-personal affinities and relationships	9	NPTEL Videos / e-PG Pathshala
III	Emotions, Theories of emotional behaviour: adaptive and disruptive emotions – influences on behaviour.	9	Videos / e-PG Pathshala
IV	Personality related measurements: Testing of intelligence, ability, attitudes and aptitude. Use of Testing Instruments, questionnaires and direct interview; Designing and application of measuring instruments in the organizational context	9	Videos / e-PG Pathshala
V	Frustration, conflict and anxiety – different approaches to handling stress and causative factors for stress: Influence of stress, physical and mental process; Stress management - Counselling – Emergence and Growth, Counselling process, strategies and interventions – Change in Behaviour through Counselling – Problems in Counselling, Application in organizational settings	9	NPTEL Videos / e-PG Pathshala
	Total	**45**	

Reference Books

1. Robert Spillane (2004),Personality and Managerial performance, UNSW Press

2. Senyo (2016),The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness, Palgrave McMillan.

3. Luthans (2010), Organizational Behaviour, 12th edition, McGrawHill.

4. SS Khanka (2007), Organizational Behaviour, S Chand.

5. Robert Tett, Jennifer Ragsdale,Daniel Simonet (2019)Personality Theory and Organizational Performance

Focus of Course : Employability/Skill development

e-Resource

1. link.springer.com

2. scholar.lib.vt.edu/theses/public

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓

CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 545.2 . HUMAN RESOURCE ANALYTICS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 545.2	Human Resource Analytics	**Concept (B)**	40	0	5	3

Course Out Comes (COs) : On successful completion of this course the students will be able to		
CO Number	**Course Outcome (CO) Statement**	**Blooms Taxonomy Knowledge Level**
CO1	Understand the use of HR metrics analysis using data sets	**K2**
CO2	To analyse and build predictive models suitable to solve HR and people management scenarios and derive insights out of it	**K2**
CO3	Evaluate various alternatives from real world data to cope up with the futuristic challenges and competitions in business with talent analytics	**K3**
CO4	To Create HR score card and implement it.	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content

I	Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)Understanding HR analytics . Importance of data in HR - Translating HR metrics results into actionable business decisions for top management	9	Videos / e-PG Pathshala
II	Framework of HR analytics .People and talent management, Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework	9	PPT/ e-PG Pathshala
III	HR Metrics –Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.	9	NPTEL Videos / e- PG Pathshala
IV	Basics of R programming, Logistic regressionClassification – Random Forest Clustering – K Means.	9	PPT/ NPTEL Videos
V	Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.	9	Videos / e-PG Pathshala
Total		**45**	

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Text Book:

Ramesh Soundararajan, Kuldeep Singh (2019) Winning on HR Analytics: Leveraging Data for Competitive Advantage 1st Edition, , Sage Publication

Reference Books:

1. Dipak Kumar Bhattacharyya 2017) HR Analytics: Understanding Theories and Applications Paperback
2. Jac Fitz-enz), John Mattox ,Predictive Analytics for Human Resources (Wiley and SAS Business Series
3. Bernard Marr , Data-Driven HR: How to Use Analytics and Metrics to Drive Performance Kindle Edition
4. Erik Van Vulpen, David Green, The Basic Principles of People Analytics, Learn how to drive better outcomes for your business and employees
5. Gene Pease Boyce Byerly, Jac Fitz-enz (2013), Human Capital Analytics: Wiley.

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓

		✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

MBA 545.3   REWARD AND COMPENSATION MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 545.3	REWARD AND COMPENSATION MANAGEMENT	**Concept (B)**	40	0	5	3

Course Out Comes (COs) : On successful completion of this course the students will be able to		
CO Number	**Course Outcome (CO) Statement**	**Blooms Taxonomy Knowledge Level**
CO1	The basics of Compensation Management and Reward system, Theories and strategies	**K2**
CO2	Macro and micro economics of labour market and employee compensation	**K2**
CO3	Evaluate various alternatives from Managing employee benefits and rewards	**K3**
CO4	To Create Performance related compensation Executive and sales compensation plans, theories and design	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India	9	Videos / e-PG Pathshala
II	Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets- models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade -offs - valuation of employee compensation	9	PPT/ e-PG Pathshala
III	Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation	9	NPTEL Videos / e- PG Pathshala
IV	Performance management system (PMS)-performance objectives - indicators- standards and metric -effective performance modeling- dimensions of performance- competency based pay. Team Compensation - Gain Sharing Incentive Plan - Enterprise Incentive Plan - Profit Sharing Plan- ESOPs.	9	PPT/ NPTEL Videos
V	Executive Compensation - Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi-National organisations..	9	Videos / e-PG Pathshala
	Total	**45**	

Text Books:

Richard. I. Henderson (2007): Compensation Management in a Knowledge Based World - Prentice Hall.

Richard Thrope & Gill Homen (2000): Strategic Reward Systems- Prentice-Hall.

Reference Books:

Michael and Marlis, (2005) Reward Management: A Handbook of salary administration by Armstrong, Kogan page business books

Thomas P Plannery, David A Hofrichter & Paul E Platten: People Performance & Pay - Free Press.

Michael Armstrong & Helen Murlis: Hand Book Of Reward Management - Crust Publishing House.

Joseph.J. Martocchio: Strategic Compensation - A Human Resource Management Approach - Prentice-Hall.

Edwarde. E. Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) - Jossey-Bass.

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

MBA 536.1 - CONSUMER BEHAVIOUR

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 536.1	Consumer Behaviour	**Concept (B)**	40	5	0	3

Preamble: To understand the basic concept and factors affecting consumer buying behaviour

Prerequisite: Basics of Consumer behavior.

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the Models of consumer behaviour	K1
CO2	Discuss the theories of Motivation and their applications	K2
CO3	Explains Consumer Decision making	K3
CO4	Discuss Cultural Influences on Consumer Behaviour	K4
CO5	Describes on Consumerism	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Consumer behaviour- Concept, Scope, importance and interdisciplinary nature, Models of consumer behaviour, Factors affecting consumer behaviour, The consumer research process, Methods of consumer research, Ethics in Consumer Research, Applications of consumer behaviour knowledge in marketing, Diversity of consumers and their behaviors.	**9**	Videos / e-PG Pathshala
II	Consumer Motivation- Theories of Motivation and their applications, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Research. Personality and self concept Theories of personality. Trait theory and measurement, Brand personality and emotions. Perception-Thresholds of perception, Subliminal perception, Perceptual process dynamics.	**9**	PPT/ e-PG Pathshala
III	Consumer Attitudes- Introduction, Functions of Attitude, Attitude Models, Learning Attitudes, Changing Attitudes, Attitude Change Strategies, Consumer Decision making process- introduction, level of consumer decision making, Models of consumer Decision making	**9**	NPTEL Videos / e- PG Pathshala

IV	Cultural Influences on Consumer Behaviour- Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences	9	PPT/ NPTEL Videos
V	Consumerism-Consumer protection Act-Difficulties and challenges in predicting consumer behaviour, Consumer behaviour in Indian context, Online consumer behaviour, Emerging Issues	9	Videos / e-PG Pathshala
	Total	**45**	

Text Books:
1. Reynolds & Wells, Consumer Behaviour(2010), Mcgraw Hill.
2. Schiffman, Leon G., and Leslie Lazar Kanuk. Consumer Behavior. Pearson Prentice Hall.

Reference texts
1. *David L Loudone,AlbertJ.DellaBitta(2014), Consumer Behaviour Concept and Applications, McGraw Hills.*
2. *Holbrook, Morris B. (1987), "What is Consumer Research?" Journal of Consumer Research, 14 (June), 128-132.*
3. *Simonson, Itamar, Ziv Carmon, Ravi Dhar, Aimee Drolet and Steven Nowlis (2001), "Consumer Research: In Search of Identity," Annual Review of Psychology, 52: 249-275.*
4. *Mick, David (2003), "Appreciation, Advice and Some Aspirations for Consumer Research," Journal of Consumer ResearchFocus of Course: Employability/Skill Development*

Focus of Course: Employability/Skill Development
e-Resource/e-Content URL:
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PG Pathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
e-PG Pathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PG Pathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PG Pathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 536.2 Integrated Marketing Communication

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 536.2	Integrated Marketing Communication	Concept (B)	45	5	0	3

Preamble: The objective of the course is to help students understand the principles and practices of marketing communications. The course focuses on analyzing and designing tools used by marketers and to provide a managerial framework for integrated marketing communications planning. To determine the role of the Advertising, Sales Promotion, Publicity, and Public Relations in the development of strategic/ tactical marketing plans so as to understand how the marketing communication process influences consumer decision making. Prerequisite: Basics of principles of Marketing management

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.	**K1**
CO2	Develop an awareness of the connection between marketing communications tools, and how each can be used effectively in an integrated communication mix.	**K2**
CO3	To identify advertising decision areas and apply marketing communications functions such as advertising, direct marketing, the Internet, interactive media, and sales promotion	**K3**
CO4	Apply basic advertising theories and principles to practice.	**K4**
CO5	Empower to investigate globalization, adaptation, and real-time communication issues together with new forms of segmentation and an entire new paradigm of understanding consumer in this rapidly changing digital environment.	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Meaning and role of Integrated Marketing Communications in marketing process. Understanding Communication process, Source, message and channel factors. Communication response hierarchy: AIDA Model, Hierarchy of effective effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy and Low involvement hierarchy consumer involvement-The Elaboration Likelihood model (ELM), The Foote, Cone and Belding Model (FCB).	10	Videos / e-PG Pathshala
II	Role of Advertising in 21st Century. Main Decision Areas in Advertising, How Advertising works. Deciding the Advertising Objectives: Various Advertising Objectives, Deciding the Advertising Budget. Deciding the Copy. Steps in Copy development. Media Planning: Role of Media during digital era. Factors involved in Agency selection, Ad Agency Organizational Structure, Changing Roles of Ad Agencies: Corporate expectations from Ad Agencies.	10	Videos / e-PG Pathshala
III	Role of Sales Promotion in communicating and offering Value to its customers. The surge in Sales Promotion in Recent years. The two major components of Sales Promotion: Trade and Consumer Promotion. The downside of Sales Promotion. Events, Experiences and Sponsorships. Publicity a Potential toolin communication. Role and functions of Public Relations in Digital Economy, Process in Public Relations: Research, Planning, Communication	10	Videos / e-PG Pathshala
IV	Regulation of Advertising and Promotion: Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC; Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications.	10	Videos / e-PG Pathshala
V	Emergence of Digital Communication: The need of the hour .Forms of Online Marketing Communication-How to start a buzz fire and Tracking Online Buzz .Managing marketing communications on social media. Creating and managing Digital Word of Mouth. Mobile Marketing: The scope of mobile marketing. Developing effective mobile marketing program	10	Videos / e-PG Pathshala
	Total	**50**	

Text Books:
1. Purani, K., Belch, G. E., & Belch, M. A. Advertising and Promotion: An Integrated Marketing Communications Perspective. Tata McGraw-Hill.2013
2. Kazmi, S. H. H., &Batra, S. KAdvertising and sales Promotion. Excel Books India.2012.

Reference texts
1. Blair, M., Armstrong, R. and Murphy, M. ,The 360 Degree Brand in Asia: Creating More Effective Marketing Communications, Singapore: John Wiley &Sons.2003.
2. Dutta K. Integrated Marketing Communications. Oxford University Press,2016.
3. Shah, K., & D'Souza, A. Advertising& Promotions an IMC Perspective. Tata McGraw-Hill.2009.
4. Andrews, J. C., &Shimp, T. A. Advertising, promotion, and other aspects of integrated marketing communications. Cengage Learning.2017.

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

<u>**MBA 536.3 Product and Brand Management**</u>

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
<u>**MBA 536.3**</u>	Product and Brand Management	Concept (B)	45	5	0	3

Preamble: Preamble: To highlight the importance of product strategy as a critical source of business competitiveness and long term success. This course intends to create awareness so as to enable the use of branding as akey differentiator. This course also aims at Acquainting students with the concepts of brand building and management to keep brands strong and relevant for years to come.

Prerequisite: Basics of principles of Marketing Management

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the basic concepts in product management and the steps involved in New product development process.	K1
CO2	Gain knowledge on branding and its applications	K2
CO3	Appreciate brand management process and applying branding decisions effectively	K3
CO4	Learn how to use and test products in the market	K4
CO5	Identify the best way to launch a product and to build brand equity	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Product Management - Product–Definition, Levels of Product; Definition of Product Management, Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management.	10	Videos / e-PG Pathshala
II	Product Life Cycle and Marketing Strategies; Product Portfolio Models; Positioning &Perceptual Mapping; Product Management Audit; Future of Product Management.	10	Videos / e-PG Pathshala
III	New Product–Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian and International cases	10	Videos / e-PG Pathshala
IV	Brand Management - Concept & Significance of Brands, Types of Brands; Strategic Brand Management Process & Branding Strategies; Developing and Managing Brands; Brand Extension Strategies; Financial and Social Value of Brands; Brand competition strategies; Brand Equity Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Measuring sources of brand equity; Brand equity tools; Capturing customer mindset; Qualitative and quantitative research techniques; Measuring outcomes of brand equity; Brand Personality; Brand Essence; Brand Identity-Brand Identity Prism.	10	Videos / e-PG Pathshala
V	Brand Elements; Sensory Branding; Emotional Branding, Brand Positioning- Brand Architecture, Brand Portfolio, Brand Communication; Band Valuation Methods; Brand Re-vitalization; Brand Audit; Global branding strategies. Brand building in Indian context; Brand building on the web, ebranding.	10	Videos / e-PG Pathshala
	Total	**50**	

Text Books:
3. KS Chandrasekar (2019), Product Management, Himalaya Publishing House, Mumbai.
4. Kevin Lane Keller, M.G.Parameswaran, Isaac Jacob (2011), "Strategic Brand Management", Third edition, Pearson

Reference texts
1. A.K.Chitale, Ravi Gupta (2013), "Product Policy and Brand Management, Text and Cases", Second edition, PHI Learning Private Limited
2. Kapferer, J.N. (2012).The New Strategic Brand Management: Advanced Insights and Strategic Thinking.5th Ed. Kogan Page
3. Marc. A. Annacchino, P.E (2013). "New Product Development, From Initial idea to product management", Elsevier

4. U.C.Mathur (2017), Product and Brand Management, First Edition, Excel Books

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 536. 4 SERVICES MARKETING

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 536.4	Services Marketing	**Concept (B)**	40	5	0	3

Preamble: The course improves students' understanding of distinctive aspects of services marketing and enhances their ability to apply marketing strategies to create, communicate, and deliver customer value in the service economy

Prerequisite: To acquaint the students to the different vistas of services characteristics and its marketing implications

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To have an understanding of the theoretical concepts of Services Marketing.	K1
CO2	To be able to critically engage with both theoretical and practical constructions of issues and questions in Services marketing	K2
CO3	Students will analyze marketing strategies (service development, pricing, distribution channel, and promotion) in services and goods industries with high service component	K3
CO4	students will apply marketing strategies to manage service creation, communication, and delivery in the service economy	K4
CO5	students will demonstrate the importance of teamwork to the success of services marketing	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/

			e-Content
I	Introduction to services marketing: Services marketing-nature and characteristics of services-Classification of services-goods vs service marketing-service marketing mix-service marketing triangle-growth of service sector in Indian economy-characteristics of service sector industries-Recent trends and challenges in service sector.	9	Videos / e-PG Pathshala
II	Consumer behaviour in services context: Customer expectation and customer perception-Gap and SERVQUAL models-Quality perception in services- Measuring the service quality-service quality Audit-service failure &recovery-strategies to improve service quality-Total quality services marketing-service excellence.	9	PPT/ e-PG Pathshala
III	Demand management in services: Demand and supply management foe services- Demand situation-Demand pattern-Demand forecasting methods-Distribution of services-Physical channels Service life cycle management	9	NPTEL Videos / e- PG Pathshala
IV	Creating, delivering and performing Services: Flow charting customer services process-services blue prints-Service scape - Service product development-pricing of services-Branding of services, Educating and Promoting services, Integrated Service marketing communication, -Managing people for service advantage- Delivering service through intermediaries-Distribution growth options-Complaint management, Service guarantee .	9	PPT/ NPTEL Videos
V	Service industries in India: Marketing of tourism, Travel and Transportation services-Marketing of financial services: Banking, Insurance, mutual funds, Marketing of professional services: Health care, information technology, marketing of educational service, Marketing of Online Services	9	Videos / e-PG Pathshala
Total		**45**	

Text Books:
3. Lovelock, Christopher and JochenWirtz, Services Marketing, People, Technology, Strategy, Prentice Hall.
4. Harsh V. Varma – Services Marketing – Text & Cases – 2nd Ed. – Pearson

 Reference texts
1. Marie J. Bitner, Valarie A. Zeithaml – Services Marketing – Tata McGraw HillHolbrook, Morris B. (1987), "What is Consumer Research?" Journal of Consumer Research, 14 (June), 128-132.
2. Gremler, Dwayne, Mary Jo Bitner and Valarie A. Zeithaml, Services Marketing, McGrawHill/Irwin.

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)

e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 536.5 SALES AND DISTRIBUTION MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 536.5	Sales And Distribution Management	**Concept (B)**	40	5	0	3

Preamble: To acquaint the students with the concepts of sales & distribution management.
Prerequisite: To provide a customer centric approach to the sales and distribution function

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe the nuances of developing a sound sales & distribution policy.	K1
CO2	To understand a range of the theoretical understandings available in Sales & Distribution Management	K2
CO3	To be able to critically engage with both theoretical and practical constructions of issues and questions in Sales & Distribution Management	K3
CO4	The students would be able to gain the Interactive, Social Participation, Decision Making & Evaluative skills.	K4
CO5	To provide a customer centric approach to the sales and distribution function	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Selling and Marketing concept –theories of selling, Classification	9	Videos / e-PG

			Pathshala
	of sales people– Characteristics of sales people – Personal selling: Selling Process- Prospecting: Steps – Pre-approach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – follow up		
II	Sales organization: Types sales potential–Determining the sales force profile–Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing –time management.	9	PPT/ e-PG Pathshala
III	Sales force management: Recruitment and Selection: Job analysis, Manpower Planning, Job specification and Job description, sources of sales recruits, Problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods. Planning sales force training methods, content, and execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents	9	NPTEL Videos / e- PG Pathshala
IV	Evaluation and control: Performance Appraisal–Sales budget–Sales Quotes– Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, activity related – Determinants of sales person performance.	9	PPT/ NPTEL Videos
V	Distribution Objective/Strategy - Interface between Sales force and Channel, Channel Design, Implementing Channel Design, Managing the Channel Members, Channel Power and Conflict Channel Evaluation; Distribution planning, costs and control- Functions of intermediaries (wholesaler & retailers), Selection and motivation of intermediaries, Need, criterion and establishing objectives for intermediaries; Control issues- Major cost centers in distribution, Establishing standards for control, Controlling channel members and tools for control	9	Videos / e-PG Pathshala
	Total	**45**	

Text Books:
1. Still, Cundiff, Govoni, Puri: Sales Management (2017) –Decision, Strategies & Cases. Prentice Hall India
2. Laucaster& Jobber (2019): Selling & Sales Management. Macmillan (India).

Reference texts
1. Tapan Panda, Sunil Sahadev (2019). Sales & Distribution Management. Oxford University Press.
2. Krishna K Harvadkar, Cavale (2019): Sales & Distribution Management. McGraw Hill
3. Anderson R.(1991) Professional Personal Selling. Prentice Hall Inc
4. Sales Management - Analysis & Decision Making –Johnston & Marshall (Tata McGRAW Hill 9th Edition, India Edition

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 546.1 RETAIL MARKETING

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 546.1	Retail Marketing	**Concept (B)**	40	5	0	3
Preamble: Retail marketing provides a comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment. **Prerequisite**: Develop knowledge of contemporary retail management issues at the strategic level.						

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	The students will be able to explain the complexities of operating a retail business	K1
CO2	Appreciate the difficulties associated with balancing profitability & delighting the customer	K2
CO3	Articulate the choices involved in implementing a winning retail strategy such as the right product, the right inventory, the right locations, the right timing, the right price/promotion, and the right service experience.	K3
CO4	This course is especially valuable for students who are considering career in retailing, retail-affiliated businesses (e.g., manufacturers or wholesalers), or retail related functions (e.g. advertising or distributors).	K4
CO5	Application of retailing theory and research.	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/

			e-Content
I	Introduction–Meaning of Retailing, Theories of retailing–Economic Significance of Retailing -Government of India policy implications on retails– organized vs. unorganized retailing – growth of retail formats – mall management	9	Videos / e-PG Pathshala
II	Basic of Marketing–effective communication–need to understand consumer behavior– Retail Marketing Segmentation- store formats – store location-location analysis – Factors Affecting Retail Location Decisions - store positioning – store design and visual merchandising – breakdown of retailing as a product – role of private labels - retail pricing - EDLP, changes and trends in retail marketing	9	PPT/ e-PG Pathshala
III	Store operations management–SCM–supplier relations–logistics in retailing–merchandise buying & management – warehousing – inventory control – franchisee operations, Role of Technology in Store operation, Technology in Retail Marketing Decisions, Factors Influences the Growth of E -Tailing,	9	NPTEL Videos / e- PG Pathshala
IV	Retail promotions–retail information systems–CRM–retail finance–retail statutory obligations – tax systems for retail – consumerism & ethics in retailing – corporate social responsibility. Rural retailing in India, International retailing: motives, reasons, and typologies for international expansion. Legal and security issues in retailing.	9	PPT/ NPTEL Videos
V	Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior– retail database marketing – impact of globalization on retail management, future of retailing.	9	Videos / e-PG Pathshala
	Total	**45**	

Text Books:
1. Chetan Bajaj, RajnishArya, NidhiVarmaSrivatava, Retail Management, Oxford Publishing, India
2. Barman, Evans &Mathur, Retail Management- A Strategic Approach, Pearson Publications

Reference texts

1. *Michael Levy, Barton Weitz, Retail Management, McGraw Hill*
2. *Harish V.Verman 2002), Brand Management: Text and Cases, Excell Books*
3. *Allan M Findlay, Ronan Paddsion and John A Dawson Retailing Environments in Developing Countries- Rutledge*
4. *Barry Berman and Joel R Evans: Retail Management - A Strategic Approach :PearsonEdn 6*

Focus of Course: Employability/Skill Development
e-Resource/e-Content URL:

e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
 e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PG Pathshala : http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 546.2 SOCIAL MEDIA MARKETING

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 546.2	Social Media Marketing	Concept (B)	30	5	10	3

Preamble: Social Media is a powerful channel for marketers. In this course, you learn more about the main social media platforms, how to manage your social media presence, and how to create effective content for each platform

Prerequisite: Workshops /Lab Case Method Individual presentations and group presentations Class discussions Group and individual assignments Lectures

Course outcomes (COs): To understand the importance of online marketing and the different types of online marketing techniques used.

CO Number	Course Outcome (CO) Statement	Bloom Taxonomy Knowledge Level
CO1	Understanding Digital Marketing Process	K1
CO2	Choosing platform for digital marketing	K2
CO3	Online advertisement Models	K4
CO4	Effectiveness of Email Marketing	K5
CO5	Customer response towards Digital Ad Platforms	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Marketing - Digital Marketing - Understanding Digital Marketing Process - Increasing Visibility - Bringing Targeted Traffic - Converting Traffic into Leads - Types of Conversion - Understanding Conversion Process – Tools used like C.P.M., C.P.C., C.T.R and their relevance in digital marketing campaigns - Planning a Digital Marketing Campaign	5	PPT/Videos / e-PG Pathshala
II	Understanding the existing Social Media paradigms & psychology - How social media marketing is different from other Forms of Internet marketing – Facebook marketing - Facebook advertising - Types of Facebook advertising - LinkedIn Marketing- Understanding LinkedIn - How to do marketing on LinkedIn - Advertisement on LinkedIn - Twitter Marketing - Marketing using Twitter - Tools for twitter marketing - Advertising on Twitter - Using YouTube for business -	10	PPT/Videos / e-PG Pathshala

	Developing YouTube video marketing Strategy - Bringing visitors from YouTube videos to your website.			
III	Online Advertising - Types of Online Advertising - Display Advertising - Banner ads - Rich Media ads Pop ups and Pop under ads - Contextual advertising - In Text ads - In Image ads - In video ads - Inpage ads - Different Online advertising platforms - Introduction to Google AdWords & PPC advertising Overview of Microsoft AdCenter (Bing & Yahoo) Performing Root Cause Analyses, Google Ads, Meta Ads	10	PPT/Videos / e-PG Pathshala
IV	Email Marketing – Types of Email Marketing - Email Marketing Strategy - Challenges faced in sending bulk emails - Methods to overcome these challenges - Types of email marketing- Opt-in & bulk emailing Best platforms to do opt-in & bulk email marketing - Creating a broadcast email - Understanding auto responders - Tricks to land in inbox instead of spam folder, Bulk SMS, Meta Marketing	10	PPT/Videos / e-PG Pathshala
V	Purchase Behaviour of Consumers in Online Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behaviour - Search Engine Optimization - Forms of Search Engines – Working of Search Engines - Major functions of a search engine - Introduction to content marketing - 7 step strategy building process in Content Marketing – Tips and Techniques for a great compelling content - Keyword research for content ideas - Optimizing content for search engines - Ways to market your content.	10	PPT/Videos / e-PG Pathshala
	TOTAL	**45**	

Text Books: (*preferably Indian- pls include only two*)

Reference texts (please include only four)
Focus of Course:
- Rowles,D. (2014). Digital Branding: A complete step by step guide to strategy tactics and measurement. United States: Kogan Page limited.
- Dinesh Kumar 2020 Marketing In The Digital Age, Sage Texts
- Tracy L Tuten 2016 Social Media Marketing, Sage Texts

Additional Reading/ Online References
- www.swayam.gov.in
- https://agencies.facebookblueprint.com/student/path/219703-ads-manager-basics
- https://admanager.google.com/home/
- Damian Ryan, Calvin Jones: Understanding Digital Marketing, Kogan Page
- Teresa Pineiro-Otero and Xabier Martinez-Rolan, Understanding Digital Marketing- Basics and Actions, Springer International Publishing

e-Resource/e-Content URL:
- https://agencies.facebookblueprint.com/student/path/219703-ads-manager-basics
- https://admanager.google.com/home/

e-PG Pathshala:
https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==(Management – P-14-M-04)
e-PG Pathshala:
https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==(Management – P-14-M-12)
e-PG Pathshala:
https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==(Management – P-14-M-24)
e-PG Pathshala:
https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==(Management – P-14-M-39)

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO 1	✓			✓

CO 2	✓				✓	
CO 3		✓			✓	
CO 4			✓		✓	
CO 5	✓				✓	

MBA 546.3 RURAL MARKETING

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 546.3	RURAL MARKETING	Concept (B)	40	10	0	3

Preamble: Provide conceptual understanding on the Rural Marketing with special reference to Indian context its opportunities & challenges Impart knowledge on the consumer behaviour and its challenges in Rural marketing Elucidate the future of rural marketing in India

Prerequisite: NIL

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Creating awareness of the Growing importance of Rural markets and the various challenges and opportunities.	K1
CO2	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context	K2
CO3	Analyze various Products, services and brand management strategies in rural marketing	K3
CO4	Growing importance of Research, Technology and Rural specific promotion strategies	K4
CO5	Emerging trends in rural marketing and Develop models of planned rural marketing frameworks that aid markets and societies centered in rural geographies	K5

Mapping the Programme Outcomes

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	PSO 4

CO1	M	M	L	M	M	M	M	L	L	M	L	S	S
CO2	S	L	M	S	M	L	L	S	S	S	S	S	S
CO3	S	L	S	M	S	M	L	M	L	L	L	L	L
CO4	S	M	M	M	M	L	M	S	S	S	S	S	S
CO5	M	M	M	S	S	L	L	S	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction to Rural Marketing:-Evolution of Rural Marketing in Indian and Global Context- Definition- Nature – Scope-Characteristics and potential of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing- Rural Vs Urban Marketing- Emerging challenges &Opportunities in Rural Marketing.	10	Videos / e-PG Pathshala
II	Market Decisions:-Rural Market Mix- Product / Service Classification in Rural Marketing - Segmentation, Targeting and positioning- Rural Consumer Behaviour- Buying Process	10	Videos / e-PG Pathshala
III	Product Management in Rural Marketing:-Product Decisions- New Product Development in Rural Marketing - Brand Management in Rural Marketing- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing	10	Videos / e-PG Pathshala
IV	Research, Technology and Promotion: -Rural Marketing Research-Retail &IT models in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Promotion of Rural Marketing-	10	Videos / e-PG Pathshala
V	Trends in Rural Marketing:-e-Rural Marketing-CRM &e-CRM in Rural Marketing-Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context- Co-operative Marketing- Micro Credit Marketing-Public Private Partnership Model in Rural Marketing	10	Videos / e-PG Pathshala
	Total	**50**	

Text Books:

1. Krishnamacharyulu, C.S.G &Lalitha R., Rural marketing ,Pearson,2nd Edition,2010.
2. Kashyap, P. The rural marketing, Pearson Education, 3rd Edition 2016.

Reference texts

1. *T.P. Gopal Swamy, Rural Marketing, Wheeler Publishing (New Delhi) 1998*
2. *Ram Kishen, (2015). New Perspectives in Rural & Agricultural Marketing, Jaico Publishing House.*
3. *Chakraborty, D. Rural marketing in India: texts and cases, Atlantic Publishers,2018*
4. *Singh, S., Rural Marketing – Focus on Agricultural Inputs, Vikas Publishing House*

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M01)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M05)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M06)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M26)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M33)
e-PGPathshala: http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce- P01-M08)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 537.1Principles of Data Analytics

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 537.1	Principles of Data Analytics	**Concept (B)**	35	0	10	3

Course Outcomes

CO1: Explore the fundamental concepts of data analytics
CO2: Understand data analysis techniques for applications handling large data
CO3: Understand various machine learning algorithms used in data analytics process
CO4: Visualize and present the inference using various tools
CO5: Learn to think through the ethics surrounding privacy, data sharing and algorithmic decision-making

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	INTRODUCTION Data Analytics - Types – Phases - Quality and Quantity of data – Measurement - Exploratory data analysis - Business Intelligence.	**9**	Videos / e-PG Pathshala
II	BIG DATA Big Data and Cloud technologies - Introduction to HADOOP: Big Data, Apache Hadoop, MapReduce - Data Serialization - Data Extraction - Stacking Data - Dealing with data. .	**9**	PPT/ e-PG Pathshala
III	DATA VISUALIZATION Introduction to data visualization – Data visualization options – Filters – Dashboard development tools – Creating an interactive dashboard with dc.js - summary.	**9**	NPTEL Videos / e- PG Pathshala
IV	ANALYTICS AND MACHINE LEARNING Machine learning – Modeling Process – Training model – Validating model – Predicting new observations –Supervised	**9**	PPT/ NPTEL Videos

	learning algorithms – Unsupervised learning algorithms.		
V	ETHICS AND RECENT TRENDS Data Science Ethics – Doing good data science – Owners of the data - Valuing different aspects of privacy - Getting informed consent - The Five Cs – Diversity – Inclusion – Future Trends.	**9**	Videos / e-PG Pathshala
	Total	**45**	

Essential Reading

[1] Davy Cielen, Arno D. B. Meysman, Mohamed Ali, Introducing Data Science, Manning Publications Co., 1st edition, 2016.
[2] Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning: with Applications in R, Springer, 1st edition, 2013.
[3] Bart Baesens, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley.
[4] D J Patil, Hilary Mason, Mike Loukides, Ethics and Data Science, O' Reilly, 1st edition, 2018.

Recommended Reading

[1] Dr Anil Maheshwari, Data Analytics Made Accessible, Publisher: Amazon.com Services LLC.
[2] Joel Grus, Data Science from Scratch: First Principles with Python, O'Reilly, 1st edition, 2015.
[3] Cathy O'Neil, Rachel Schutt, Doing Data Science, Straight Talk from the Frontline, O' Reilly, 1st edition, 2013.
[4] Jure Leskovec, Anand Rajaraman, Jeffrey David Ullman, Mining of Massive Datasets, Cambridge University Press, 2nd edition, 2014.
[5] Eric Siegel, Predictive Analytics The Power to Predict Who Will Click, Buy, Lie, or Die, 2nd Ed., Wiley.

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 537.2 Statistical Methods using R & Python for Data Analytics

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 537.2	Statistical Methods using R & Python for Data Analytics	**Concept (B)**	35	0	10	3

Course Outcomes

CO1: Understand R and R studio
CO2: Create reports using R markdown
CO3: Apply probability and statistics in real life problems
CO4: Demonstrate the use of built-in objects of Python
CO5: Demonstrate significant experience with python program development environment

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	R AND R STUDIO Getting started with R - installing R and R studio - getting help - installing and loading packages - simple arithmetic calculations - data structure – expressions - conditional statements – functions – loops - R–markdown - introduction to Statistics - probability and data with R. Lab Exercises 1. R program to illustrate different data structures 2. Defining functions and making report in markdown .	**9**	Videos / e-PG Pathshala
II	EXPLORATORY DATA ANALYSIS Visualizing numerical data - graphing systems available in R - descriptive Statistics - measures of central tendency and dispersion – correlation - transforming data - exploring categorical variables. Lab Exercises 1. Loading dataset and visualizing data	**9**	PPT/ e-PG Pathshala

	2. Producing descriptive statistics measures . PROBABILITY AND PROBABILITY DISTRIBUTIONS Introduction - disjoint events - general addition rule – independence - probability examples - disjoint vs. Independent - conditional probability - probability trees - normal distribution - evaluating the normal distribution - working with the normal distribution - binomial distribution - normal approximation to binomial - working with the binomial distribution. Lab Exercises 1. Computing probabilities in R 2. Functions for probability distributions in R ESTIMATION Introduction to Inference - sampling from population - maximum likelihood estimator - least square estimator - confidence interval (CI) (for a mean) - accuracy vs. Precision - required sample size for mean, CI (for the mean) examples. Lab Exercises 1. Finding ML estimates and least square estimates 2. Constructing confidence interval		
III	INTRODUCTION TO PYTHON Structure of Python Program-Underlying mechanism of Module Execution-Branching and Looping-Problem Solving Using Branches and Loops-Functions - Lists and Mutability- Problem Solving Using Lists and Functions. Lab Exercises 1. Demonstrate usage of branching and looping statements 2. Demonstrate Recursive functions 3. Demonstrate Lists SEQUENCE DATATYPES AND OBJECT-ORIENTED PROGRAMMING Sequences, Mapping and Sets- Dictionaries- -Classes: Classes and Instances-Inheritance- Exceptional Handling-Introduction to Regular Expressions using "re" module. Lab Exercises 1. Demonstrate Tuples and Sets 2. Demonstrate Dictionaries 3. Demonstrate inheritance and exceptional handling 4. Demonstrate use of "re".	9	NPTEL Videos / e- PG Pathshala
IV	USING NUMPY Basics of NumPy-Computation on NumPy-Aggregations-Computation on Arrays- Comparisons, Masks and Boolean Arrays-Fancy Indexing-Sorting Arrays-Structured Data: NumPy's Structured Array. Lab Exercises 1. Demonstrate Aggregation 2. Demonstrate Indexing and Sorting DATA MANIPULATION WITH PANDAS	9	PPT/ NPTEL Videos

	Introduction to Pandas Objects - Data indexing and Selection - Operating on Data in Pandas - Handling Missing Data - Hierarchical Indexing - Combining Data Sets - Aggregation and Grouping - Pivot Tables. Lab Exercises 1. Demonstrate handling of missing data Demonstrate hierarchical indexing		
V	VISUALIZATION AND MATPLOTLIB Basic functions of matplotlib - Simple Line Plot, Scatter Plot - Density and Contour Plots - Histograms, Binnings and Density - Customizing Plot Legends, Colour Bars - Three- Dimensional Plotting in Matplotlib. Lab Exercises 1. Demonstrate Scatter Plot Demonstrate 3D plotting	**9**	Videos / e-PG Pathshala
	Total	**45**	

Essential Reading
[1] Grolemund G., Hands-on programming with R: write your own functions and simulations, O' Reilly Media Inc., 2014.
[2]James G., Witten D., Hastie T., &Tibshirani R, An introduction to statistical learning: with Applications in R, Springer, 2013.
[3] Jake VanderPlas, Python Data Science Handbook - Essential Tools for Working with Data, O'Reily Media Inc., 2016.
[4] Zhang.Y, An Introduction to Python and Computer Programming, Springer Publications, 2016.

Recommended Reading
[1] Gupta S. C., & Kapoor V. K., Fundamental of Mathematical Statistics, Sultan Chand & Sons, 2018.
[2] Peng R. D, Exploratory data analysis with R, Lulu.Com, 2012. [3] Peng R. D, R programming for data science, Leanpub, 2016.
[4] Teetor P, R cookbook: Proven recipes for data analysis, statistics, and graphics, O' Reilly Media Inc., 2011.
[5] Crawley M. J., The R book, John Wiley & Sons, 2012.
[6] Joel Grus , Data Science from Scratch First Principles with Python, O'Reilly Media, 2016.
[7] T.R.Padmanabhan, Programming with Python, Springer Publications, 2016.

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓

CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 537.3 Data Mining Techniques

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 537.3	Data Mining Techniques	**Concept (B)**	35	0	10	3

Course Outcomes

CO1: Understand different types of data to be mined
CO2: Categorize the scenario for applying different data mining techniques CO3: Evaluate different models used for classification and Clustering CO4: Focus towards research and innovation

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	INTRODUCTION AND DATA PREPROCESSING Data Mining – Kinds of data to be mined – Kinds of patterns to be mined – Technologies – Targeted Applications - Major Issues in Data Mining – Data Objects and Attribute Types – Measuring Data similarity and dissimilarity - Data Cleaning –Data Integration – Data Reduction – Data Transformation – Data Discretization Lab Exercises 1. Identify a dataset, Preprocess the dataset set using normalization techniques 2. Explore data reduction techniques	9	Videos / e-PG Pathshala
II	MINING FREQUENT PATTERNS AND ADVANCED PATTERN MINING Basic Concepts – Frequent Itemset Mining Methods – Pattern Evaluation Methods – Pattern Mining in Multilevel, Multidimensional space – Constraint-Based Frequent Pattern Mining – Mining Compressed or Approximate Patterns – Pattern Exploration and Application. Lab Exercises 1. Identify frequent itemsets using Apriori Algorithm 2. Generate FP Tree for a transaction dataset	9	PPT/ e-PG Pathshala

	.		
III	CLASSIFICATION TECHNIQUES Basic Concepts – Decision Tree Induction – Bayes Classification Methods – Rule-Based Classification – Model Evaluation and Selection – Techniques to Improve Classification Accuracy – Bayesian Belief Networks – Classification by Backpropagation – Support Vector Machines. Lab Exercises 1. Construct Decision Tree for a dataset and identify the order of attributes 2. Apply Bayes Classification	9	NPTEL Videos / e- PG Pathshala
IV	CLUSTERING TECHNIQUES Cluster Analysis – Partitioning Methods - Hierarchical Methods – Density-Based Methods Lab Exercises 1. Demonstrate Naïve Bayes Classifier 2. Apply K-Means Clustering for given number of clusters.	9	PPT/ NPTEL Videos
V	OUTLIER DETECTION AND APPLICATIONS Outliers and Outlier Analysis – Clustering-Based Approach – Classification-Based Approach – Mining Complex Data Types – Data Mining Applications. Lab Exercises 1. Demonstrate Hierarchical clustering for a large dataset 2. Case studies and assignment	9	Videos / e-PG Pathshala
	Total	**45**	

Essential Reading

[1] Jiawei Han, Micheline Kamber and Jian Pie, Data Mining Concept and
Techniques, Morgan and Kaufmann Publisher, Third Edition, 2012.
[2] Arun K Pujari, Data Mining Techniques, Second Edition, Universities Press India Pvt.
Ltd. 2010.
Recommended Reading
[1] Daniel T. Larose and Chantal D. Larose, Data Mining and Predictive Analytics, Wiley
Series on Methods and Applications in Data Mining, Wiley Publications.
[2] Ian H. Witten, Eibe Frank and Mark A. Hall, Data Mining: Practical Machine Learning
Tools and Techniques, Morgan and Kaufmann Publisher, Third Edition, 2014.
Web Resources:
[1] https://data-flair.training/blogs/data-mining-tutorial/
[2] https://www.tutorialride.com/data-mining/data-mining-tutorial.htm

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓

CO 2	✓	✓		✓

MBA 537.4 Artificial Intelligence & Machine Learning

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 537.4	Artificial Intelligence & Machine Learning	**Concept (B)**	35	0	10	3

Course Outcomes
CO1: Express the modern view of AI and its foundation
CO2: Illustrate Search Strategies with algorithms and Problems CO3: Apply advanced
Machine Learning concepts for real time problems to improve the speed, reliability, and
quality of decisions in businesses.
CO4: Create value propositions for organizations using analytical tools and machine learning.

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	INTRODUCTION Introduction to AI, The Foundations of AI, AI Technique -Tic-Tac-Toe. Problem characteristics, Production system characteristics, Production systems: 8-puzzle problem. Searching: Uniformed search strategies – Breadth first search, depth first search. LOCAL SEARCH ALGORITHMS Generate and Test, Hill climbing, simulated annealing search, Constraint satisfaction problems, Greedy best first search, A* search, AO* search. Toy problems.	9	Videos / e-PG Pathshala
II	KNOWLEDGE REPRESENTATION First order logic. Inference in first order logic, propositional Vs. first order inference, unification & lifts, Clausal form conversion, Forward chaining, Backward chaining, Resolution. .	9	PPT/ e-PG Pathshala
III	GAME PLAYING Overview, Minimax algorithm, Alpha-Beta pruning, Additional Refinements. Probabilistic Reasoning: Ad Hoc	9	NPTEL Videos / e- PG Pathshala

	Methods., Expert System, Expert System Shells. NATURAL LANGUAGE PROCESSING Introduction, Practical Applications of NLP, Syntax Processing, Semantic Analysis, Pragmatic and Discourse Processing: Analysis, Perception.		
IV	Supervised learning (generative/discriminative learning, parametric/non-parametric learning, neural networks, and support vector machines) Unsupervised learning (clustering, dimensionality reduction, kernel methods)	9	PPT/ NPTEL Videos
V	Learning theory (bias/variance trade-offs; VC theory; large margins); and Reinforcement learning and adaptive control.	9	Videos / e-PG Pathshala
	Total	**45**	

Essential Reading
1. E. Rich and K. Knight, Artificial Intelligence, 3rd Edition, New york: TMH, 2019.
2. S. Russell and P. Norvig, Artificial Intelligence A Modern Approach, 3rd Edition, Pearson Education, 2019.
3. Stephen Marsland, Machine Learning: An Algorithmic Perspective. http://www.amazon.com/Machine-Learning-Algorithmic-PerspectiveRecognition/dp/1420067184 .
4. Christopher M. Bishop, Pattern Recognition and Machine Learning. http://research.microsoft.com/en-us/um/people/cmbishop/prml/.
5. Tom Mitchell, Machine Learning, http://www.cs.cmu.edu/~tom/mlbook.html.

Recommended Reading
[1] Eugene Charniak and Drew McDermott, Introduction to Artificial Intelligence, 2nd Edition. Singapore: Pearson Education, 2005.
[2] George F Luger, Artificial Intelligence Structures and Strategies for Complex Problem Solving, 4th Edition. Singapore: Pearson Education, 2008, ISBN-13 9780321545893.
[3] N.L.Nilsson, Artificial Intelligence: A New Synthesis, 1st Edition, USA: Morgan Kaufmann, 2000.
[4] Patterson, Introduction to artificial intelligence, ISBN-13: 978-0134771007.

Web Resources

[1] https://ai.google/education/
[2] https://intellipaat.com/blog/tutorial/artificial-intelligence-tutorial/
[3] https://www.javatpoint.com/artificial-intelligence-tutorial
Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓

CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

MBA 537.5 Predictive Analytics

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 537.5	Predictive Analytics	**Concept (B)**	35	0	10	3

Course Outcomes
CO1: Understand how Predictive analytics can be used in the IT environment.
CO2: Students will grasp the meaning, benefits of Predictive analytics
CO3: Students will understand analyze prediction business capabilities using Time series/Forecasting methods and Extract features

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction to Predictive Analytics & Linear Regression: What and Why Analytics, Introduction to Tools and Environment, Application of Modeling in Business, Databases & Types of data and variables, Data Modeling Techniques, Missing imputations etc. Need for Business Modeling, Regression — Concepts, Blue property-assumptions-Least Square Estimation, Variable Rationalization, and Model Building etc	**9**	Videos / e-PG Pathshala
II	Logistic Regression: Model Theory, Model fit Statistics, Model Conclusion, Analytics applications to various Business Domains etc. Regression Vs Segmentation — Supervised and Unsupervised Learning, Tree Building — Regression, Classification, Over fitting, Pruning and complexity, Multiple Decision Trees etc.	**9**	PPT/ e-PG Pathshala
III	Objective Segmentation: Regression Vs Segmentation — Supervised and Unsupervised Learning, Tree Building — Regression, Classification, Over fitting, Pruning and complexity, Multiple Decision Trees etc. Develop Knowledge, Skill and Competences (NOS 9005)	**9**	NPTEL Videos / e- PG Pathshala

	Introduction to Knowledge skills & competences, Training & Development, Learning & Development, Policies and Record keeping. etc		
IV	Time Series Methods I Forecasting, Feature Extraction : Arima, Measures of Forecast Accuracy, STL approach, Extract features from generated model as Height. Average, Energy etc and Analyze for prediction	9	PPT/ NPTEL Videos
V	Working with Documents : Standard Operating Procedures for documentation and knowledge sharing, Defining purpose and scope documents, Understanding structure of documents — case studies, art ides, white papers, technical reports, minutes of meeting etc., Style and format, Intellectual Property and Copyright, Document preparation tools — Vision, PowerPoint, Word, Excel etc., Version Control, Accessing and updating corporate knowledge base, Peer review and feedback. .	9	Videos / e-PG Pathshala
	Total	**45**	

Books and References:
Text Books
•   Student's Handbook for Associate Analytics-Ill.
Reference Books
•   Gareth James' Daniela Witten Trevor Hastie Robert Tibshirani. An Introduction to Statistical Learning with Applications in R

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓

MBA 547.1 MARKETING ANALYTICS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 547.1	Marketing Analytics	**Concept (B)**	35	0	10	3

Course Outcomes:

1. Demonstrate the use of analytical tools in marketing.
2. Choose appropriate data sources and analytical tools to assess marketing performance.
3. Apply analytics tools to a variety of data collected by marketers.
4. Translate the results of quantitative analyses into managerial insights for marketing decision-making.
5. Explain and illustrate how marketing analytics are used in an integrated manner to solve strategic marketing problems.

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction, basic marketing models, Analytical framework for marketing models Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modeling segmentation and Pricing, Market Basket Analysis	9	Videos / e-PG Pathshala
II	Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity, Pricing Analytics & Optimization	9	PPT/ e-PG Pathshala
III	Customer Analytics Survival Analysis, Analysing customer life time value. Predicting customer retention and profit, Choice modelling, RFM, Market Basket Analysis	9	NPTEL Videos / e- PG Pathshala

IV	Digital Analytics Planning search engine marketing and mobile marketing Concepts Guiding Social Media – target audience, influencer & message. Social Media Analytics – Twitter, Facebook, etc. Google Ads & Analytics – How it works, Ad Auctions, Display & Search advertising. Web Analytics – Knowledge discovery from web data, web analytics at e-Business scale, web scale, web spam, truth finding, web monitoring tools, web traffic & control.	9	PPT/ NPTEL Videos
V	Sentiment analysis - Resource Allocation Planning and modelling resource allocation in the organization .	9	Videos / e-PG Pathshala
	Total	**45**	

Text Book:

Marketing Metrics – The Manager's guide to Measuring Marketing Performance, 3rd Edition (paperback 2016), Paul W. Farris, Neil T. Bendle, Philip E. Pfeifer, David J. Reibstein, Pearson Publications.
Internet Marketing: Moutusy Maity, Oxford Publication

Reference books:

1. Social Media Marketing All -in-one for dummies (ebook), Jan Zimmerman Doug Shalin.
2. Introduction to Information Systems, Alexis Leon and Mathews Leon by TMH.
3. Internet for Everyone, Alexis Leon and Mathews Leon, Vikas Publishing House.
4. Information Systems Today, Leonard Jessup and Joseph Vallacich, PHI Learning.
5. Mastering Market Analytics: Business Metrics - Practice and Application, Robert Kozielski,
   1st Edition (2018), Emerald Publishing Limited.
6. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston, 1st Edition, Wiley Publications.

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 547.2 FINANCE ANALYTICS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 547.2	Finance Analytics	**Concept (B)**	35	0	10	3

Course Outcomes

1. Analyse and model financial data
2. Construct and optimize asset portfolios
3. Evaluate and model Risk on various financial assets
4. Use the most powerful and sophisticated routines in R for analytical finance.
5. Enable students to solve real time banking problems to improve the speed, reliability and quality of decision making.

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics . Financial Time Series and Their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series	**9**	Videos / e-PG Pathshala
II	Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization	**9**	PPT/ e-PG Pathshala

III	Modeling Volatility and Risk: Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR)	**9**	NPTEL Videos / e- PG Pathshala
IV	High-Frequency Data Analysis: Non synchronous Trading, Bid–Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models.	**9**	PPT/ NPTEL Videos
V	Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults .Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black - Sholes model. Modeling derivative prices	**9**	Videos / e-PG Pathshala
	Total	**45**	

Reference Book

Ruey S. Tsay (2012), "An Introduction to Analysis of Financial Data with R" , Wiley, ISBN: 978-0-470-89081-3

Intelligent Credit Scoring: Siddiqi Naeem, John Wiley & Sons Inc, Latest Edition

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA 547.3 HUMAN RESOURCE ANALYTICS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA 547.3	Human Resource Analytics	**Concept (B)**	35	0	10	3

Course Outcome

1. Understand the use of HR metrics analysis using data sets
2. To analyse and build predictive models suitable to solve HR and people management scenarios and derive insights out of it
3. Evaluate various alternatives from real world data to cope up with the futuristic challenges and competitions in business with talent analytics
4. To Create HR score card and implement it.

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)Understanding HR analytics . Importance of data in HR -Translating HR metrics results into actionable business decisions for top management	9	Videos / e-PG Pathshala

II	Framework of HR analytics .People and talent management, Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework	9	PPT/ e-PG Pathshala
III	HR Metrics –Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.	9	NPTEL Videos / e- PG Pathshala
IV	Basics of R programming, Logistic regressionClassification – Random Forest Clustering – K Means.	9	PPT/ NPTEL Videos
V	Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.	9	Videos / e-PG Pathshala
	Total	45	

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Text Book:

Winning on HR Analytics: Leveraging Data for Competitive Advantage 1st Edition, by Ramesh Soundararajan, Kuldeep Singh, Sage Publication

Reference Books:

1.   HR Analytics: Understanding Theories and Applications Paperback – 1 May 2017,by Dipak Kumar Bhattacharyya
2.   Predictive Analytics for Human Resources (Wiley and SAS Business Series) by Jac Fitz-enz), John Mattox
3.   Data-Driven HR: How to Use Analytics and Metrics to Drive Performance Kindle Edition by Bernard Marr.
4.   The Basic Principles of People Analytics, Learn how to drive better outcomes for your business and employees by Erik van Vulpen) and David Green .
5.   Doing HR Analytics – A Practitioner's Handbook with R Example
   1. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓

		✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

MBA 547.4-OPERATIONS ANALYTICS

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 547.4	**Operations Analytics**	**Concept (B)**	40	5	0	3

Preamble: The aim of this subject is to acquaint the students with the latest in the analytical aspects of operations.

Prerequisite: Basic idea on the various decision areas in the operations function and their inter relationships.

Course Out Comes (COs): On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Illustrate the relevant mathematical concepts useful for operations performance.	**K1,K2**
CO2	Apply concepts of decision making models to solve real time problems and improve the speed, reliability, and quality of decisions in business	**K2**
CO3	Design suitable models for different types of operations /SCM problems.	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction Data visualization Scope of analytics, Data vs information and decision making, Scenarios of decision making, Intelligence in business, Manufacturing 4.0 and IOT Patterns and	**9**	Videos / e-PG Pathshala

	its relevance. Types of analytics		
II	Relation to operational performance- Selective inventory modelling Different types of inventory modelling Service level related modelling and decisions Procurement /SCM modelling-Procurement performance modelling Supplier rating and evaluation models Cost modelling in SCM Procurement intelligence	9	PPT/ e-PG Pathshala
III	Queueing and waiting line modelling Application of queuing theory and waiting line modelling in practical operations challenges. Forecasting models Application of Forecasting modelling in practical operations Challenges .Reliability and warranty modelling	9	NPTEL Videos / e- PG Pathshala
IV	Models in operations planning Capacity modelling and analysis including financial analysis CVP modelling Line balancing Scheduling models Location modelling	9	PPT/ NPTEL Videos
V	Yield management Modelling yield management and its application in capacity management/ revenue management/over booking Modelling service delivery systems and evaluating performance Project modelling Performance modelling EVA Resource modelling	9	Videos / e-PG Pathshala
	Total	**45**	

Text Book:
Sunil Chopra (2018), Supply Chain Management: Strategy, Planning and Operations, Pearson
Reference Books:
1. K. Ashwathappa Production and Operations Management, , Himalaya Publications
2. Vinod Sople, Supply Chain Management: Text and Cases, , Pearson Publications
3. Jeffrey Camm, Essentials of Business Analytics, , South – Western College Publications
4. James Evans, Business Analytics, , Pearson Publications
5. B Christian Albright, Business Analytics: Data Analysis and Decision Making, , South – Western College Publication

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓

MBT 534.1 TRAVEL AND TOUR OPERATIONS MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBT 534.1	Travel and Tour Operation Management		55	5	0	3

Course Objectives:	
To have an understanding of the key features of Operations Management, to have a theoretical an operational knowledge to design and deliver innovative management strategies for Tourism and Travel industry. The course also focuses on enhancing understanding of management and leadership skills and qualities that are central to tourism and travel operations	
Prerequisite: Basic knowledge of Travel and Transport Sector	
Course Outcomes (Cos) :On successful completion of this course the students will be able to describe the operations and management of Tour operation business and develop strategies for managing and promoting travel and tour operation sector efficiently.	

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge level
On successful completion of this course the students will be able to:		
CO 1	Comprehend the functions of travel agency	K1
CO 2	Explain the process of tour operation	K4
CO 3	Describe the functions, planning and operations in Tour operation business	K5
CO 4	Examine the activities of outbound tour handling	K3
CO 6	Describe the nuances of tour guiding	K6
CO 6	Articulate the qualities and skills needed for managing a tour	K2

Unit	Course Contents	Hours	e- Resources/ e-Content
I	Introduction to Travel Trade Business - Historical Background of Travel Trade –Travel Intermediaries- Distribution Channels- Functions – Levels of Distribution-Tourism Intermediaries- Benefits of Intermediaries- Travel Agency: definition-Significance of Travel Agency Business, Meaning of Travel Agency- Types of Travel Agent- Full Service Agency, Commercial Agency, Implant Agency, Group / Incentive Agency, Online travel Agencies (OTA). Types of Tour Operators- Inbound, Outbound , Domestic, DMC's –Ground handling and Specialized . Travel formalities and documentation required for overseas travel –Passport, visa, health requirements and travel insurance, foreign exchange -	9	Videos / e-PGPathsala

	quarantine		
II	Functions of Travel Agency Operator and Roles of Travel Trade Organizations - Attributes of Travel Agency, Roles and Services of a full-fledged Travel Agent, Characteristics of a Professional Travel Agent, BSP-Disintermediation and reintermediation-Electronic distribution channels in Tourism- Online Travel Agency Role and Responsibilities of Travel Trade Associations: Objectives - Roles and functions, of IATA , UFTAA, WTO, WTTC, TAAI, IATO, PATA. Setting up of Travel Agency & Tour Operating Organizations - Procedures for Obtaining Recognition from IATA, TAAI, IATO, Ministry of Tourism, RBI , Department of Tourism - Sources of Revenue, challenges faced by Travel Agents and Tour operators.	9	PPT/ e-PGPathsala
III	Functions of Tour Operator & itinerary Design and Costing - Definition of tourism- tourist – visitor-excursionist. Roles and Services of a full-fledged Tour operator, Definition of itinerary -Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation- Tour Formulation and Designing Process: FITs & GIT– Special Interest Tours (SITs). Tour Packaging - Importance of Tour Packaging – Classifications of Tour Packages -Components of Package Tours, Types of Costs, Components of Tour Cost - Preparation of Cost Sheet - Tour Pricing -–Pricing Strategies	9	PPT/ e-PGPathsala
IV	Tour Management: Tour Booking and administration- Pre-tour preparation-Travel documents to handle- Tour manager briefing- Role and qualities of a tour manager- duties of a tour manager tour manager preparations- pre departure meeting-tour Departure and Arrival Procedures at airport- Transfer and tour conduct- Overseas Representatives and Tour Guiding: Concept-Need – Types of overseas representatives and their duties-Tour guiding- concepts and definition- difference between guiding and interpretation- Tour guide-Definition- types- History of tour guiding- roles of a tour guide- Tour guide activities in a tour- Qualities	9	Videos / e-PGPathsala

		of Tour guide- Challenges of Tour guiding- Licenses required for guiding in India at various levels (Regional, State and Local)- Handling emergencies- Post-Tour activities		
V	Anatomy of Tour and promotional strategies - Components of tours- Role of 5 A's in tourism, Modes of transportation, Types of Tour-Inbound, Out bound, Domestic. Independent Tour, Escorted Tour, Cruise tourism , medical and wellness tourism, chartered tours, hosted Tour, story telling tours, MICE. Tour Wholesalers and Retailers, Diversified Role of Tour Operators, Running a Tour Operation Business- Distribution Networks of Tour Operation Business, - Promotion of destination and products - Social media promotion- blogs- International tourism fairs (WTM, ITB, FITUR, ATM, SATTE, KTM) - Road shows- significance and preparation of tour brochures – FAM trips.	9	PPT/ e-PGPathsala
	Total		45	

References:

1. Clare Inkson, Lynn Minnaert(2018). Tourism Management: An Introduction, - New York University
2. M R Dileep. (2019). Tourism, Transport and Travel Management. Routledge: UK and New York
3. Mancini, M. (2001) Conducting Tours. 3rd Edition. New York: Thomson Learning.
4. Laws, E., 1997. Managing Packaged Tourism: Relationships, Responsibilities and Service Quality in the Inclusive Holiday Industry, International Thomson Business Press.
5. JagmohanNegi – Travel Agency and Tour Operations.
6. Mohinder Chand - Travel Agency and Tour Operations: An Introductory Text
7. Dennis L Foster – Introduction to Travel Agency Management
8. Pat Yale – Business of Tour Operations

Additional Reading
1. www.iata.org
www.unwto.org
3. www.wttc.org
4. www.uftaa.org

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO1	✓	✓	✓	✓
CO2	✓	✓	✓	✓
CO3		✓	✓	✓
CO4		✓	✓	✓
CO5		✓	✓	✓

MBT 534.2 DESTINATION MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBT 534.2	Destination Management	Concept (B)	55	5	0	4

Preamble: To expose the students to the concepts of destination and destination management and also to plan and develop destinations in a sustainable manner.

Prerequisite: Basics of Destination Management

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To understand the concepts of destination	K2
CO2	To apply knowledge gained on destination planning	K3
CO3	To understand the concepts of destination image	K2
CO4	To analyse the intricacies of destination marketing	K4
CO5	To develop actions on destination management	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M	M	L	M	M	M	M	L	L	M	M	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	M	L	L	L
CO4	S	S	S	M	M	M	L	M	S	S	S	S	M
CO5	S	M	M	M	S	S	M	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e- Resources/ e-Content
I	**Destination** - Definition, Components of a destination - Types of destinations, Core and Periphery Attractions – Seasonality - Destination Life Cycle - Destinations and products – Managing destinations - Destination Management Systems, Destination Management Organisations – Impact of Tourism on Destinations	9	Videos / e-PGPathsala
II	**Destination Planning** - Key elements of the planning process - Situation Analysis - Topographical Analysis, Environmental Analysis, Resource Analysis,	9	PPT/ e-PGPathsala

	Assessment of tourism potential, Demand and Supply match, Evaluation of Tourism impacts - National and Regional tourism planning - Contingency planning Framework for Sustainable Tourism Development- WTO Guidelines for Planners		
III	**Destination Image** – Definition - Destination image formation – Factors in image formation – Components in Destination image – Measurement of Destination Image – Qualitative image, Quantitative Image – Communicating Tourist Destination Image – Creating an image of tourist destination – Guidelines, Instruments – Ways to resolve negative image of a destination –Dimensions/Attributes determining Perceived Destination Image – Tourism Destination ImageFormation model	9	PPT/ e-PGPathsala
IV	**Destination Marketing** - Market segmentation, Destination Marketing mix, Targeting, Image and positioning, Challenges to brand, and re-brand destinations, Strategic marketing for destinations and strengthening their competitiveness, formulating the destination product, Pricing of the destination, destination branding, 8Ps in destination marketing, destination competitiveness – Destination distribution channels - Destination marketing tools, Marketing strategies in the opening phase, growing phase and declining phase. Strategies of unidentified, differential, and concentrated marketing in the tourist market - Case studies of destination marketing by India as well as Kerala.	9	Videos / e-PGPathsala
V	**Destination Management Tools**: Environmental Impact Assessment (EIA), Strategic Environmental Assessment (SEA), Life Cycle Assessment (LCA), Visitor Management Techniques - Carrying capacity, ZoningSystem, Site Hardening, Price discrimination, Interpretation – Waste Management Systems - 3Rs concept, Zero Waste Kovalam initiative – Green Carpet Initiative	9	PPT/ e-PGPathsala
	Total	**45**	

Text Books:

1. Vasudevan, V., Vijayakumar, B. & Roy, S. (2017). An Introduction to the Business of Tourism. New Delhi. Sage Publications India
2. Nibhoria, S (2022). Tourism Destination Marketing –A Tool for Destination Management. The Hospitality Press

Reference texts:

1. Nigel Morgan (2001), Destination Branding: Creating the unique proposition, Butterworth and Heinemann
2. C. Gunn, Tourism Planning - Concepts and Cases, Cognizant Publications.
3. Geoffrey Ian Crouch (2003), The Competitive Destinations: A Sustainable Tourism Perspective, CABI Publishing
4. A Practical Guide to Tourism Destination Management (2007), UNWTO

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

e-PGPathshala:**https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A**== (Hotel & Tourism Management – P10–M-02, 04,05, 33, 35, 39)
https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A== (Hotel & Tourism Management – P13–M-01, 04, 05, 07, 11, 12, 13, 15, 21, 29, 30, 34, 35)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO1	✓	✓	✓	✓
CO2	✓	✓	✓	✓
CO3		✓	✓	✓
CO4		✓	✓	✓
CO5		✓	✓	✓

MBT 534.3 TOURISM RESOURCE MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBT 534.3	Tourism Resource Management	Concept (B)	55	5	0	4

Preamble: To expose the students to the concepts of tourism resources and its management in a sustainable manner.

Prerequisite: Identifying Tourism Resources and its sustainablemanagement

Course outcomes (COs):

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To understand the concept of tourism resources	K2
CO2	To analyse natural tourism resources of India	K4
CO3	To analyse cultural & man made tourism resources of India	K4
CO4	To analyse the concepts of sustainable tourism resource management	K4
CO5	To evaluate the concepts of sustainable tourism approaches	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M	M	L	M	M	M	M	L	L	M	M	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	M	L	L	L
CO4	S	S	S	M	M	M	L	M	S	S	S	S	M
CO5	S	M	M	M	S	S	M	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e- Resources/ e-Content
I	**Tourism Resources** – Definition, meaning: tourism resources - types and typologies – natural, cultural, man-made – concept of tourism product-characteristics of tourism products.	9	Videos / e-PGPathshala
II	**Natural Resources of India**- Wildlife sanctuaries - National parks - Biosphere reserves – Conservation Reserves – Community Reserves - Hill stations – Islands –	9	PPT/ e-PGPathsala

	Beaches - Caves - Deserts – UNESCO Natural Heritage Sites - Nature based activities		
III	**Cultural and Manmade Tourism Resources of India**– Heritage – Tangible and Intangible, World Heritage sites in India, Museums, Handicrafts, Dances, UNESCO Representative List of the Intangible Cultural Heritage of Humanity – Visual Arts of India – Architecture, Sculpture, Painting – Fairs and Festivals - Man made resources- Zoological Parks, Amusement and Water Theme Parks, Shopping – Tourism by Rail	9	PPT/ e-PGPathsala
IV	**Sustainable Tourism Management** - Sustainable Tourism – Definitions, Concepts – Need for Sustainable Tourism – Global Initiatives - Charter for Sustainable Tourism - Tourism and Local Agenda 21 – CBD and Tourism - Tourism and MDGs & SDGs – ST - EP initiative – Green Passport Campaign – Green Hiker Campaign – Hotel Energy Solutions – Hotel Carbon Measurement Initiative – Global Sustainable Tourism Criteria - UNWTO Global Code of Ethics – UNWTO World Tourism Network on Child Protection, Protect Children Awareness Campaign – Global Tourism Plastics Initiative – One Planet Sustainable Tourism Programme - UN Tourism International Network of Sustainable Tourism Observatories (INSTO) - 10YFP Sustainable Tourism Programme – One Planet Sustainable Tourism Programme – Measuring the Sustainability of Tourism (MST)	9	Videos / e-PG
V	**Approaches on Sustainable TourismManagement** - Ecotourism – Definitions – Concepts – Theory and Practices – Social Benefits - Planning and Development – Community Participation - International Year of Ecotourism – National Strategy for Ecotourism – Guidelines for sustainable ecotourism in forest and wildlife areas - Responsible Tourism – Definition – Concept – Triple Bottom Line – Economic, Social and Environmental Responsibilities – Global Conventions on Responsible Tourism – Cape Town Declaration – Kerala Declaration - Kerala's Responsible Tourism Initiative – Case Study of Kumarakom, RT Classification Criteria – Restorative and Regenerative Tourism	9	PPT/ e-PG
	Total	45	

Text Books:

3. Jacob et.al. (2012), Tourism Products of India, Abhijeeth Publications, New Delhi
4. Vasudevan, V., Vijayakumar, B. & Roy, S. (2017). An Introduction to the Business of Tourism. New Delhi. Sage Publications India

Reference texts:
1. Gupta, S.P (2002) – Cultural Tourism in India – Indraprastha Museum of Art and Archaeology, New Delhi
2. Hussain A.K (1987) – The National Culture of India, National Book Trust, New Delhi
3. The World's Heritage – A Complete Guide to the most Extraordinary Places, UNESCO
4. Dixit, M and Sheela, C. (2001), Tourism Products, New Royal Book.
5. Sheela, C (2001), Tourism Products, New Royal Book.Dixit, M and

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

e-PGPathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A== (Hotel & Tourism Management – P12–M-01, 04, 15, 16, 36)

e-PGPathshala:https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A== (Hotel & Tourism Management – P12 –M-21,30,31, 39)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO1	✓	✓	✓	✓
CO2	✓	✓	✓	✓
CO3		✓	✓	✓
CO4		✓	✓	✓
CO5		✓	✓	✓

MBT 534.4 HOSPITALITY MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBT 534.4	Hospitality Management	Concept (B)	55	5	0	4

Preamble: To provide exposure from front-of-house operations to strategic decision-making emphasizing leadership development, financial acumen, operational efficiency, and effective marketing strategies, ensuring students to navigate the complexities of hospitality management.

Prerequisite: Basic knowledge of Accommodation industry

Course Outcomes (Cos) : On successful completion of this course the students will be able to: Cultivate a professional management attitude by nurturing the creative development of innovative ideas and solutions in hospitality management

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge level
CO 1	Interpret practical, theoretical and personal skills required for management roles within a variety of international hotel organizations.	K1
CO 2	Facilitate knowledge on Information technology impacts on hospitality industry	K2
CO 3	To understand the yield management and revenue per room	K3
CO 4	Able to understand the hierarchy and functions of each department in a hotel.	K4
CO 5	Synthesize strategic, organizational and marketing processes of a commercial hospitality enterprise within the context of the global nature of the business.	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e- Resources/ e - Content
1	**Introduction to Hospitality -** Introduction to hospitality industry:	9	Videos/ PPT/

	Definition and spread, role as a part of tourism; History of accommodation sector. Different types of accommodation: Hotels, Resorts, Motels, Bread and Breakfast (B&B), Home Stay network, Special types of accommodation- Capsule hotels, Hostels, Car camping/Caravan, Camping, Vacation renting Different departments – Front office, Housekeeping, Food production and service; Star Classification (HRACC) . Time-share and condominium hotels, casino hotels, convention hotels, Heritage hotels –resorts – supplementary accommodation- Demand & Supply for accommodation in India , Hotel Organizations in India. FHRAI, HAI, SIHRA, HAI , SKHF		Digital Content
11	**Hotel Operations -** Major functional departments- Front Office operations - front office departments . Front office and back office –. Organizational Hierarchy of the Front Office Department. Uniformed services, Concierge. Guest Relations. Front office communications – Log book information Directory – Role of Telephone operator and telephone etiquettes. -Handling complaints -Check out and accounts settlement- Methods of account settlement – Qualities required by front office staff. The Guest Cycle Pre arrival- Arrival-Occupancy-Departure. Front office systems-Manual. Types of Room tariff- Rack , Discounted, Special, net rate, Bulk buying rates.	9	Videos/ e-Pathashala
111	**Functions of House Keeping -** Organization Structure – Functions - Works of Executive House Keeper- Rooms and Floor Cleaning Practices and Interior Decorations - Types of Rooms/cottages - House Keeping Control Desk - Housekeeping Supply to Rooms – Uniforms - Housekeeping Practices - Coordination with Other Departments	9	PPT/ NPTEL Videos
1V	**Food and Beverage Services -** Organization Structure, Departments - Buffets, banquets, , Outlets of F&B, Types of Meal Plans - Types of Restaurants – Planning of Menu -, Types of Menu -Room Service, Catering Services-Food Service for the Airlines, Banquette, Corporate, MICE, Retail Food Market, Business/Industrial Food Service, Healthcare Food Service, Cruise ship, Railways. Online food delivery service (Swiggy, Zomato, food panda etc)	9	Videos, PPT, e- Pathashala
V	**Reservation, Revenue and Promotion -** Reservation - Types of Reservations- guaranteed & non- guaranteed -group reservations – Consolidators - Modes of Reservation , Role of Internet in Reservations, Reservation softwares. Yield Management (RevPar, ARR,ADR) - Hubbart's Formula – Forecasting - Room Availability - Daily operation reports -– Asset light strategy of hotels Information Systems used in the Hospitality Sector: Property Management Systems- PMS interfaces-PMS Functionalities. Yield Management System- Back Office System- Guest Rooms Systems-Food and Beverage System- Restaurant Management System-Inventory control and food costing system- Kitchen Display Systems-Latest systems used in Hospitality sector	9	Digi notes, PPT/ videos

	TOTAL	45	

Text Books:

1. Baum, Tom(2011).Hospitality Management.. Sage Publishing
2. Marques,Jorge& Marques, RP. (2024) Digital Transformation of Hotel Industry. Theories, Practices and Global Challenges . Springer

Reference texts :

1. Roy C Wood(2015).Hospitality Management. A Brief Introduction. Sage

publishing

 2. Bardi, J. A. (2010). Hotel Front Office Management. John Wiley & Sons

3.. Andrews, S.(2009). Hotel Front Office Training Manual, Tata McGraw

Hill

 Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

1.e-PG Pathshala :

https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A== (Introduction to

Hospitality Management – P07-M01)

2.e-PG Pathshala :

https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A==

 (Classification of Hotels - P15-M02)

3.e-PG Pathshala :

https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A==

(Introduction to Housekeeping Department - P06-M01)

4. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A==

(Service Characteristics of Tourism and Hospitality Management P14-M07)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO1	✓	✓	✓	✓
CO2	✓	✓	✓	✓
CO3		✓	✓	✓
CO4		✓	✓	✓
CO5		✓	✓	✓

MBT 534.5 AVIATION MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBT 534.5	Aviation Management	Concept (B)	55	5	0	4

Preamble: To elucidate the structure and dynamics of aviation industry and its linkage with tourism and to gain a thorough insight into various operations and management of airlines and airports.

Prerequisite: Basic knowledge of Travel and Transport Sector
Course Outcomes (Cos) :On successful completion of this course the students will be able to describe the operations and management of air transportation and devise strategies for managing and promoting air transport sector futuristically.

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge level
On successful completion of this course the students will be able to:		
CO 1	Comprehend a systematic and extensive knowledge in aviation industry.	K1
CO 2	Interpret the functions and operations in airports	K4
CO 3	Describe the functions, planning and operations in airlines	K5
CO 4	Analyse passenger handling and baggage handling formalities	K3
CO 6	Identify different types of IT applications in Air transport sector	K6
CO 6	Assess the nature and process of cargo transportation	K2

Unit	Course Contents	Hours	e- Resources/ e - Content
	Transportation and Tourism--Road, Rail, Sea, and Air transportation for Tourism-Aviation and air transportation- History-elements – Aviation types- International Regulations-ASAs-Freedoms of Air-Deregulation and effects- Open sky policy- ICAO- Role of AAI and DGCA-IATA and activities-Air Corporation Act, 1953, Airports: Functions-product and consumers- Revenue Sources- Airport Ownership- Structure of an airport-Airside - Terminal - Landside - organization structure and personnel- Airport Operations: Ground handling- Turn around operations-rescue and fire fighting-winter operations-Safety and security in airports.	9	Videos/ PPT/ Digital Content
	Airlines: characteristics-consumers- product- types of airlines-FSC,LCC and Hybrid carriers-LCC business model- airline practices- classes of service-Hub and spoke system, code sharing, interlining, FFP- Inflight services- Airline alliances, fleet planning--schedule planning-networks and planning- fleet assignment-aircraft routing- crew scheduling- crew pairing-Crew types and duties.	9	Videos/ PPT/ Digital Content
	Passenger handling: Departure Procedures- check-in formalities,	9	Videos/ PPT/

	free baggage allowance- types of baggage-excess baggage allowance-baggage pooling-security check- emigration services-gate handling and boarding-Arrival Procedures-baggage claim-missed baggage-customs formalities-Baggage handling procedure- Air navigation services		Digital Content
	Information Systems in Airlines and Airports-Baggage and Cargo handling systems-Systems in aircraft-Systems for flight scheduling and planning, crew scheduling, gate management, and departure Control System-IS in other transportation-Intelligent Transportation system-Route Guidance System-Traveller Information Systems-Automated Vehicle Location Systems-Fleet Management Systems-Automated Traffic Management System-GPS-GDS-CRS and strategies-Display bias, The 'halo effect', Code sharing, commission overrides-Cases of GALILEO, AMADEUS, SABRE, World Span and ABACUS-SITA.	9	Videos/ PPT/ Digital Content
	Air Cargo Operation: Air Cargo- General Cargo and Special Cargo types, types of dangerous goods-Stakeholders in Air cargo sector-Air Cargo carriers and flights-Air cargo handling- Air waybill (AWB) functions, contents, features and preparation- Electronic Export Information Document (EEI) - Bill of Lading-Air cargo loading-ULD and types- special cargo handling procedures-Checked Baggage, Handling, Mail Documents.	9	Videos/ PPT/ Digital Content
	TOTAL	45	

References:
- M R Dileep, (2019). Tourism, Transport and Travel Management. Routledge, Oxon: New York: ISBN 978-1-138-55744-4
- Rodwell, J.F. (2010). Essentials of Aviation Management: A Guide for Aviation Service Businesses. United States: Kendall Hunt Publishing Company.
- Negi, J. (2005). Air Travel Ticketing and Fare Construction. New Delhi: Kanishka.
- Cook, G. N., &Billig, B. G. (2017). Airline Operations and Management. London: Routledge.
- Singh, R. (2008), Handbook of Global Aviation Industry and Hospitality Services. New Delhi: Kanishka Publishers.
- E-Pathshala. (2018). Retrieved from E-Pathshala an MHRD Project Website: http://epgp.inflibnet.ac.in/ahl.php?csrno=1827 Select – P-03. 8. IATA Training Manual.

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO1	✓	✓	✓	✓
CO2	✓	✓	✓	✓
CO3		✓	✓	✓
CO4		✓	✓	✓
CO5		✓	✓	✓

MBT544.1TOURISM INFORMATION TECHNOLOGY

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBT544.1	Tourism Information Technology	Concept (B)	55	5	0	4
Preamble: Designed to provide exposure to students with knowledge and hands-on experience in leveraging productivity &marketing tools to enhance efficiency and effectiveness in tourism-related tasks through Information technology.							
Prerequisite: Basic knowledge of Information Technology							
Course Outcomes (Cos) : On successful completion of this course the students will be able to:							

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge level
CO 1	Demonstrate proficiency in using Microsoft Word, Excel, and PowerPoint to create professional documents, spreadsheets, and presentations relevant to the tourism industry	K1
CO 2	Explore the potential of AI-driven tools for enhancing customer experiences, personalizing recommendations, and optimizing business processes in tourism management contexts	K2
CO 3	Understand the fundamentals of digital marketing and its relevance to the tourism industry	K3
CO 4	Develop proficiency in planning, implementing, and optimizing digital marketing campaigns for tourism businesses	K4
CO 5	Understand the fundamental concepts and techniques of predictive analysis and develop Predictive models in excel to interpret and analyze historical data	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e- Resources/ e - Content
1	Understanding the importance of Information Technology in the tourism industry Introduction to Microsoft Office Suite: Word, Excel, PowerPoint, Outlook, Creating spreadsheets for budgeting and financial analysis, Data visualization: Charts and graphs for tourism data analysis, Microsoft PowerPoint for Tourism Presentations, Overview of AI-powered productivity tools for tourism professionals, Practical applications of AI in tourism: Chatbots, Virtual Assistants	9	Videos/ PPT/ Digital Content
11	Data Modelling for Business Analytics, Data wrangling using Pivot table, Data modeling using Power Pivot, advanced data filters, Data analytics tool pack, Data cleaning using Power Query, Introduction to Power BI	9	Videos/ e-Pathashala

	desktop, Data connection in Power BI, filters - Visual level, Page level, report level,			
111	Overview, importance, and trends in tourism digital marketing, ; Website optimization techniques for search engines (SEO) and usability, Introduction to website analytics tools (e.g., Google Analytics) for tracking website performance	9		PPT/ NPTEL Videos
1V	Social Media Marketing for Tourism, Best practices for creating and managing social media accounts - Facebook, Instagram, Twitter, LinkedIn Strategies for engaging and growing social media communities in the tourism sector,	9		Videos, PPT, e- Pathashala
V	Content Marketing- Creating compelling and relevant content for tourism audiences, Developing and managing tourism blogs as part of a content marketing strategy, Introduction to paid advertising channels -Google Ads, Facebook Ads for tourism businesses, Planning, creating, and optimizing pay-per-click (PPC) campaigns for tourism marketing objectives	9		Diginotes, PPT/ videos
	TOTAL	45		

Text Books:

1.Chakravarthy, RC., & Murthy, PRS (2012) Information Technology and Tourism. Pacific Books International

2.Dileep, M.R. (2011). Information Systems in Tourism. Excel Books. New Delhi

Reference texts :

1.Bones, C., &Hammersley, J. (2015). Leading Digital Strategy: Driving Business Growth through Effective E-commerce. Kogan Page Limited.

2. Morabito, V. (2016). Trends and Challenges in Digital Business Innovation. London:Springer Publications.

3. Chaffey, D. (2014). Digital Business and E-Commerce Management. New Delhi Pearson Education Limited, New Delhi.

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

1.e-PG Pathshala :

https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A==
 (Tourism and Hospitality Marketing - P15-M40)

2.e-PG Pathshala :

https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A==
 (Role of ICT in Tourism Research - P15-M04)

3.e-PG Pathshala : https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=Cdnwi2LUCCLzrJZ76d/o1A==
(Data, Information & Knowledge Management - P15-M02)

4. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=fBYckQKJvP3a/8Vd3L08tQ==
(Introduction to Data Analytics and Big - P16-M01)

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO1	✓	✓	✓	✓
CO2	✓	✓	✓	✓
CO3		✓	✓	✓
CO4		✓	✓	✓
CO5		✓	✓	✓

MBT544.2 EVENT MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBT544.2	EVENT MANAGEMENT	Concept (B)	45	15	0	3

Preamble: To expose the students to organize events and obtain a sense of responsibility for the multi disciplinary nature of events.

Prerequisite: Basics of events

Course outcomes (COs): to familiarize students with conceptual framework of Evennt management, event services, and event marketing.

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

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To understand the process of events	K1
CO2	To impart professionalization on event management	K2
CO3	To enable students to plan, design and execute events.	K4
CO4	To familiarize students with planning and budgeting of events	K5
CO5	To learn to promote events.	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

UNIT	CONTENTS	HOURS	E Resources/e Content
I	Introduction to Event Management: Meaning , Scope, Types of Events (Corporate, Private, or Charity, Indoor Events, OutDoor Events , Celebrity Events) Tools For Event Planning & Management , MICE Events, Event Operations and Services (Setting Up, Parking , Maintenance, Ticketing , Food and Beverage, Logistics)	9	Videos/ PPT/ Digital Content
II	Event Planning&Design - Events as designed experience, concept and theme, event staging and logistics. Event operation-legal environment, insurance, regulation, license and permits, events contact, event logistics. Event Checklist, Hosting , Principles of Holding Event , Reserving Event Hall, Preparing and Designing ,The Schedule of Event	9	Videos/ PPT/ Digital Content

	Permissions, Policies , Government & Local Authorities , Phonographic , Performance License , Five Bridges Of Event Management .		
III	Managing Event Human Resource - challenges finding the right people-induction and acculturation-effective communication, motivation Event marketing: Introduction , Importance , Public relation strategies , Brainstorming sessions , writing for public relation (Reviews). Tools of promotion: Media, Types of Media (Print , Electronic, Social Media Networks). Advertising, Promotional Aids (Invitation, Brochures, Leaflets)	9	Videos/ PPT/ Digital Content
IV	Corporate Event Organization : Preparing A Blueprint , Facilities Planning and Organizing (Assigning Staff , Maintenance of Inventory For The Chemicals and Equipments , Cleaning, Maintenance, Aesthetic Upkeep , Maintaining Back Areas, Public Areas and Surroundings, Floral Designing (- Assigning The Responsibilities , Event Organizer Arrangements , Corporate Event Packages , Corporate Hospitality , Well- Being of the Patrons & Participants , Entailing The Entertainment In Corporate Events and Corporate Event Reporting . Tourism Events - Destination based event tourism strategies, , tourism events	9	Videos/ PPT/ Digital Content
V	Post event functions: Basic guidelines of Budgeting , Essence of margin, Break even Analysis, Cost-Benefit Analysis, Forecasting Techniques, SWOC Analysis. preparation: organizing an event in the campus involving planning, design organizing and evaluation and a report on the same has to be presented	9	Videos/ PPT/ Digital Content
		45	

Textbooks

1. Gaur, Sanjaya Singh; Saggere, sanjay V(2003). Event marketing and management Vikas Publishing House Pvt. Limited
2. Fenich, George G(2008). Meetings, expositions, events, and conventions: An introduction to the industry. Pearson education
3. UNWTO (2012), Spain Mice industry: An Asia pacific perspective
4. World Tourism Organization (2017) Overview of the Meetings industry in Asia

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO 1	✓		✓	
CO 2	✓		✓	
CO 3			✓	✓
CO 4		✓	✓	
CO 5	✓		✓	

MBT544.3 WORLD TOURISM GEOGRAPHY

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBT544.3	WORLD TOURISM GEOGRAPHY	Concept (B)	45	15	0	3

Preamble:
This course is a review of the geographical distribution of tourism, travel patterns, and tourismimpacts on natural environments and local populations. It also enables to understand therelationship between tourism and geography and familiarising global tourist destinations andits various aspects

Prerequisite: Nil
Course Objectives

- To facilitate knowledge about the world's geography and its tourist importance
- To familiarise with time zones, time difference and International Date Line
- To understand the natural and man-made tourist attractions of each continent
- To enable the students to plan various tour itineraries of various countries based on the tourism geography

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M	M	L	M	M	M	M	L	L	M	M	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	M	L	L	L
CO4	S	S	S	M	M	M	L	M	S	S	S	S	M
CO5	S	M	M	M	S	S	M	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Course Outcomes:

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge level
CO 1	Understand and describe spatial patterns of international and domestic tourism.	K1
CO 2	Compare, Contrast and Identify tourist attractions of	K2

	regional, national, and world significance	
CO 3	Acquisition and Application of Specialized Destination Knowledge	K3
CO 4	critically and independently asses existing knowledge within tourism geography	K4
CO 5	To be able to prepare various tourism itineraries for various regions	K5

Outline Syllabus:

Unit	Course Contents	Hours	e- Resources/ e - Content
I	Introduction to Tourism Geography - Definition of Tourism Geography – Relationshipbetween Geography and Tourism – Branches of Tourism Geography – Components ofTourism Geography – Imaginary Lines on Earth – World Time Zone – Maps, Types and MapReading Skills – The Ring of Fire - Polar Regions – Great Travels in Ancient and ModernWorld. Tourism Geography of Africa - Location of Africa in the World – Internal andExternal Boundaries – Historical Highlights - Climate and Time Zones – Nile River ValleyCivilization - Influence of Mediterranean Sea in Africa - Sahara and Kalahari Deserts – Atlas,Drakensberg Mountains & Ethiopian Highlands –Central African Rainforests – Lakes, Rivers and Waterfalls – Great Rift Valley - Wildlife Tourism in Africa – Islands – Popular UNESCO's World Heritage Sites – Popular Cities and Tourist Destinations – important Fairsand Festivals – People and Culture – Major Airports and Connectivity – Special InterestActivities	9	Videos/ PPT/ Digital Content
11	Tourism Geography of South America - Location of South America in the World – International and External Boundaries – Historical Highlights – Climate and Time Zones -Andes Mountain Range, Brazilian and Guiana Highlands – Amazon Rain Forest – Lakes,Rivers and Waterfalls – Deserts – The Panama Canal – Popular UNESCO's World HeritageSites – Islands – Popular Cities and Tourist Destinations & Special Interest Activities – TheGreat Africa Safaris - Important Fairs and Festivals – People and Culture – Major Airports andConnectivity	9	Videos/ e-Pathashala
111	Tourism Geography of North America - Location of North America in the World – Internaland External Boundaries – Historical Highlights – Climate and Time Zones - Rocky andAppalachian Mountains – Great Lakes, Rivers and Waterfalls – Canadian Shields – GrandCanyon – Mexican Countries – Cuba, Caribbean and Hawaiian Islands – Bermuda Triangle –Great American National Parks – Popular UNESCO's World Heritage Sites – Major	9	PPT/ NPTEL Videos

	Cities,Tourist Destinations and Special Interest Activities – People and Culture – Important Fairs andFestivals – Major Airports and Connectivity		
1V	Europe and Middle East - Location of Europe and Middle East in the World – Internal andExternal Boundaries – Historical Highlights – Climate and Time Zones – Ural, Alps andCarpathian Mountains – The Scandinavian Regions – Balkan States – Lakes, Rivers andWaterfalls –Middle East Countries – Euphrates and Tigris River Valley Civilization – Spiceand Silk Route Travel - LEVANT Region - Popular UNESCO's World Heritage Sites –Backwaters in Italy – Major Cities, Tourist Destinations and Special Interest Activities –People and Culture – Important Fairs and Festivals – Major Airports and ConnectivityAustralia and New Zealand - Location of Asia and the Pacific in the World – International and External Boundaries – Historical Highlights – Climate and Time Zone – The Great Victoria and Pinnacles Desert – Great Dividing Range – Southern Alps of New Zealand – TheGreat Barrier Reef – Ayers Rock - Lakes, Rivers and Waterfalls – People and Culture – MajorCities, Tourist Destinations and Special Interest activities – Popular UNESCO's WorldHeritage Sites – People and Culture – Important Fairs and Festivals – Major Airports andConnectivity	9	Videos, PPT, e- Pathashala
V	Asia and the Pacific - Location of Asia and the Pacific in the World – International andExternal Boundaries – Historical Highlights – Climate and Time Zone – Indus Valley andYellow River Valley Civilization - Himalayas, Karakoram, Altai, Japanese Alps andHindukush Mountains – Tibetan Plateau – Indonesian Archipelago – Siberian, Thar and GopiDesert – Major Islands – Lakes, Rivers and Waterfalls – Major Cities, Tourist Destinationsand Special Interest Activities - Popular UNESCO's World Heritage Sites – People andCulture – Important Fairs and Festivals – Major Airports and Connectivity	9	Digi notes, PPT/ videos
	TOTAL	45	

Text Books:

- Hudman, L.E & Jackson, R.H (2003) – Geography of Travel and Tourism. London: Thomson
- Banies John, Barbara Furtado (2007), Encyclopaedia of World Geography, Grange Books
- Boniface, B., Cooper, R & Cooper, C (2016) – World Wide Destinations – The Geography of Travel and Tourism – New York: Routledge

Reference Books:

- Destination Guide Books by Lonely Planet / Rough Guide / Eyewitness Travel Guide
- Hall, M., & Page, S.J (2006) – The Geography of Tourism and Recreation – Environment, Place and Space. London: Routledge
- Stephen Williams, Tourism Geography: A New Synthesis, 2nd edition, Routledge, 2009
- Coe Neil M., Yeung Henry Wai-Chung, Kelly Philip F., Economic geography : a contemporary introduction,2. ed. : Hoboken, NJ : Wiley : 2013 : ISBN: 9780470943380
- National Geographic Magazine
- The National Geographic Traveller
- The World's Heritage – A Complete Guide to the most Extraordinary Places,UNESCO
- Travel Documentaries on YouTube Channel

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	Seminar	End Semester Examinations
CO 1	✓		✓	
CO 2	✓		✓	
CO 3			✓	✓
CO 4		✓	✓	
CO 5	✓		✓	

MBA538.1 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA538.1	**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**	**Core**	**40**	**5**	**0**	**3**

Preamble : To introduce the concepts ,tools and techniques in the management of supply chains in the present context.

Prerequisite : Basic idea on the various decision areas in the operations function and their inter relationships.

Course Out Comes (COs) : On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Gain an overview of supply chain system and the drivers of supply chain performance	**K1,K2**
CO2	Recognise the relevance facility decision in supply chain management.	**K3**
CO3	Equip to take decisions on inventory management under various operating conditions.	**K4,K5**
CO4	Enable the design and use of appropriate transportation mode and network	**K6**
CO5	Gain insight on value creation through the use of information on critical drivers of supply chain performance.	**K5,K6**
CO6	Practice coordination and collaboration across the supply chain	**K5**

Mapping the Programme Outcomes													
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	L		L	M			M	M	S	L	M		L
CO2	M	L		S	L	M	M	S		M	L	M	S
CO3		L	M	S	M	M	S		S		M	M	
CO4	L		M	M	S	S	M	M	S	S	M	S	M
CO5	L		M	S	S	S	M		M	S		S	S
CO6			M	S	M	S	M	L	S	M	M	M	M
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Introduction - Role of Logistics and Supply chain Management: Scope and Importance- Evolution of Supply Chain -Decision Phases in Supply Chain – Competitive and Supply chain Strategies – Drivers of Supply Chain Performance and Obstacles. .	9	PPT/ e-PG Pathshala
II	Role of Distribution in Supply Chain – Factors influencing Distribution network design – Design options for Distribution Network Distribution Network in Practice-Role of network Design in Supply Chain – Framework for network Decisions	**9**	Online tours/ e-PG Pathshala
III	Role of transportation in supply chain – factors affecting transportations decision – Design option for transportation network – Tailored transportation – Routing and scheduling in transportation-ware housing and strategies-inventory management in supply chain-cyclic view of supply chain.	**9**	PPT/ e-PG Pathshala

IV	SCIS : DRP, EPR, CALS, Reverse logistics, challenges in SCM, Bullwhip effect, Integrated logistics	8	Online tours/ e-PG Pathshala
V	Future directions of Logistics and Supply chain, Case studies : AMUL, DABBAWALAS , ITC E- Choupal	10	PPT/ e-PG Pathshala
	Total	**45**	

Reference Books:

1. Sunil Chopra, Peter Meindl, Dharam Vir Karla (2016) ,Supply Chain Management, Strategy, Planning and Operation, Pearson
2. D K Agarwal (2003), Supply Chain Management, Strategy, Cases and Best Practices,Macmillan
3. Michael H Hugos(2006), Essentials of Supply Chain Management(2006) ,
4. Wiley Nakano Mikihisa (2020), Supply Chain Management, Springer

Focus of Course : Employability/ Skill development

e-Resource

1. http://www.supplychainbrief.com
2. http://ggu.libguides.com/supplychain
3. NPTEL/https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&maincat=23
4. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-22, M-27 & M-29)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA538.2 WARE HOUSING AND INVENTORY MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA538.3	Warehousing and inventory management	Concept (B)	40	5	0	3

Preamble: The objective of the course is to help students understand the principles and practices of ware housing, the methods , inventory management that are needed for logistics operations

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.	K1
CO2	Expose into various aspects of Warehousing and inventory management	K2
CO3	Analyse the problems and propose solutions in Inventory and Warehouse Management via research methodology	K3
CO4	Apply knowledge of Inventory and Warehouse Management in industry and service improvement.	K5
CO5	create a practical knowledge about inventory control and maintenance	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Concepts – Decision making – Operations – Need for warehousing – Issues affecting warehousing – Various warehousing facilities – Different types of ware houses- Bonded warehousing and its procedures – Characteristics of ideal ware houses - Role of inventory – Functions of	9	Videos / e-PG Pathshala

	inventory - Types of inventory - Cost of inventories - Need to hold inventory – Work in process inventory – Finished good inventory		
II	Economic Order Quantity – Safety Stocks – Inventory Management Systems – Forecasting Techniques – Ratio Analysis on Inventory – Profit Margin - ABC Inventory Control – Managing inventories by ABC – Multi – echelon inventory systems - Managing inventory in multi echelon networks – Managing inventory in single echelon networks. Various approaches – Distribution approaches – The true multi echelon approach..	9	Videos / e-PG Pathshala
III	MRP I -Material Requirement Planning and Execution – LIFO, FIFO - MRP II – Manufacturing Resource Planning and Execution - Just in Time(JIT) – Make or Buy Decisions – Concept of Outsourcing – Factors Influencing Make or But Decisions – Trends in Make or Buy Decisions in context of core competency - Goods – Types of Goods – Stocks – Types of Stocks – Spare parts inventories	9	Videos / e-PG Pathshala
IV	Introduction Vehicle travel path(time) – Handling time – vehicle utilization – no of loads completed – congestion – Effective performance systems – Fundamentals of various types of material handling systems – automated storage and retrieval systems Bar coding technology and applications	9	Videos / e-PG Pathshala
V	RFID technology. Use of Computers in Inventory Management – Evaluation of Performance of Materials Function – Criteria and methodology of evaluation. Warehousing risk analysis.	9	Videos / e-PG Pathshala
	Total	**45**	

Reference Books:
1. P.M. Price & M.J. Harrison (2015). Warehouse Management & Inventory Control. Access.
2. Gwynne Richards (2021). Warehouse Management. Kogan Page.
3. Martin Christapher(2011), Logistics and Supply Chain Management. Pearson
4. Raghuram G (2000). Logistics and Supply Chain Management. Mac Millan
5. Bose & D Chandra(2012). Inventory Management. Kindle
6. Sridhara Bhat (2011), Inventory Management. Kindle

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

 epatashala

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

CO 5		✓		✓	✓

MBA538.3 PORT OPERATIONS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA538.3	Port operations	Concept (B)	40	5	0	3

Preamble: The objective of the course is to provide the necessary tools to take up a future leadership role or management position at a port authority, port terminal or shipping related organisation and teaches how to make informed management decisions regarding functional issues

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the Port and Airport Management for Logistics	K1
CO2	Expose into operational discipline among organisations in the domains of port & shipping industry	K2
CO3	Develop an understanding of the process and framework of Freight Forwarding & Port Operations and their concepts	K3
CO4	Develop skills for planning the operational facilities of Port Operations with analytical and critical understanding.	K3
CO5	Create and Identify the interface of ports with logistics and the position of ports in the supply chain	K5

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Definition - Types and Layout of the Ports – Organisational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity Administrative functions - Operational functions. Main	9	Videos / e-PG Pathshala

	services: Services and facilitiesfor ships - Administrative formalities - Cargo transfer - Services and facilities forcargo - Additional —added value‖ service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA		
II	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	9	Videos / e-PG Pathshala
III	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	9	Videos / e-PG Pathshala
IV	Phases of port development - Growth in word 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.	9	Videos / e-PG Pathshala
V	Nature of port competition - national and international. Understand the need for market information including trade growth - vessel development - commercial needs and financial viability. Thoroughly understand the relevance of geographic location to both vessel transit time and port rotation - Role of ship-owners/ship operators -	9	Videos / e-PG Pathshala
	Total	45	

Reference Books:
1. Maria Burns (2008), Port management and operations, CRC Press
2. Khalid Bichou (2014), Port Operations, Planning and Logistics, CRC Press
3. Lloyd (2020),Port Management and Operations (Lloyd's Practical Shipping Guides), Routledge

Focus of Course: Employability/Skill Development
e-Resource/e-Content URL:
 epatashala
Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓

		✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA538.4 AIR CARGO MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA538.4	Air Cargo Management	Concept (B)	40	5	0	3

Preamble: The objective of the course is to provide in depth exploration of the fundamentals of cargo airline management strategy, skills and development tools. It deals with the management of carriage or shipment of goods by air

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand about the airports and aircrafts	**K1**
CO2	Expose into the basic cargo terminologies and phonetic alphabets	**K2**
CO3	Develop an understanding of the various participants in air cargo transportation.	**K3**
CO4	Develop skills for the role of a custodian in air cargo	**K3**
CO5	Create and Identify the role of freight forwarders and customs brokers	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Regulatory bodies – navigation systems – air transport system – functions – customers – standardization - management – airside – terminal area – landside operations –	9	Videos / e-PG Pathshala

	civil aviation – safety and security – aircraft operator's security program – security v/s facilitation – ICAO security manual – training and awareness – rescue and fire fighting – issues and challenges – industry regulations		
II	Ground Handling Agencies - Air Craft - Advantage of Air shipment - Economics of Air Shipment - Sensitive Cargo by Air shipment - Do's and Don'ts in Air Cargo Business- Air Cargo Console - Freighting of Air Cargo - Volume based Calculation of Freight - Weight based Calculation of Freight - Import and Export Documentation	9	Videos / e-PG Pathshala
III	Airway Bills - FIATA - IATA - History of IATA - Mission of IATA - Price setting by IATA - Licensing of Agencies - Sub Leasing of Agencies - freight carriers by scheduled freight tone flown	9	Videos / e-PG Pathshala
IV	Classification and labelling - Types of Labels according Cargo - Samples of Labels - Air freight exports and imports – special cargoes – consolidation ––handling COD shipments – POD – conditions of contract - Packing and Transportation of dangerous (DGR) or hazardous goods.	9	Videos / e-PG Pathshala
V	Air freight Exports and Imports - Sales & Marketing – Understanding Marketing, Environment, Marketing Research, Strategies and Planning, Audits, Segmentation, SWOT, Marketing Management Control, Consignee controlled cargo –Sales leads – Routing Instructions	9	Videos / e-PG Pathshala
	Total	45	

Reference Books:
1. Yoon Seok Chang (2015),Air Cargo Management, CRC Press
2. Peter S. Smith(2004), Air freight: operations, marketing and economics, Chu Boston: Kluwer Academic Publishers
3. Michael Sales (2016), Air Cargo Management: Air Freight and the Global Supply Chain

Focus of Course: Employability/Skill Development

e-Resource/e-Content URL:

 epatashala

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA548.1GLOBAL SUPPLY CHAIN MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA548.1	**GLOBAL SUPPLY CHAIN MANAGEMENT**	Concept (B)	**40**	**5**	**0**	**3**
Preamble: The objective of the course is to provide in depth exploration of how the entire supply chain will function as an integrated whole, with the aim of generating an optimum level of customer service while being as cost efficient						

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the strategic role of logistics	**K1**
CO2	Understand the importance modes of logistics operations.	**K2**
CO3	Apply supply chain techniques from an international perspective.	**K3**
CO4	Develop and utilise critical management skills such as negotiations, working effectively within a diverse business environment and use of information technology	**K5**
CO5	Create and Identify the current supply chain management trends	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/

			e-Content
I	Global Sourcing and Supply Defined – Research Approaches – current state of Global Sourcing and Supply – Global reach supplier and procurement centre locations – Firm Performance requirements –Reasons to Source globally – Results Achieved from global sourcing – Implementation of requirements important to Global Sourcing Effectiveness. Cross Country Sourcing	9	Videos / e-PG Pathshala
II	Five-level Model – Global Sourcing and Supply Process Models – Critical Success factors Impacting Global Sourcing and Supply Excellence – Global Sourcing Performance outcomes Global Sourcing and Supply Critical Success Factors	9	Videos / e-PG Pathshala
III	Scenario Comparisons to Identify Global Sourcing Drivers – Key Performance Findings – Organization – Decision Making and Governance – Organizing for Integrated Global Sourcing – Global Strategy Development – Using Terms to Support Global Sourcing	9	Videos / e-PG Pathshala
IV	Integration Across the Organization – Formal Improvement Process and information Sharing With Suppliers – Integration Through Communication Technology and information System – Human Resource Requirements for Integrated Global Sourcing –international Purchasing Offices and Sourcing In Emerging Markets – International Purchasing Offices.	9	Videos / e-PG Pathshala
V	Global Sourcing and Supply Trends and Strategic directions - Competitive Challenges – Survey Respond Suggestion for improvement – Emerging Global Sourcing and Supply Strategy Trends – Challenges faced by Global SCM in the present scenario – Green SCM	9	Videos / e-PG Pathshala
	Total	**45**	

Reference Books:
1. Bowersox, Closs, Cooper (2018), Supply Chain Logistics Management, McGraw Hill
2. John Mangan (2016), Global logistics and Supply chain management, Wiley
3. John Morgan, Lalwani (2021), *Global logistics and Supply chain management, Wiley*

Focus of Course: Employability/Skill Development
e-Resource/e-Content URL:
 epatashala
Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

CO 5	✓		✓	✓

MBA548.2 INTERNATIONAL LOGISTICS MANAGEMENT

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA538.2	**INTERNATIONAL LOGISTICS MANAGEMENT**	Concept (B)	**40**	**5**	**0**	**3**

Preamble: The objective of the course is understand the transport and logistics sector as an integral part in terms of facilitating international trade as it allows firms to effectively complete imports and exports of goods and services and associated transactions

Course outcomes (COs): On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the logistical organizations in terms of functional aggregation and the shift in emphasis from function to process	**K1**
CO2	Understand about the multimodal and intermodal transportation	**K2**
CO3	Apply the various modes of international transportation and selection of the modes	**K3**
CO4	Analyze the various participants in international transportation.	**K5**
CO5	Create and Analyze the various basic issues in international transportation	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L
CO4	S	S	M	M	M	M	L	M	S	S	S	S	S
CO5	S	M	M	M	S	S	L	L	S	S	S	S	S

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity Composition and Destination - Overview of International Logistics- Components, Importance, Objectives; Logistic Subsystem; - Integrated Logistics; - Barrier to Internal Integration – Logistics Documents for International Trade	9	Videos / e-PG Pathshala
II	Role of transportation in integrated logistics process, Basic principles of international transportation, Parties involved in international transportation, Significance of Transportation, Modes of International Transportation- Criteria for Selection of different modes of transportation, Multi Modal Transportation. Freight costing and pricing- Classification of Costs associated with Transportation process, Cost Strategies, Factors affecting, Transportation rate	9	Videos / e-PG Pathshala
III	International Marketing: International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for each mode, Transport Cost Characteristics	9	Videos / e-PG Pathshala
IV	Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, Container Freight Station, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration	9	Videos / e-PG Pathshala
V	Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking -	9	Videos / e-PG Pathshala
Total		**45**	

Reference Books:
1. Douglas Long (2003): International Logistics Global Supply chain management, Kluwer academic publishers
2. Sak Onkvisit& John J. Shaw (1997), International Marketing, Prentice Hall of India
3. Bowersox, Closs, Cooper (2018), Supply Chain Logistics Management, McGraw Hill
4. John Morgan, Lalwani (2021), *Global logistics and Supply chain management, Wiley*

Focus of Course: Employability/Skill Development
e-Resource/e-Content URL:
epatashala
Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓

CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA539.1SYSTEM ANALYSIS AND DESIGN

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA539.1	**SYSTEM ANALYSIS AND DESIGN**	**CONCEPT (B)**	**40**	**5**	**0**	**3**

Preamble: To enable the students gain knowledge on Systems and System design for the IT managed business houses

Prerequisite: Basics of system Introduction to SAD, feasibility analysis, requirements to modeling, system design and designing internet systems.

Course Out Comes (COs) : On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Obtain knowledge on System Concepts & Information System Environment	**K1**
CO2	Feasibility Analysis and Business Process Re-engineering	**K2**
CO3	Understand Role of System Analyst	**K3**
CO4	Understand Different kinds of databases	**K4**
CO5	Get a complete understanding on system designs	**K5**
CO6	Understand System Internet designing and its Implementation	**K6**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
C06	S	L	S	M	S	M	S	L	S	M	S	M	S

S- Strong; L- Low; M-Medium

	Syllabus		
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Types of Software's and Information System – Introduction to SAD – SDLC – System Development Methodologies – Waterfall and Iterative Waterfall Development, Parallel Development, RAD, Phased Development, Prototyping and Throwaway Prototyping, Extreme Programming – Selecting Development Methodology – Project Team – Types of Analyst and their Roles	**7**	PPT/VIDEOS
II	Feasibility Analysis – Requirement Determination – Techniques Used In Requirement Analysis – Business Process Automation, Business Process Improvement, Business Process Reengineering – Requirement Gathering Techniques – Interviews, JAD, Observations, Questionnaires, CASE – Use Case Analysis	**9**	PPT/VIDEOS
III	Requirements to Modelling – Context Diagram, Data Flow Diagrams, Elements and Levels of DFD, E-R Diagrams – Relationships – Structured	**9**	PPT/VIDEOS

	English – Data Dictionary .		
IV	System Implementation, Testing -Security System Design – System Acquisition Strategies – Influencing Factors – Architectural Design – Factors Influencing Architectural Design – Interface Design – principles of Under Interface – Design Process – Navigation Design – Input and Output Design – Forms and Reports – Design Prototyping	9	PPT/VIDEOS
V	Program Design – Structured Chart and Element – Storage Design – Files and Storage Formats – Physical Storage Design. Designing Internet Systems – Fundamentals – Site Consistency and Management – Online Transaction Process and Online Analytical Process – System Implementation – Coding – Testing and Installation – Testing Process – Documentation and Types – Installation Methods – Migration Planning – Factors Considered for Migration Plan, Post-Implementation Activities.	11	PPT/VIDEOS
		45	

Text Book

Goyal A (2011), System analysis and design, , Prentice Hall

Reference Books

1. Henry F.Korth (2002), Abraham Silberchatz & Sudharsan, Data base System Concepts, Pearson, 2002
2. Jerry L.Whitten, Lonnie D.Bently& Victor M.Bar (2000), System Analysis and Design, PHI 2000
3. Kendall(2002), System Analysis and Design, Pearson, 2002.
4. Robert J Thierauf.(2001), System Analysis and Design - A case study approach
5. Alan Dennis (2016), System Analysis and Design, Alan Dennis, Wiley India Edition
6. Jeffery L Whitten, Lonnie D. Bentley (1996) System Analysis and Design Methods, Pearson Education,1996
7. Elias M.Awad (2010), System Analysis and Design. PHI Publication, 2010

Focus of Course : Employability/ Entrepreneurship

e-Resource

1. http://vidyamitra.inflibnet.ac.in
2. https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_overview.htm
3. https://www.athabascau.ca/syllabi/comp/comp361.php

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓

CO 5	✓		✓	✓

MBA539.2 INTRODUCTION TO DATA BASE MANAGEMENT SYSTEMS

Course Code	Course Name	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credit
MBA539.2	Introduction To Data Base Management Systems	Concept (B)	40		5	3

Preamble: The course aims to enrich the students with basic concepts and ideas related to various principles and practices on database management.

Prerequisite: Basics of Data Information and Knowledge

Course outcomes (COs)

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Introduction to Database Systems	K1
CO2	Relational Model Structure of Relational Databases	K2
CO3	Security Domain Constraints:	K4
CO4	Storage and File Structures	K5
CO5	Transactions & Serializability	K6

Mapping the Programme Outcomes												
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
C06	S	L	S	M	S	M	S	L	S	M	S	M	S
S- Strong; L- Low; M-Medium												

S- Strong; L- Low; M-Medium

Units	Course Contents	Hours	e-Resources/ e- Content
I	Introduction – Data Models – Database System Architecture – History of Database Systems. Entity-Relationship Model: Basic Concepts – Constraints – Design Issues – Entity Relationship Diagram – Weak Entity Sets – Extended E-R Features – Design of an E-R Database Schema	9	PPT/VIDEOS
II	Relational Algebra – Extended - Relational Algebra Operations – Modification of Database – Views – Tuple Relational - Calculus – Domain Relational Calculus. SQL: Background –	9	PPT/VIDEOS

	Basic Structure – Set - Operations – Aggregate Functions – Null Values – Nested Sub queries – Views –Modification of the database – Joined Relations – Data - Definition Language. Other Relational Languages:		
III	Referential Integrity – Assertions – Triggers – Security and Authorization – Authorization in SQL. Relational-Database Design: Normalization - first normal form , second normal form, third normal form, Boyce-Codd normal form, fourth normal form	9	PPT/VIDE OS
IV	Overview of Physical Storage Media – Magnetic Disks – RAID – Tertiary Storage – Storage Access – File Organization. Indexing and Hashing: Basic Concepts – Ordered Indices – B+- Tree Index Files – B-Tree Index Files – Static Hashing – Dynamic Hashing	9	PPT/VIDE OS
V	Transaction concept – Transaction State – Implementation of Atomicity and Durability – Concurrent Executions – Serializability – Testing for Serializability. Concurrency Control: Lock-Based Protocols – Timestamp - Based Protocols. Recovery System: Failure	9	PPT/VIDE OS
	Total	45	PPT/VIDE OS

Text Book
Raghu Ramakrishnan and Johannes Gehrke (2002): Database Management Systems, III Ed., McGraw Hill Publications

Reference Books
Bipin C Desai (2001), An Introduction to Database Systems, Galgotia Publications Pvt Limited
S. K. Singh (2006), "Database Systems Concepts, Design and Applications", First Edition, Pearson Education
Focus of Course : Employability/ Entrepreneurship

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA539.3 SOFTWARE PROJECT MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA539.3	**SOFTWARE PROJECT MANAGEMENT**	**CONCEPT (B)**	**40**	**0**	**5**	**3**

Preamble: To enable the students the basics of software business and thus facilitate their understanding of software project management

Prerequisite: Basics of Software project management

Course Out Comes (COs) : On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Devise the various types of software projects and their technicalities	K1
CO2	Identify the different planning models for software projects.	K2
CO3	Understand the software project scheduling	K3
CO4	Understand software configuration and its components	K4
CO5	Get a complete understanding on software testing and its methods	K5
CO6	Assessing software implementation progress and case studies	K6

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
C06	S	L	S	M	S	M	S	L	S	M	S	M	S

S- Strong; L- Low; M-Medium

	Syllabus		
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Introduction to Software Project Management – Software as an Evolving product, its characteristics and components – Software engineering process – various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc	**9**	PPT/VIDEOS
II	Planning a software project – Objectives, resources, estimation – methods of	**9**	PPT/VIDEOS

	estimation. Make or – buy decisions		
III	Software project scheduling – defining tasks, scheduling using PERT/CPM, Project planning and Analysis.	**9**	PPT/VIDEOS
IV	Software Configuration – Components of configuration, versions control and configuration audit – Software Design Process – Concepts, modular, design, and design documentation.	**9**	PPT/VIDEOS
V	Software Testing – Objectives, Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems; strategies for testing, Module testing Integration Testing, System testing and debugging- Software implementation process and problems/issues – Emerging trends in Software Project Management – Case studies	**9**	PPT/VIDEOS
		45	

Text Books

1. Hughes (2017), Introduction to Software Project Management (SIE) Mc Graw Hill

2. Kelkar (2012) Software Project Management- A concise study, Prentice Hall

Reference Books

3. Richard (2011), Software Engineering Concepts, Tata McGraw Hill

4. Carlo Ghezzi et. al (2010), Fundamentals of Software Engineering,. PHI

5. S Ramanathan (2016), Software project management: A guide for service providers, Patridge

Focus of Course : Employability/ Entrepreneurship

e-Resource

1. mooc.cs.helsinki.fi,

2. forum.jntuworld.com,

3. www.thedirectdata.com/materials/ce/se.php

4. mooc.cs.helsinki.fi,

5. forum.jntuworld.com, ,

6. ocw.mit.edu,

7. https://cstudies.ubc.ca

8. www.mu.ac.in

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓

CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓
CO 6		✓	✓	✓

MBA539.4 KNOWLEDGE MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA539.4	**KNOWLEDGE MANAGEMENT**	**CONCEPT (B)**	**40**	**5**	**0**	**3**

Preamble: To enable the students to familiarize the participants with role, and application of knowledge management in this information era.

Prerequisite: Basics of knowledge management, knowledge management activities, knowledge management tools, artificial intelligence and data mining

Course Out Comes (COs) : On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand knowledge management in detail	**K1**
CO2	Identify the different drivers and objectives of knowledge management	**K2**
CO3	Understand the knowledge management activities and models	**K3**
CO4	Understand knowledge management strategy development and its components	**K4**
CO5	Get a complete understanding on knowledge management and artificial intelligence	**K5**
CO6	Assessing Data mining and case studies	**K6**

Mapping the Programme Outcomes												
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S
S- Strong; L- Low; M-Medium												

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Definition – knowledge Management – intellectual capital –	9	

	knowledge types – components of knowledge – tacit and explicit knowledge		PPT/VIDEOS
II	Organizational learning & organizational memory – objectives of knowledge management – drivers of knowledge management – aligning knowledge management and business strategy.	9	PPT/VIDEOS
III	Knowledge Management activities – cyclic model of Knowledge Management – Knowledge repository – reasons for adopting knowledge management – responsibilities of Knowledge Management – Officer – Steps in Knowledge Management implementation – knowledge Management team constitution – role of consultants	9	PPT/VIDEOS
IV	Knowledge Management Strategy development Knowledge management tools – methods and technologies – cost consideration of developing KMS – key success factors – measurement of success factors – bench marking and balanced scorecard technique – common causes of familiar of Km projects	9	PPT/VIDEOS
V	Knowledge Management and its relationship with Artificial Intelligence – Al methods used in Knowledge Management Systems – Study of reprehensive products with embedded Al technology used in KM- experts systems, fuzzy logic expert system, intelligent agents.- Data mining – warehousing – knowledge discovery – electronic document management concepts – knowledge Management system development – prototype –software tools – Case studies.	9	PPT/VIDEOS
	Total	**45**	

Reference Books:

1. Amrit Tiwana (2010), Knowledge Management tool kit, , Prentice Hall
2. Edna Pasher (2010), Complete guide to Knowledge management, Wiley.
3. Practical techniques for building a knowledge management system (2000), Addition Wesley, Pearson Education Asia Ltd., India
4. Klaus North, Gita Kumta (2018), Knowledge Management: Value Creation Through Organizational Learning (Springer Texts in Business and Economics)

Focus of Course

e-Resource

1. www.londoninternational.ac.uk,
2. mooc.cs.helsinki.fi,
3. www.thedirectdata.com/materials/ce/se.php
4. https://cstudies.ubc.ca
5. www.mu.ac.in,
6. ocw.mit.edu,

e-Content URL: Vidya-mitra / e-Pathshala

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations

CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓
CO 6		✓	✓	✓

MBA549.1 BUSINESS INTELLIGENCE AND DATA WAREHOUSING

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA549.1	**BUSINESS INTELLIGENCE AND DATA WAREHOUSING**	**CONCEPT (B)**	**40**	**5**	**0**	**3**

Preamble : To enable the students to familiarize with the trends in business intelligence and the relevance of data warehousing for effective information decision making.

Prerequisite : Basically deals with emerging trends in BI, IB applications, classes of ODS, data modeling and data warehouse architecture

Course Out Comes (COs) : On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Emerging trends in business intelligence	**K1**
CO2	Identify the different applications of business intelligence	**K2**
CO3	Understand the classes of ODS and model distinctions	**K3**
CO4	Understand different data modelling techniques and its challenges	**K4**
CO5	Get a complete understanding on data warehouses and approaches	**K5**
CO6	Assessing Data ware house architecture and its qualities	**K6**

Mapping the Programme Outcomes												
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S
S- Strong; L- Low; M-Medium												

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/**

			e-ContentUnit
I	Emerging trends in BI: MDM/DQ-CPM- Decision Yield – Embedded Analytics – Open Source BI – BI & SOA – DW Appliances – unstructured data Management.	9	PPT/VIDEOS
II	IB Applications: Telecom – BFSI- Retail – Data mining : Concept – Data mining v/s OLAP – Data mining v/s Statistical Analysis – Tasks solved by Data mining Methods	9	PPT/VIDEOS
III	Classes of ODS – Architectural components – Best Practices – Architectural **Considerations** – Data Model Distinctions	9	PPT/VIDEOS
IV	Data Modelling: Data Analysis Techniques, Conceptual Modelling, Logical Modelling Physical Modelling, Overview of Modelling Techniques, Dimensional Modelling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema – ETL Overview and Market study – ODS Overview and Architectural Challenges	9	PPT/VIDEOS
V	Global, Independent & Interconnected – Architectures – Enterprises Data Warehouse – Data Marts – Implementation Approaches Data warehouse Architecture: Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP.	9	PPT/VIDEOS
	Total	**45**	

Reference Books:	
1.	Alan Simon (2014),Enterprise Business Intelligence and Data Warehousing 1st Edition Program Management Essentials
2.	Inmon (2002), Building the Data Warehouse, 3rd Ed., , John Wiley
3.	Jacobs(1999), Data Mining: What General Managers Need to Know, Harvard management Update, October 1999.
4.	Baserman and Chugh (2006), Decisions without Blinders, , Harvard Business Review
5.	Ariyachandra and Watson (2006), Which Data Warehouse architecture is Most Successful," Business Intellignece Journal, Qtr 1, 2006, Vol. 11, No. 1.
	Loveman (2003), Diamonds in the Data Mine, Harvard Business Review, May 2003.
6.	Winter (2005),Business Intelligence Through Text Mining, Forelich, Ananyan, and Olson, Business Intelligence Journal,

Focus of Course

e-Resource	
1.	www.ugc.edu.hk
2.	mooc.cs.helsinki.fi,
3.	ecm.elearningcurve.com,
4.	ecm.elearningcurve.com
5.	www.athena-solutions.com
6.	www.ugc.edu.hk

e-Content URL: Vidya-mitra / e-Pathshala

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓
CO 6		✓	✓	✓

MBA549.2 BIG DATA ANALYTICS

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA549.2	**BIG DATA ANALYTICS**	**CONCEPT (B)**	**40**	**5**	**0**	**3**

Preamble : To enable the students to familiarize with the trends in business intelligence and the relevance of data warehousing for effective information decision making.

Prerequisite : Basically deals with emerging trends in BI, IB applications, classes of ODS, data modeling and data warehouse architecture

Course Out Comes (COs) : On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Appreciate the computational software's and techniques for handling big data in business applications	**K1**
CO2	Learn the concepts, data model and architecture of streams	**K2**
CO3	Understand core technical concepts related to Business Intelligence, Big Data Analytics along with Hadoop Architecture	**K3**
CO4	Understand the various application in Big Data	**K4**
CO5	Understand the visualization techniques	**K5**
CO6	Designing big data models	**K6**

Mapping the Programme Outcomes												
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S
S- Strong; L- Low; M-Medium												

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to Big Data Platform - Challenges of Conventional Systems - Intelligent data analysis - Nature of Data - Analytic Processes and Tools - Analysis vs Reporting.	9	PPT/VIDEOS
II	Introduction To Streams Concepts - Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream - Filtering Streams - Counting Distinct Elements in a Stream - Estimating Moments - Counting Oneness in a Window - Decaying Window - Real time Analytics Platform(RTAP) Applications - Case Studies - Real Time Sentiment Analysis- Stock Market Predictions.	9	PPT/VIDEOS
III	History of Hadoop- the Hadoop Distributed File System - Components of Hadoop Analysing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort - Task execution - Map Reduce Types and Formats- Map Reduce Features Hadoop environment	9	PPT/VIDEOS
IV	Applications on Big Data Using Pig and Hive - Data processing operators in Pig - Hive services - HiveQL - Querying Data in Hive - fundamentals of HBase and ZooKeeper - IBM Info Sphere BigInsights and Streams	9	PPT/VIDEOS
V	Predictive Analytics- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications	9	PPT/VIDEOS
	Total	45	

Reference Books:

Paul Zikopoulos, Chris Eaton (2012), "Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data", McGraw Hill

Paul Zikopoulos, Dirk de Roos, Krishnan Parasuraman, Thomas Deutsch, James Giles, David Corrigan, (2012), "Harness the Power of Big data - The big data platform", McGraw Hill, McGraw-Hill Osborne Media,

Anand Rajaraman and Jeffrey David Ullman,(2014), "Mining of Massive Datasets", Cambridge University Press

Tom White (2012),"Hadoop: The Definitive Guide" Third Edition, O'reilly Media

Focus of Course
e-Resource
1.   www.ugc.edu.hk
2.   mooc.cs.helsinki.fi,
3.   ecm.elearningcurve.com,
e-Content URL: Vidya-mitra / e-Pathshala

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓
CO 6		✓	✓	✓

MBA530.1LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA530.1	**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**	**Core**	**40**	**5**	**0**	**3**

Preamble : To introduce the concepts ,tools and techniques in the management of supply chains in the present context.

Prerequisite : Basic idea on the various decision areas in the operations function and their inter relationships.

Course Out Comes (COs) : On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Gain an overview of supply chain system and the drivers of supply chain performance	**K1,K2**
CO2	Recognise the relevance facility decision in supply chain management.	**K3**
CO3	Equip to take decisions on inventory management under various operating conditions.	**K4,K5**
CO4	Enable the design and use of appropriate transportation mode and network	**K6**
CO5	Gain insight on value creation through the use of information on critical drivers of supply chain performance.	**K5,K6**
CO6	Practice coordination and collaboration across the supply chain	**K5**

Mapping the Programme Outcomes													
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	L		L	M			M	M	S	L	M		L
CO2	M	L		S	L	M	M	S		M	L	M	S
CO3		L	M	S	M	M	S		S		M	M	
CO4	L		M	M	S	S	M	M	S	S	M	S	M
CO5	L		M	S	S	S	M		M	S		S	S
CO6			M	S	M	S	M	L	S	M	M	M	M
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Introduction - Role of Logistics and Supply chain Management: Scope and Importance- Evolution of Supply Chain -Decision Phases in Supply Chain – Competitive and Supply chain Strategies – Drivers of Supply Chain Performance and Obstacles. .	9	PPT/ e-PG Pathshala
II	Role of Distribution in Supply Chain – Factors influencing Distribution network design – Design options for Distribution Network Distribution Network in Practice-Role of network Design in Supply Chain – Framework for network Decisions	**9**	Online tours/ e-PG Pathshala

III	Role of transportation in supply chain – factors affecting transportations decision – Design option for transportation network – Tailored transportation – Routing and scheduling in transportation-ware housing and strategies-inventory management in supply chain-cyclic view of supply chain.	9	PPT/ e-PG Pathshala
IV	SCIS : DRP, EPR, CALS, Reverse logistics, challenges in SCM, Bullwhip effect, Integrated logistics	8	Online tours/ e-PG Pathshala
V	Future directions of Logistics and Supply chain, Case studies : AMUL, DABBAWALAS , ITC E- Choupal	10	PPT/ e-PG Pathshala
	Total	**45**	

Reference Books:

1. Sunil Chopra, Peter Meindl, Dharam Vir Karla (2016) ,Supply Chain Management, Strategy, Planning and Operation, Pearson

2. D K Agarwal (2003), Supply Chain Management, Strategy, Cases and Best Practices,Macmillan

3. Michael H Hugos(2006), Essentials of Supply Chain Management(2006) ,

4. Wiley Nakano Mikihisa (2020), Supply Chain Management, Springer

Focus of Course : Employability/ Skill development

e-Resource

1. http://www.supplychainbrief.com

2. http://ggu.libguides.com/supplychain

3. NPTEL/https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&maincat=23

4. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-22, M-27 & M-29)

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA530.2 QUALITY MANAGEMENT SYSTEMS

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA530.2	**Quality Management Systems**	**Elective**	**40**	**5**	**0**	**3**

Preamble : To familiarise the student with the concepts ,tools and techniques in the operations function in the organization and equip them for decision making in operations function.

Prerequisite: Basic idea on the various functional areas in an organisation and their inter relationships.

Course Out Comes (COs) : On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concepts mooted by the quality Gurus from time to time.	**K1,K2**
CO2	Assimilate the principles and tools of Total Quality Management.	**K3**
CO3	Equip to select and apply appropriate tools of Statistical Quality Control.	**K5**
CO4	Familiarise with the Quality Management Systems in place and the institutional encouragements to quality drive.	**K3,K4**
CO5	Understand the concept and approaches of six sigma methodology	**K4**
CO6	Facilitate the selection and application of appropriate methodology for six sigma implementation.	**K5,K6**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
Mapping the Programme Outcomes													
CO1	M		M	S	M	L	L		M	L	S	M	L
CO2	S	S	S		S	M	M	L	S	S	M	M	M
CO3	S	M	S	S	S	M	M		L	S	L	S	M
CO4	S		S	M	M		M	S	S	S	M	S	S
CO5	M	M	S	S	S	M	M	M		M	M	S	S
CO6		L	S	S	S		S	L	S	S	L	S	S

S- Strong; L- Low; M-Medium

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Quality: Definition of Quality- Evolution of quality- Quality Dimensions- Contributions of Dr Walter , Dr Joseph Juran and Dr. Kaoru Ishikawa to Quality Management-Dr Edward Deming, Garvin, Genichi Taguchi	**9**	PPT/ e-PG Pathshala
II	Basics of Quality Management: TQM- Tools in TQM- Bench Marking, Quality Function Deployment (QFD) - Failure Mode Effect Analysis (FMEA), concept of Continuous Process Improvement- Concept of Cost of Quality -Statistical Process Control- Importance of SPC - Process Control, briefing and	**9**	Videos / e-PG Pathshala

	problem solving with 7 QC tools (Traditional tools)- Concept of Seven Advanced QC Tools- Poke Yoke, DFM		
III	Six Sigma- Basic concepts- Goals of Six Sigma -Concept of Root Cause Analysis- Need for six sigma- Levels of sigma- Role of Six Sigma green belts- Black belts- Master black belts- Cost of quality at various levels of sigma- Six Sigma Methodology-DMAIC Approach, SIPOC concept, concept of sigma rating, Six sigma in Service sector.	9	PPT/ e-PG Pathshala
IV	Quality Management System: Principles- ISO- ISO 9000 Standards- ISO 9001: 2015, BIS, ISO 14000, ISO 45000, SA8000 and CMMI and other International Standards- ISO Registration, Requirements, Benefits of ISO Registration- - Quality Audits- Definition – Types- Modern Approaches- Documentation- Structure of Documentation .	8	Videos / e-PG Pathshala
V	Quality Awards: National and International Quality Awards- Malcolm Baldrige National Quality Award- Deming Prize - Quality bodies in India- Lean Manufacturing concepts - SERVQUAL Parasuraman Model of Service Quality-rajiv Gandhi National Quality Award- IMC Ramkrishna Bajaj National Quality Award- EFQM awards**.**	10	Videos / e-PG Pathshala
Total		45	

Reference Books:
1. Besterfeild (2008), Total Quality Management Pearson Education.
2. Summers (2011), Six Sigma; Basic Tools and Techniques, Prentice Hall
3. D. R. Kiran(2016) ,Total Quality Management, Elsevier Inc.
4. Kanishka Bedi(2014), Total Quality Management, Oxford
5. Kim.H.Pries(2017) , Six Sigma for the Next Millennium, Pearson

Focus of Course : Employability/ Skill development
e-Resource
1. NPTEL/https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&maincat=23

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓

CO 4		✓	✓		✓
CO 5	✓		✓		✓
CO 6	✓		✓		✓

MBA530.3 MATERIALS MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA530.3	**MATERIALS MANAGEMENT**	**ELECTIVE**	**40**	**5**	**0**	**3**

Preamble: To familiarize the students with the tools and techniques in purchasing and stores and equip them in decision making in the materials management.

Prerequisite: Basic idea on the various decision areas in the operations function and their inter relationships.

Course Out Comes (COs): On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the systems and approaches of purchase function.	**K1**
CO2	Apply the tools and techniques of material planning and forecasting.	**K5**
CO3	Familiarise with purchase process, budgeting and vendor management.	**K2,K3**
CO4	Preparation of various purchase documents in local and international purchase situation	**K4**
CO5	Gain value creation through proper stores design and record keeping	**K6**
CO6	Insight on waste reduction, standardisation and codification systems	**K5,K6**

Mapping the Programme Outcomes													
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1			L	L	M	L				L		L	
CO2	M	L	M	M	M		M		L	M			M
CO3	M	M		S	S	M	S	M		S	M	M	M
CO4	S	M	L	S	S	M		L	S	S	L	S	
CO5	S		M	S	S	S	S	M	M	S			M
CO6	M	S	S		M	S	S		S	S	S	S	S

S- Strong; L- Low; M-Medium

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Importance of materials management, integrated approach. Materials management at micro-macro levels. Total concept – Systems approach. The materials function – interfaces. Benefits of integrated systems approach	8	PPT/ e-PG Pathshala
II	Forecasting & Planning. Forecasting methods, factors affecting forecasts – Materials planning, Materials Cycle and Flow Control Systems, Materials Budget.	**9**	PPT/ e-PG Pathshala

III	Purchasing, Purchasing organization, duties of purchasing department, centralized and localized purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal. make or buy decision,	9	PPT/ e-PG Pathshala
IV	Legal aspects of purchasing, imports and exports policy, lead time analysis, purchasing and quality assurance. International purchasing, Purchasing procedures and records: Requisition, purchases order follow up and expediting systems, receipt and inspection.,	9	PPT/ e-PG Pathshala
V	Stores management and Control: Stores and Stores organization: Organization of stores location and layout of stores, Relevant factors in design of stores. Functions of stores keeping, stores records and procedures. - Types of stores. Stock verification-types, process. Obsolete, surplus and scrap management. Standardization and variety reduction. Classification, coding and codification system	10	PPT/ e-PG Pathshala
	.	45	

Reference Books	
1. Chapman Arnold (2000), Introduction to Materials Management, Pearson.	
2. Gopalakrishnan, Sunderesan (2011), Materials Management – An integrated approach, Prentice Hall	
3. Stan.C.Donald (2012), Materials Management, Wiley	
4. Sharma SC, Khanna (2000), Materials management and materials handling.	
Focus of Course : Employability/ Skill development	
e-Resource	
1. NPTEL/https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&maincat=23	
2.	

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA530.4 WORLD CLASS MANUFACTURING

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA530.4	**WORLD CLASS MANUFACTURING**	**ELECTIVE**	**40**	**5**	**0**	**3**

Preamble: To acquaint the students with the developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through the use of world-class practices.

Prerequisite: Basic idea on the various decision areas in manufacturing system and their inter relationships.

Course Out Comes (COs): On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the evolution and growth of manufacturing systems from time to time and the strategic role in present era.	**K1,K2**
CO2	Familiarise with the innovative practices in manufacturing	**K2**
CO3	Assimilate the basic concepts and tools of lean system	**K3**
CO4	Enable the application of lean strategies to gain competitive advantage	**K5,K6**
CO5	Gain insight on the role of maintenance practice in world class manufacturing system	**K5**
C06	Understand the recent developments in manufacturing organisations	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1			L	M									
CO2	M	L	S	S	S	M	M		M	M	M		M
CO3	M	S	M			M	M			M			M
CO4	S		S	S	S		S			S		S	S
CO5	S	M			M	S		S		M	S	S	
CO6	M	M	M	S		L	M	M	S		M	M	M

S- Strong; L- Low; M-Medium

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**
I	Introduction to World-Class Manufacturing – Introduction- different thoughts-evolution- Toyota Production System-, process mapping,	8	PPT/ e-PG Pathshala

	Information Age and its impacts, Competition, advances in manufacturing technology. Pillars of WCM, Imperatives for success - Technology, Systems approach and change in the mindset; Strategic decisions in Manufacturing Management; Choice of Technology, WCM Model		
II	Automation in Material handling systems : - Technology Principles advocated by EliyahuGoldtratt; Just-in time System; JIT Manufacturing Systems, JIT Pull system-Use of Kanban, JIT Purchase Source Development, Buyer seller relations. , JIT – total quality strategies for manufacturing success - WCM , developments, gaining competitive edge, advantages and implementation issues. flexible manufacturing system-integrated manufacturing- CIM- Robotics- Porters Dynamic Diamond Theory and its importance to WCM. Operations Strategy for competitiveness in terms of cost, quality, delivery and service	9	Online tours/ e-PG Pathshala
III	Advances in Manufacturing - Flexible Manufacturing Systems (FMS),Technological innovation in manufacturing, concurrent engineering, group technology and cellular manufacturing , Taguchis' Quality Loss function and Robust Design Concepts, Designing products through 'Fuzzy' Logic. Group Technology /Cellular Manufacturing Systems : Six Sigma	9	Online tours/ e-PG Pathshala
IV	International Scenario and Indian Scenario - Manufacturing innovations, quick response manufacturing, agile manufacturing, lean manufacturing, rapid prototyping,	8	PPT/ e-PG Pathshala
V	Artificial intelligence in World class manufacturing- -its relation in creating world class products- Business intelligence in outsourcing globally- case of assembling world wide-case studies	11	PPT/ e-PG Pathshala
		45	

Reference Books:

1. Nigel & Slack The Manufacturing Advantage – Achieving Competitive Manufacturing Operations(2009) Viva Books.
2. Nicholas, John.M, Competitive Manufacturing Management(2008) Tata McGraw Hill Education
3. B.S. Sahay, K.B.C. saxena & Ashish Kumar World-Class Manufacturing – A Strategic Perspective,(2010) , MacMillan India
4. Richard J. Schonberger, World-Class manufacturing(2013), The Free Press

Focus of Course : Employability/Skill development

e-Resource

1. http://world-class-manufacturing.com
2. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04//M-05)
3. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-22, M-27 & M-29)

e-Content URL: Vidya-mitra

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester

				Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA540.1 TECHNOLOGY MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA540.1	**TECHNOLOGY MANAGEMENT**	**ELECTIVE**	**40**	**5**	**0**	**3**

Preamble: The aim of this subject is to acquaint the students with the management of technology, various science and technology policies, technology forecasting and technology choice and evaluation.

Prerequisite: Basic idea on the various decision areas in the operations function and their inter relationships.

Course Out Comes (COs): On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Recognise the scope and dimensions of technology management in present day organisations.	**K1,K2**
CO2	Understand the concepts and tools used for technology forecasting.	**K2**
CO3	Equip to take decisions on technology selection through the use of appropriate methods.	**K5**
CO4	Gain insight on global treaties on transfer of technology	**K3,K4**
CO5	Equip to manage the impact of technology changes on people, organisation and environment	**K5,K6**
C06	Evaluate the status of technology management in India and suggest desirable changes.	**K5**

Mapping the Programme Outcomes													
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	L			L	M				M			L	
CO2					M	M	M			M		S	
CO3	S	M	M					M		S	M	S	L
CO4	L		S	M	M	S	M	M	L	S		S	M
CO5	M	S	S	S		M	S	S	M	S	S	S	S
CO6	M	M	L	M				S	S	M	M	M	M

S- Strong; L- Low; M-Medium

Syllabus			
Unit	**Course Contents**	**Hours**	**e-Resources/ e-ContentUnit**

I	Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, Social, legal, political aspects, methods or techniques for analysis – steps involved. Technology policy strategy: Science and technology policy of India, implications to industry.	8	PPT/ e-PG Pathshala
II	Technology forecasting: need, methodology and methods – trend Analysis, analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics.	9	Online tours/ e-PG Pathshala
III	Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.	9	Online tours/ e-PG Pathshala
IV	Technology Transfer and Acquisition: Import regulations, Implications of 'Uruguay Round', and WTO, Bargaining process, Transfer option, MOU, , Intellectual Property Rights	8	PPT/ e-PG Pathshala
V	Integration of People and technology, Technology management-psychological factors, organisational factors. Technological changes and industrial relations. Technology and Environmental Impact Assessment.- Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations – Technology Audit.	11	PPT/ e-PG Pathshala
		45	

Reference Books:	
1.	Shapero, Albert (2008), The Human Side of Managing Technological Innovation, Ralph Katz, Ed., Oxford U, Press.
2.	Haddad.C. J (2009), Managing Technological Change: A Strategic Partnership Approach, Sage Publications
3.	Utterback, James (2010), Mastering the Dynamics of Innovation, Harvard Business School Press
4.	Sahilling.M.A (2012),Strategic Management of Technological Innovation, McGraw Hill
5.	Roberts, E.B. (2009), Entrepreneurs in High Technology: Lessons from MIT and Beyond, Oxford University Press.

Focus of Course : Employability/Skill development

e-Resource

1. nptel/.ac.in/courses/nptel_download.php?courses/112107238/1 & 2
2. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04//M-05)
3. e-PG Pathshala : http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-04)

e-Content URL: Vidya-mitra / e-Pathshala

Mapping of COs to Assessment Rubrics:

	Internal Exam	**Assignment**	**Seminar**	**End semester Examinations**
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓
CO 4		✓	✓	✓
CO 5	✓		✓	✓

MBA540.2 OPERATIONS ANALYTICS

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA540.2	**Operations Analytics**	**Concept (B)**	**40**	**5**	**0**	**3**

Preamble: The aim of this subject is to acquaint the students with the latest in the analytical aspects of operations.

Prerequisite: Basic idea on the various decision areas in the operations function and their inter relationships.

Course Out Comes (COs): On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Illustrate the relevant mathematical concepts useful for operations performance.	**K1,K2**
CO2	Apply concepts of decision making models to solve real time problems and improve the speed, reliability, and quality of decisions in business	**K2**
CO3	Design suitable models for different types of operations /SCM problems.	**K5**

Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	M	M	M	L	L	M	L	S
CO2	S	S	L	M	S	M	L	L	S	S	S	S	S
CO3	S	S	L	S	M	S	M	L	M	L	L	L	L

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction Data visualization Scope of analytics, Data vs information and decision making, Scenarios of decision making, Intelligence in business, Manufacturing 4.0 and IOT Patterns and its relevance. Types of analytics	9	Videos / e-PG Pathshala
II	Relation to operational performance- Selective inventory modelling Different types of inventory modelling Service level related modelling and decisions Procurement /SCM modelling-Procurement performance modelling Supplier rating and evaluation models Cost modelling in SCM Procurement intelligence	9	PPT/ e-PG Pathshala
III	Queueing and waiting line modelling Application of queuing theory and waiting line modelling in practical operations challenges. Forecasting models Application of Forecasting modelling in practical operations Challenges .Reliability and warranty modelling	9	NPTEL Videos / e- PG Pathshala
IV	Models in operations planning Capacity modelling and analysis including financial analysis CVP modelling Line balancing Scheduling models Location modelling	9	PPT/ NPTEL Videos
V	Yield management Modelling yield management and its application in capacity management/ revenue management/over booking Modelling service delivery systems and evaluating performance Project modelling Performance modelling EVA Resource modelling	9	Videos / e-PG Pathshala
	Total	**45**	

Text Book:

Sunil Chopra (2018), Supply Chain Management: Strategy, Planning and Operations, Pearson

Reference Books:

1. K. Ashwathappa Production and Operations Management, , Himalaya Publications
2. Vinod Sople, Supply Chain Management: Text and Cases, , Pearson Publications
3. Jeffrey Camm, Essentials of Business Analytics, , South – Western College Publications
4. James Evans, Business Analytics, , Pearson Publications
5. B Christian Albright, Business Analytics: Data Analysis and Decision Making, , South – Western College Publication

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Seminar	End semester

				Examinations
CO 1	✓			✓
CO 2	✓	✓		✓
CO 3		✓		✓