



List of courses which address the Professional Ethics, Gender, Human Values, Environment and Sustainability into the Curriculum.

Programme	Title of the Course	Cross Cutting Issue				Description*
		Professional Ethics	Gender	Human Values	Environment & Sustainability	
FY BBA, B.Com, B.Sc.	ENGLISH	✓	✓	✓	✓	Content in the course: Unit 1: The Felling of the Banyan Tree Unit-2: A Walk by Moon Light Unit-3: Lady Macbeth's Speech from Macbeth Act-1 Scene-5.
FY BBA, B. Com, B.Sc,	EVS			✓	✓	Content in the course: Unit 1: Introduction to Environment Studies Unit 2: Environment Pollution & Global Environmental Issues
FY BBA, B. Com, B.Sc,	TELUGU	✓	✓	✓	✓	Content in the course: Unit 1: Shakuntaloo Pakhyanam Unit 2: Gajendra Mooksham
FY BBA, B. Com, B.Sc,	HINDI	✓	✓	✓	✓	Content in the course: Unit 1: Swamy Vivekananda Unit 2: Paryavaran Aur hum Unit 3: Gadal
FY B. Com,	FINANCIAL ACCOUNTING-1	✓				Content in the course: Unit 1: Account Process Unit 2: Subsidiary Books Unit 5 : Final Accounts
FY B. Com,	BUSINESS ORGANISATION AND MANANGEMENT	✓		✓		Content in the course: Unit 1: Introduction & Forms of Business Organisations Unit 2: Joint Stock Company

FY B. Com,	FOREIGN TRADE	✓		✓		<ul style="list-style-type: none"> Indian Trade Policy, Foreign Trade Policy, various important Document in Foreign Trade
FY B.Com , BBA, B.Sc	BASIC COMPUTER SKILLS	✓			✓	Content in the course: Unit: 1 Introduction Unit: 2 Ms. Office
FY B. Com,	DATA DRIVEN DECISION MAKING	✓				Content in the course: Unit 1: Business Analytics Pre-Requisites Unit 2: Business Analytics Ecosystem
FY BBA, B. Com, B.Sc,	BUSINESS LAW	✓	✓	✓	✓	Content in the course: Unit 1: Indian Contract Act Unit- 2 : Sale of Goods Act & Consumer Protection Act Unit 3: Intellectual Property Rights Unit 4 : Management of Companies and Meetings
SY B.Com , BBA, B.Sc	ENGLISH	✓		✓	✓	Content in the course: Unit-1: The Flower Unit-2: Toasted English
SY B.Com, BBA, B.Sc	TELUGU	✓	✓	✓	✓	Content in the course: Unit-1: Gunanidhi Katha Unit-2: Vibishana Sharanagathi Unit-3: Vagdhanabhangam
SY B.Com , BBA, B.Sc	HINDI	✓	✓	✓		Content in the course: Unit-1: Mera Naya Bachpan Unit-2: Kalam Aur Thalvar Unit-3: Bhagwan bhudh ke prathee
SY B.Com , BBA, B.Sc	COMMUNICATION SKILLS	✓		✓		Content in the course: Unit: 1 Introduction Unit :2 Communication Skills
SY B.Com	PRINCIPLES OF INSURANCE	✓		✓	✓	Unit 1: Risk Management and Insurance Terminology Unit 2: Insurance Contract & Insurance Products

SY B.Com	PRACTICE OF LIFE & GENERAL INSURANCE	✓				Content in the course: UNIT-I: Premium Calculation & Policy Documents UNIT-II: Settlement of Claims risk & Underwritings, Financial planning, Tax
SY B. Com , B.Sc & BBA	LEADERSHIP & MANAGEMENT SKILLS	✓		✓		Content in the course: Unit:1 Leadership Skills & Personality Skills
SY BBA	BASIC QUALITY MANAGEMENT	✓		✓		Content in the course: Unit-1: Introduction Unit-2: Tools & Techniques of TQM
SY BBA	BUSINESS LAW & ETHICS	✓	✓	✓	✓	Content in the course: Content in the course: Unit 1: Indian Contract Act Unit- 2: Sale of Goods Act & Consumer Protection Act Unit 3: Intellectual Property Rights Unit 4: Management of Companies and Meetings Unit 5: Business Ethics
TY B. Com, B.Sc, BBA	ENGLISH	✓	✓	✓	✓	Content in the course: Unit 1: Ecology Unit 2:” Gender Equality is Your Issue too” Unit 3: “What’s the Language of the Future?”
TY B. Com, B.Sc, BBA	TELUGU	✓	✓	✓	✓	Content in the course: Unit 1: Vaartha Unit 2: Upanyasam
TY B.Com , B.Sc, BBA	HINDI	✓	✓	✓		Content in the course: Unit 1: Pathr karitha Unit 2: Sthreevadee sahitya
TY B.COM	AUDITING	✓				Content in the course: Unit :2 Auditors & Execution Unit: 4 Vouchers Unit: 5 Verification & Valuation of Assets
TY B.COM	MARKETING MANAGEMENT	✓			✓	Content in the course: Unit: 1 Production Management Unit: 5 Marketing Strategies & Planning
TY B.COM	ADVANCED ASPECTS OF INCOME TAX	✓				Content in the course: Unit: 2 Income from Other Sources Unit: 5 Assessment procedure

TY B.COM	RESEARCH METHODOLOGY & PROJECT REPORT	✓				Content in the course: Chapter 1: Research and its methods under various areas of economics Demonstration of the practical and the applied aspects of research in relation to Economics.
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Programme	Title of the Course	Cross Cutting Issue				Description*
		Professional Ethics	Gender	Human Values	Environment & Sustainability	
M.B. A	MB101 Management & Organizational Behaviour	✓	✓	✓		<p>Content in the course:</p> <p>Unit-I: Management Philosophy and Approaches: Management Principles, Process, Functions and Typology, 3D Model of Managerial Approach, Management Thought-Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments, Contributions of Henry Fayol, F. W. Taylor and Peter Drucker.</p> <p>Unit-II: Organizational Design, Structure and Decision Making: Basic and advanced Models of Organizational Designs, Main Approaches to Organization Structure - Decision making under Bounded Rationality, Certainty, Uncertainty, Risk, Conflict. Open and Closed Decision-making models, QWL. Quality Circle. Emerging Organizational Architectures.</p> <p>Unit-III: Organizational Behavior: Personality Traits, Big 5 personality traits, MBTI, the Process of Perception and Attribution, Kelly's personal construct Theory, Cognitive Dissonance, Classical, Operant and Reinforcement Conditioning, Transactional Analysis, Johari Window, Attitudinal Genesis in Mentoring, Motivation - Content and Process Theories.</p>

						<p>Unit -IV: Group Dynamics and Leadership: Group Dynamics & Team Building, Kurt Lewin contribution, Conflict Resolution models, Work life balance. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path - Goal Theory, Vroom's Decision Tree Approach to Leadership, Hersey and Blanchard Model.</p> <p>Unit-V: Emerging aspects of OB: Organization culture and Organization climate. Stress Management and Counseling, Management of change and Organization development. Communication Process. Organizational Citizenship Behaviour. Organizational Behaviour Modification. Behavioural Entropy in Learning Organization, Behavioural Metrics in Effective Organization.</p>
	<p>MB102</p> <p>Accounting for Management</p>	<p>2✓</p>		<p>✓</p>	<p>✓</p>	<p>Unit - I: Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system – Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).</p> <p>Unit – II: Distinction between capital and revenue expenditure; Depreciation concept and methods. Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet with adjustments for closing stock, outstanding expenses, accrued income, prepaid expenses, advance income, depreciation, loss/profit on sale, bad debts and provision for bad debts (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements; external auditor's</p>

						<p>report, the report of the Board of Directors, and voluntary disclosures</p> <p>Unit – III: Financial Statement analysis – Ratio analysis – Rationale and utility of ratio analysis – classification of ratios -calculation and interpretation of ratios-liquidity ratios, activity/turn over ratios, Profitability ratios, leverage and structural ratios (Including Numerical Problems)- Advantages and disadvantages; common size statement analysis</p> <p>Unit – IV: Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion; Cost concepts – Classification of Costs- – preparation of cost sheet (no numericals)</p> <p>Unit – V: CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only).</p>
	MB103 Marketing Management	✓		✓		<p>Unit – I: Origin of Marketing: Origin of Marketing, Barter systems, Markets, Marketing Management, Tasks, Company orientations towards market place, Marketing Mix – expanded, Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Designing Global marketing, Marketing Environment – Company’s Micro and Macro Environment – Interface with other functional areas.</p> <p>Unit – II: Market Segmentation: Segmentation process, Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, VALS Segmentation System – Differentiation</p>

					<p>Strategies, Product Positioning, Positioning Strategies, Building customer Value, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand, Competitive Strategies.</p> <p>Unit – III: Designing Marketing Programme: Decisions involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Network Marketing, Promotion Mix – Advertising, Social Media and Advertising, Sales Promotion, Public Relations, Personal Selling, Online Marketing.</p> <p>Unit – IV: Consumer & Industrial Markets: Classification of Products, Consumer Behavior, Seven Os Structure, Factors affecting Consumer Behavior, Model of Buyer Behavior, Adoption Process, AIDA Model, Industrial Markets – Characteristics, Industrial Buyer Behavior, Services Markets – Characteristics and Strategies, Emergence of Online Services. Use of I C T in Service Marketing.</p> <p>Unit – V: Marketing Control & Consumerism: Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Changing practices of Marketing, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic, Marketing Audit, Consumerism, Consumer rights and Consumer forums</p>
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	MB104 Statistics for Management	2 ✓		✓	✓	<p>Unit – I: i.) Introduction to Statistics – Overview, origin and development and Managerial Applications of statistics,</p> <p>Measures of Central Tendency, Dispersion, Skewness and Kurtosis.</p> <p>ii.) Introduction to probability – Concepts and Definitions of Probability – Classical, Relative, frequency, subjective and axiomatic. Addition and Multiplication theorems, Statistical independence, Marginal, Conditional and Joint Probabilities.</p> <p>iii.) Bayes’ theorem and its applications.</p> <p>Unit – II:</p> <p>i.) Probability Distribution- Random Variable (RV), Expectation and Variance of a RV. Probability distribution, function, properties, Continuous and Discrete Probability distribution functions.</p> <p>ii.) ii.) Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, properties and applications. iii.)</p> <p>iii.) Continuous Probability Distributions – Normal Distribution, Standard Normal Distribution properties, applications and importance of Normal Distribution.</p> <p>Unit – III:</p> <p>i.) Sampling Theory- The basics of sampling- Sampling procedures- Random and NonRandom methods- Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.</p>
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- ii.) Hypothesis Testing- Statistical Estimation, Point and Interval Estimation, Properties of a Good Estimator, confidential interval. iii.)
- iii.) Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D's.

Unit IV

- i.) Small Sample Tests- t-Distribution –properties and applications, testing for one and two means, paired t-test.
- ii.) Analysis of Variance-One Way and Two ANOVA (with and without Interaction).
- iii.) Chi-square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes

Unit - V: i.) Correlation Analysis- Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation

. ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.

iii.) Time Series Analysis- Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis- Free hand curve, Semi averages, moving averages, Least Square methods

	MB105Economics for Managers	2 ✓		✓	✓	<p>Unit – I: Introduction to Managerial functions, nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty, uncertainty and Risk, Role and Functions of Managerial Economist, Use of Econometric Models.</p> <p>Unit – II: Theory of Utility & Demand utility, Marginal Utility, Law of Marginal Utility, Demand concepts, determinants of demand, Law of Demand, Elasticity of demand, Types of Elasticity, Measurement of Elasticity (Numerics), Demand Estimation for Firm & Industry, Demand Forecasting Methods.</p> <p>Unit – III: Production & Cost structure, production function, Determinants of Production, Theories of Production, Benham Theory, Law of Two Variable proportions, Law of Returns to Scale – Cost Concepts, Types of Costs, Short-term and Long-term Cost Curves, Learning Curve, Isocost Curve – Equilibrium – BEP Analysis (Numeric).</p> <p>Unit – IV: Markets & Market Behavior, Classification of Markets, Virtual Markets, Perfect Competition Market, Imperfect Competition Markets, Monopolistic Competition Market, Monopoly, Oligopoly,</p>
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					<p>Strategies of Oligopolists, Agriculture Markets & Overview of Market Laws, Overview of Agriculture Market Committees (AMCs), Price Determination under different market structures.</p> <p>Unit – V: Macro Economics: National Income concepts and Measurement Income, Employment and Investment, Keynesian Theory & Employment and Investment, Inflation: Types of Inflation, Control Technique of Inflation. Fiscal policies – Budget – Current Budget.</p>
	<p>MB106 IT Applications for Management</p>	✓		✓	<p>Unit – I: Information Systems and Management Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, Programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Importance of IT in Business</p> <p>Unit – II: Emerging Trends in IT Categories of IS, Management Information System (MIS), Decision Support System (DSS) - Types and architecture of DSS, Data Warehouse and Data Mining, Artificial Intelligence, Intelligent Systems, Cloud Computing, Mobile Apps and Computing, Big Data, Robotics, Virtual Reality, Internet of Things (IoT), 5G</p> <p>Unit – III: Communications and Networks Definition, Introduction to Networks, Overview of Networks, Types of Networks, Network Topologies, Components of Networks Computer Network Models,</p>

						<p>Applications of Communications: Definition, Internet - Overview of Internet, Architecture and Functioning of Internet, WWW, FTP, Telnet, Gopher, Browsers and Search Engines, Teleconference, Web Conferencing platforms</p> <p>Unit – IV: Functional Areas of Information Systems Management Levels and Functional Systems, Manufacturing, Production, Sales and Marketing Systems, Accounting, Finance and HR Systems, Enterprise Systems and Applications: Concepts of ERP, SCM, CRM, CPFR, Knowledge Management Systems, System Development Life Cycle (SDLC), Electronic Fund Transfer (EFT)</p> <p>Unit – V: Security and Ethical challenges in IT Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act</p>
	MB107 Financial Markets and Services	✓		✓	✓	<p>Content in the course:</p> <p>Unit1: Indian Securities Market – An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market</p> <p>Financial Services: Concept and meaning. Classification – Traditional and Modern activities; Fund-based and</p>

non-fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India..

Unit – II: Merchant Banking: Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs’ activities and SEBI guidelines related to issue management.

Unit – III: Leasing and Hire-Purchasing: (a) Leasing concept and classification. Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire-purchase deals.

Unit – IV: Insurance: Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India

UNIT – V: Other Financial Services: a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India.

						<p>b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols...</p>
	<p>MB 107 Managerial Communication</p>	✓		✓	✓	<p>Unit – I: Fundamentals of Communication – Importance – Phases – Forms – Types - Barriers – Overcoming Barriers – Role of Language – Verbal and Non- Verbal Communication. Receptive Communication Skills – Listening – Importance – Types – Barriers – Improving Listening – Importance of feedback-Principles of feedback.</p> <p>Unit – II: Expressive Communication - Written Communication – Business Letters – E-mail – Memo – Reports and Proposals – Objectives of Reports- Types of Reports-Structure of Reports Individual and Committee Reports- Report Writing- Logical Sequencing- Executive Summary- Effective Business Correspondence.</p> <p>Unit – III: Oral Communication – Presentation Skills – Principles Of Effective Presentations Principles Governing Use Of Audio-Visual Media - Meetings – Group Discussions – Managerial Speeches –Non- Verbal Communication – Negotiation Skills- Approaches To Negotiations- Preparing For and Conducting Negotiations - Kinesics – Proxemics – Voice – Motivation – Leadership – Culture – Language Dynamics</p> <p>Unit – IV: Employment Communication- Interviews –Selection or Placement Interviews –Appraisal Interview- Exit Interview- Discipline Interviews- Writing CV/Resume – Teleconferencing Videoconferencing- Social Media Communication - Dos & Don'ts of Social Media Communication.</p> <p>Unit – V: Business and social etiquette- Media Management-Media Relations- Press Release – Press Conference- Media Interviews-Investor Relations-</p>

						Framework for managing Investor Relations-Managing Government Relations- Cross Cultural Communication
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MB 108 Computer Practical's	✓		✓	✓	<p>Unit – I: Microsoft Excel: Introduction to Excel, Introduction to data, Cell address, Cell reference; Excel Data Types; Introduction to formatting, number, text and date formatting; Concept of worksheet and workbook; Understanding formulas, Operators in Excel; Understanding Common Excel Functions such as sum, average, min, max, date, transpose, In, And, Or, Square Root, Power, Upper, Lower; Introduction to charts and different types of charts; Concept of print area, margins, header, footer and other page setup options.</p> <p>Unit – II: Advance Excel: Creating Pivot tables, Macros - Relative & Absolute Macros.</p> <p>MICROSOFT ACCESS:</p> <p>Unit – I: Creating a database and tables by different methods - Data types - Inserting and Modification of Data - Sorting, Filtering and Displaying data; Creating and querying forms; Creating & Printing Reports and labels.</p> <p>Unit – II: Macros – Functions of a DBMS, Transfer of data between Excel & Access; SQL Queries in Access.</p>
MB 201 Human Resources Management	✓	✓	✓	✓	<p>Unit - I: HRM Evolution. Functions of HRM. Typology, system & matrix of HR. HRM models. Aligning HR strategy with Corporate strategy, HRIS, e-HRM, HRMS, Strategic HR metrics & Interactive HR Dashboards.. Humane Values & Competency Framework for innovative HR. Measure of Human Assets Potential. Human Capability Management. Survival Capacity Building for Pandemics & Disruptive Technologies.</p> <p>Unit - II: HR Planning & Design Traditional, Functional & Strategic Job analysis, Position analysis questionnaire, Work Connectivity Index, Threshold traits analysis. Job</p>

Design & Redesign. Job evaluation: Competency Modelling, Cognitive task analysis. Performance Appraisal, HR Planning: Strategic Designing of Hybrid, Blended, Virtual & Gig workforces. Recruitment: Virtual Vs Real. Selection Process: Psychometrics in Aptitude & Psychological testing.

Unit - III: HR Training & Development
Training needs analysis. Off-the-job training: Vestibule, Simulation, Case study, Design thinking, Behaviour Modelling, Business Games, Adventure and Action Learning. On-the-job training: Job instruction, Job rotation, Apprenticeship, Demonstration, Psychodrama & Role Play. HRD. HR Accounting: Lev and Schwartz, Flamholtz and Hermanson's Models. HR Audit: Philips ROI model. Career planning model. Employee Development & Transition. MDP

Unit - IV: Effective HR Systems. Code of Conduct, Discipline & Ethics, Group dynamics, Learning Organization, QWL, Standing Orders, Strategic Rewards & Compensation Management, Employer Branding, Employee Value Proposition. Grievance redressal, Stress Management, Psychological Contract: Employee Engagement, Involvement & Loyalty. Peak Performance modelling for Human Capability, Human Copability & Human Competency.

Unit - V: Emerging HR Trends. Workforce Diversity, Inclusivity & Equity. HR analytics, Empowering skills by Emotional Intelligence, Work life conflicts & integration. International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. Intelligent tutoring systems. Organizational Change, Design, Effectiveness & Development. Professional &

						Psychological Counseling for Pandemics, Jobloss, Mergers & Acquisitions..
	MB 202 Financial Management	✓		✓		<p>Unit – I: The Finance function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.</p> <p>Unit – II: The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.</p> <p>Unit – III: The Financing Decision: Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital</p> <p>Unit – IV: Current Assets Management and Dividend Decision: Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements.</p>

						<p>Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies. Unit – V: Corporate Restructuring and Corporate Governance: Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of Mergers, motives for mergers; financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.</p>
	MB 203 Operations Research	✓		✓	✓	<p>Unit – I: Introduction i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR. ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems. iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.</p> <p>Unit – II: Allocation Model - I i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy. ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual. iii. Sensitivity analysis and its</p>

implications.

Unit – III: Allocation Model - II i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications. ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method. iii. Travelling salesman problem, Managerial applications of AP and TSP.

Unit – IV:Network Models i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times - determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off. ii. PERT- Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

Unit – V: Waiting Line / Competitive Strategy Models i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population. ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for $(m \times 2)$ and $(2 \times n)$ games. iii. Simulation- Process of simulation, Applications of simulation to different management Problems.:

	MB 204 Entrepreneurship and Development	✓	✓	✓	✓	<p>Unit – I: Entrepreneur and Entrepreneurship: Understanding Concept of Entrepreneurship – Evolution of Entrepreneurship – Characteristics of Entrepreneur – Types of Entrepreneurs – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship – Recent Trends in Entrepreneurship Development – Role of Entrepreneurship in Economic development in India – Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.</p> <p>Unit – II: Factors Affecting Entrepreneurial Growth: Economic Environment – Economic, Non-Economic and Psychological factors – Entrepreneurial Motivation – Entrepreneurial Competencies – Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops – Entrepreneurship Development Programmes(EDP's) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.</p> <p>Unit – III: Small, Micro, Medium Scale Enterprises: Definition of Small Industry – Characteristics of Small Scale Industry – Latest amendments in Small scale Industry Act – Objectives – Scope of Small & Micro Industries – Opportunities for entrepreneurial growth in MSMEs – Role of MSMEs in Economic development – MSMEs problems – Opportunities – Future growth – Project Identification – Project Formulation – Project Appraisal – Financing and Ownership Structures.</p> <p>Unit – IV: Institutional Finance for Entrepreneurs: Commercial Banks – Role of Commercial Banks in Building Entrepreneurship – Other Financial Institutions Such As IFCI, ICICI, IDBI, SFCs, SIDBI and EXIM bank – Non</p>
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	MB 205 Business Research Methods	✓		✓	<p>Unit – I: INTRODUCTION TO RESEARCH Business Research: Definition, Significance, Nature & Importance – Criteria of Business Research – Marketing Information System, paradigm shift in Research – Research Design Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Types of research, Theoretical and Empirical Research – Cross-sectional and Time-series Research — Research Objectives – Research Hypotheses – Characteristics - Research from an Evolutionary Perspective – the Role of Literature Review in Research</p> <p>Unit – II: RESEARCH PROCESS & DATA COLLECTION Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods – Types of Data Collection - Questionnaire Design – Questionnaire Layout – Question Content - Wording – Target Population Identification – Sampling Process –</p>

					<p>Sampling Design – Sampling techniques – Sampling Procedure – Sampling Types – Pilot Study – PreTest.</p> <p>Unit – III: SCALING AND MEASUREMENT Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity, Construct Validity and Reliability</p> <p>Unit – IV: DATA ANALYSIS AND STATISTICAL TECHNIQUES Test of Hypothesis – Type-I, Type - II Errors - Small Samples and Large Samples – Parametric and Non-Parametric Tests – Chi Square Test – Mc Nemar Test – ANOVA – One Way and Two Way Analysis - Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Correlation and Multiple Regression Analysis – Multidimensional Scaling.</p> <p>Unit – V: REPORT DESIGN, WRITING, AND ETHICS IN BUSINESS RESEARCH Report Preparation - Different Types of Reports – Contents of Report – Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing - Subjectivity and Objectivity in Research.</p>
	MB 206 Business Law and Ethics	✓		✓	<p>Unit - I: Law of Contracts: Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent- Legality of Object -</p>

						<p>Performance of Contract – Remedies for breach of Contract.</p> <p>Unit - II: Law relating to Special Contracts: Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act - Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.</p> <p>Unit - III: Companies Act, 2013: Definition of company – Characteristics - Classification of Companies Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders and their meetings - Board meetings - Law relating to meetings and proceedings- Management of a Company - Qualifications, Appointment, Powers and legal position of Directors - Board - M.D and Chairman - Their powers</p> <p>Unit - IV: Consumer Protection and other Essential Laws: Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.</p> <p>Unit - V: International Business Law and Business Ethics: Law of Export - Import Regulation; International and Comparative Commercial Arbitration. Ethical and Value based Considerations in Business, Need and Justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility..</p>
	MB 207 a. Innovation Managemen	✓			✓	<p>Unit - I: Introduction to Management of Research and Development Introduction about R&D, Traditional view of R&D, R&D Management and the industrial</p>

						<p>context, R&D investment and company success, Classifying R&D, Operations that make up R&D, Integration of R&D, Strategic pressures on R&D, Technology Leverage and R&D strategies</p> <p>Unit - II: Managing R & D Projects Allocation of Funds to R&D projects, Setting R & D budgets, levels of Expenditure. Changing nature of R&D management, organizing industrial R &D, Acquisition of external technology, Forms of External R&D.</p> <p>Unit - III: Effective Research & Development Management Managing scientific freedom, Link with product innovation process, effect of R&D investment on products, Evaluating R&D progress, evaluation criteria.</p> <p>Unit - IV: Innovation Management Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation a Management process.</p> <p>Unit - V: Managing Innovation within Organizations Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation.</p>
	MB 207 (B) CUSTOMER RELATIONSHIP MANAGEMENT	✓	✓	✓	✓✓	<p>Unit-I: Introduction to CRM and Building Healthy Customer Relationships: CRM, Evolution of CRM, Relationship Marketing, Relationship Process, Customer Defections, Impact of Customer Defections, Types of Defectors, CRM FrameworkSatisfaction, Trust, Switching, Commitment and Loyalty, Types of CRM, Benefits of CRM, Emerging trends in CRM: Mobile CRM, Social CRM</p> <p>Unit-II: Economics of CRM: Evolution of Marketing Practices- Product Centric, Segment Centric, Customer Centricity, Customer Profitability, Customer Equity, Introduction to Customer Lifetime Value (CLV), CLV in services, Activity based costing for customer profitability</p>

						<p>analysis, Loyalty Strategy, Customer satisfaction tools. Customer Value Management.</p> <p>Unit-III: CRM Applications: Applications of CRM in different industries, Characteristics of Services, Service Quality Dimensions, Cost of losing a customer, Service Recovery, Service Guarantee, CRM practices in Financial Markets, Hospitality, Healthcare, and Airlines, CRM Strategies in Retailing and FMCG industries, Customer Experience Management (CEM).</p> <p>Unit-IV: CRM in Business Markets: Market Structure and Demand, Nature of Buying Unit, Types of Decision and Decision Process, Participants in the Buying Process, Campaign Management, Functionalities of a Campaign Management Solution, Sales Force Automation, Customer Service and Support (CSS), Capabilities of a CSS Solution,</p> <p>Unit-V: CRM implementation: CRM implementation process, issues and challenges in CRM implementation, precautions related to CRM implementation. CRM Implementation Roadmap, Performance Measurement, Customer Centric Organizational Structure, Role of IT and automation in effective implantation of CRM practices.</p>
	208: Seminar Presentation *	✓	✓	✓	✓	<p>Contentinthecourse: Methodology of Seminar presentation:</p> <p>11. This is an individual presentation using PPT 12. Student is expected to take a “Contemporary topic” 13. Methodology includes :</p> <ul style="list-style-type: none"> (a) Introduction (b) Scope (c) objective of the presentation (d) analytical presentation of the topic (e) Limitations. <p>Note: (1) Number PPT slides generally around 20 (2) These presentations should be given by the students before commencement of the II- semester examinations.</p>

	MB 301 Operations Management	✓		✓		<p>Unit - I: Introduction</p> <p>Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining, Welding, shearing Extrusion, heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy. Process design - Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface _of Product Life Cycle & Process Life Cycle.</p> <p>Unit - II: Long - range capacity Planning: Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout.</p> <p>Aggregate Planning: Aggregate Demand, criteria for selecting Aggregate Plans, Aggregate Plans for Service & mathematical Models for Aggregate Planning.</p> <p>Master Production Scheduling: Objective, Procedure and Time frame. Sequencing of Operations: n-Jobs with one, two and three facilities.</p> <p>Maintenance Management: Repair Programmes, Break down, Preventive and Corrective maintenance. Maintenance issues in service organizations.</p> <p>. Unit - III: Work Study & Service Management</p> <p>Work study: Definition and its advantages and the various components. Techniques of methods analysis and work measurement</p> <p>Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product Scheduling challenges in various service Operations, Value creation through service. Service quality, Culture and innovation</p> <p>Unit - IV: Materials Management:</p>
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						<p>Need and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation and rating of Vendors. Methods of vendor rating. Value Analysis concept and its role in cost reduction.</p> <p>Unit - V: Stores Management: Inventory decision: Need, functions and Significance of Inventory, Safety Stock. Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory: Fixed order quantity systems and fixed period quantity systems</p> <p>Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials . Bin Card, Double-Bin and stores Ledger. Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.</p>
	MB 302 E-Business	✓		✓		<p>Unit - I: Introduction to e-business: Concept of e-business, Nature, scope, and impact of e-business; Difference between e- business and ecomrnerce, History and development of e-business, Advantages of e-business, Business models for e-products and e-services, Contribution of e-business to economic growth, market, competitiveness, and productivity.</p> <p>Unit - II: Technologies in e-business Introduction to e-business technologies - hardware, e-business software applications, internet and World Wide Web, Database management system, e-business security, Online payment technology, IT/IS evaluation and e-business, Social consequences of e-business technologies.</p> <p>Unit- III: Digital Marketing Concept: Effects of e-business technologies on marketing strategy, customer retention and e-CRM, Measuring the extent of digital marketing activity, Market analysis, Digital marketing tools, Viral marketing.</p>

						<p>Unit-IV: E-Business and Operations management: Difference between purchase and procurement, Market solutions - sell-side, buy-side, and Marketplace, Integration of product catalogue, Procurement service providing. E-Contracting Concept of generic services - information, negotiation, archiving, enforcement, reconciliation, Structure of a contract, Digital signature, Legal affairs.</p> <p>Unit- V: Online Distribution: Components of a distribution system, characterization of online distribution, hybrid distribution networks, Model for electronic software distribution. E-Payment System Characteristics of payment system, Classification of payment systems - E-cash, E-check, overview of smart card; Applications of IP Sec.</p>
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	MB 303 Total Quality Management	✓		✓		<p>Unit-I: TQM- History and Evolution: Connotations of Quality, Quality Dimensions - Product and Service. The concept of TQM, Evolution of TQM - Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines - ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).</p> <p>Unit - II: Tools of TQM: Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.</p> <p>Unit- III: Techniques of TQM: Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller the-best, Larger-the-best. Parameter design, Tolerance design.</p> <p>Unit- IV: Six Sigma: The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma</p>
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						<p>problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.</p> <p>Unit-V: TQM in the Service Sectors: Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services -Banks, Investment Company and Mutual Funds.</p>
	MB 304 Global Business Strategies	✓	✓ ²	✓	✓ ²	<p>Unit - I: Introduction to Global Business: Evolution of International business- Globalization of business, Internationalization process, International Business Approaches, International Trade Theories- Adam smith theory, David Ricardo, International Product Life Cycle theory, Rostov's growth theory- Regional Business and Global Business. Electronic Global Business.</p> <p>Unit-II: Business & Regulation: Rationale for Government Intervention- Forms of Trade regulations at National Level- Tariff and Non- Tariff Barriers- Regional Economic Integrations- Levels of Economic Integration- Benefits and Costs of Integrations- Multinational Companies- Entry methods - Cost benefit Analysis- Impact on National Economies</p> <p>Unit - III: Global Business and Multilateral Agreements: Basic Principles of Multi-lateral Trade Negotiations- GATT and Its Evolution- Dunkel's Draft-WTO Structure- Functions- Success Stories- TRIPS, TRIMS, - Other Regional Trade Blocks-NAFTA, EU, ASEAN, SAFTA and UNCTAD</p> <p>Unit- IV: Global Business Entry Strategies Global Market Entry Strategies - Exporting, Licensing, Franchising, Contract Manufacturing, Turnkey Projects, Joint Ventures, Mergers, Acquisitions- Strategic alliances, Types of Alliances, Corporate Analysis, Intelligent Alliances - Electronic global business</p>

						<p>approaches</p> <ul style="list-style-type: none"> - E- Business models- Risks and Rewards - Cost Benefit analysis of Entry Strategies. <p>Unit - V: Managing Global Business: Strategy and Global Business- Global Business Planning and Implementing Strategies- Designing Effective International Organizations- Cross Cultural Management- Culture and International Business- Intercultural Communications- Human Resource Management in global context- Human Resource Planning , Training and Development- Managing Expatriates- International Labour Relations.</p>
	MB 305 F1 Investment Management	2✓		2	2	<p>Unit - I: Investments: Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision- Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioral Finance and heuristic driven biases.</p> <p>Unit- II: Fixed Income Securities - Analysis, Valuation and Management: Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates.</p>

						<p>Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.</p> <p>Unit -III: Common Stocks - Analysis and Valuation:</p> <p>Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparable- P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex</p> <p>Unit - IV: Portfolio Theory:</p> <p>Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line.</p> <p>Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.</p> <p>Unit - V: Portfolio Evaluation:</p> <p>Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.</p> <p>Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor protection in India.</p>
	MB 305 F II International Finance	✓	?		✓	<p>Unit - I: International Financial System: Evolution or international financial system-gold standard. Breton woods standard. floating exchange rate. EMS, currency board, sterilized and unsterilized intervention: international financial markets. Global financial institutions-IMF. Bank for International Settlements: international banking-euro bank, types of banking offices- correspondent bank. representative office, foreign branch. subsidiary bank. offshore bank; international financial</p>

instruments- euro CP. Eurobonds. foreign bonds, global bonds, euro equity, ADR, GDRs

Unit - II: Foreign Exchange Market: Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India. Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER). real effective exchange rate (REER); currency derivatives- forwards. futures. forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility. Tarapore Committee Report.

Unit - III: Exchange Rate Determination & Risk Management:

Theories of exchange rate behaviour. Parity Conditions- Purchasing Power Parity). Interest Rate Parity. International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure. economic exposure and assessment; interest rate risk. country risk assessment- political risk. financial risk: risk management through hedging natural hedges, hedges with currency derivatives forward market hedge. options market hedge. money market hedge. hedging exposure through swaps, other financial and non-financial methods of hedging.

Unit-IV: Multinational Corporate Decisions in Global Markets:

Nature of International Finance Functions and the Scope of International Financial Management, TFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)- motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas

						<p>investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias</p> <p>Unit - V: International Tax Environment: Types of taxation-income tax, withholding tax, value added tax, Tobin tax; tax environment- worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organization Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centers, rein voicing center, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning - TP methods, TP rules in India</p>
	MB 305 M1 Marketing Engineering	✓		?	?	<p>Unit-I: Marketing Engineering Approach, Key Concepts of Marketing Engineering (ME) Model, Verbal, Model, Box and Arrow Model, Response Model, Mathematical Model, Models Vs Judgements, Trial / Repeat Model, Marketing Decision Environment, Tools for Marketing Engineering , Business Value of Marketing Engineering, Customer Value, Value in Use Assessment, Economic Life Time Value, Approaches to Measure Customer Value.</p> <p>Unit-II: Segmentation, Targeting, Positioning- Traditional Segmentation, Targeting, Positioning through Brand Linkages, Perceptual Maps, Preference Maps, Limitations of Perceptual and Preference Map Forecasting Methods - Judgemental Method, Market and Product Analysis Method, Time Series Methods, Causal Methods, Product Life Cycle, New Product Forecasting Models - The Bass Model Bases Model, Selection of</p>

						<p>Forecasting Methods.</p> <p>Unit-III: Market Response Models: Concept of a Response Model, Response Models - Aggregate Response Model, Individual Response Models, Shared expenditure Models, Qualitative Response Models.</p> <p>Unit-IV: Strategic Market Analysis, Strategic Marketing, Decision Making, Advertising Budget Model, Rao & Miller Model, Ad budget model, the Full Model, Advisor Model, Media Decisions, Steps in Ad design Adcad systems, Syntex Approach.</p> <p>Unit-V: Geo-demographic analysis, Gravity Model, Pricing Models, Differential Pricing, Competitive Bidding Bases for Differential Pricing, Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.</p> <p>"</p>
	MB 305 II Advertisement and Retail Management	✓		✓	✓	<p>Unit-I: Advertising - Role in promotion mix, Objectives of advertising, Creativity in advertising, Ad-copy, Creative strategy & process - Implementation & evaluation, DAGMAR, Types of ad appeals, Ad budget - Establishment & allocation, Budgeting approaches</p> <p>Unit- II: Media planning, Deciding media objectives - Media strategy, Media mix, Ad reach Vs. Frequency, Evaluation of media, Internet and interactive media, Role of technology in media, Media planning, Role of Technology in media planning, Measuring ad effectiveness, Copy testing</p> <p>Unit-III: Introduction to organized retailing, Trends in retail, Types of retail format, Behaviour of organized retail markets, Objectives and function of retailing, retailing in India</p> <p>Unit- IV: Retailing in rural India, Geographic spread of Indian retail sector, Organized</p>

						<p>& unorganized, Types of retail formats, Retailing in services sector, International retailing, Cultural challenges in International retail, Role of MNC's</p> <p>Unit-V</p> <p>CRM in retail, Retail pricing strategies - Key drivers, Merchandising management, Store management, visual merchandising - Logistics management, programmes, Legal & ethical concerns in organized retail</p>
	<p>MB 305 HR I</p> <p>Industrial Relations and Labour Laws</p>	✓	✓	✓	✓	<p>Unit - I: Industrial Relations: Industrial relations- Meaning, Concept and objectives; Changing roles of actors - Workers, Management & Government in industrial relations; Approaches to Industrial Relations - System approach (Dunlop's), Social Action Approach, Input - output Approach; Conditions for good Industrial Relations, Economic Reforms and status of IR in India, Industrial Relations code 2020.</p> <p>Unit - II: Industrial Disputes and Resolution: Management of Discipline - The Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes - Meaning, nature, causes, extent and methods of settling industrial disputes; Industrial Disputes Act, 1947; Alternate Dispute Resolution Strategies - Collective Bargaining, Negotiation, Conciliation/Mediation, Adjudication and Voluntary Arbitration;</p> <p>Unit - II: Industrial Disputes and Resolution:</p> <p>Management of Industrial Cooperation - Labour Management co-operation, worker's Participation in Management and Industrial Democracy.</p> <p>Unit-III: Trade Unionism: Historical & Legal Framework</p> <p>Trade Unionism - Objectives and Functions of Trade Unions; Trade Union Movement in India - History and growth of Trade Union in India - Trade Unions in Pre and Post - independence Period; Trade Unions Act, 1926; Challenges of Trade Unions in India, Changing industrial environment and Role Trade Union in Globalized economy</p>

					<p>Unit- IV: Labour Legislation in India Labour Legislation - History and growth of labour legislation in India; International Labour Organization (ILO) - Activities of ILO, Impact of I.L.O. on Indian Labour standards; Labour Welfare and Social Security - Meaning, Concept and Principles of Labour Welfare, Approaches to Labour Welfare, Indian Constitution & Labour Welfare and National Commission on Labour recommendations on Labour Welfare; Meaning, Evolution, institutional growth and need of social security and concept of employer's Liability; Salient features of Welfare and security legislations for organized and unorganized workers in India, Code on Social Security, 2020; Protective Labour Legislation in India - Inter State Migrant Workmen (Regulation of Employment & conditions of Service) Act, 1979; Salient features of Occupational safety, Health and Working Conditions code, 2020; Contract Labour (Regulation & Abolition) Act, 1970, Women and Labour law - The Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013, Supreme Court verdict in Vishaka Versus State of Rajasthan case; Labour Law reforms initiative in India - The Code on Wages, 2019; The Occupational Safety, Health and Working Conditions Code, The Code on Social Security, The Industrial Relations Code.</p> <p>Unit- V: Wage Legislations Wage Theories - Subsistence theory, Marginal Productivity theory, Modern Theory of Wages, Collective bargaining theory, Exploitation theory - Their assumption & limitations; Wage, wage policy and wage regulation in India, Salient features of Minimum wages Act 1948, Payment of Wages act 1936, Equal Remuneration act 1976 and The payment of Bonus Act 1965</p>
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	MB 305 II Organizational Development	2✓	2✓	2✓	2✓	<p>Unit - I: General Introduction to OD Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD- Characteristics of OD-Values, assumptions, and beliefs in OD.</p> <p>Unit - II: Foundations of OD: Models and Theories of Planned Change- (a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change- Systems theory-Participation and Empowerment- Teams and Team work- Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.</p> <p>Unit-III: Managing the OD Process: Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant-Client Relationship.</p> <p>Unit-IV: Human Process Interventions: Human Process approaches: T-Groups- Process-consultation-Third party intervention-Team interventions- Techniques and exercises used in Team interventions: Role Analysis Technique- Role Negotiation Technique- Responsibility Charting-Force Field Analysis-Broad Team Building interventions.</p> <p>Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD</p> <p>Unit-V: Techno-Structural and Strategic Interventions Techno-structural interventions: Structural Design-(i) Restructuring organization- Downsizing-Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach- System Approach Strategic Interventions: Organizational Transformation</p>
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						Change - Self - designing organizations- Organizational Learning

	MB 305 SI Data Base Management Systems	✓		✓		<p>Unit-1: Database System Architecture and Data Models: Data Abstraction, Data Independence, Data Definition Language (DDL), Data Manipulation Language (DML), Entity-relationship model, network model, relational and object oriented data models, integrity constraints, data manipulation operations.</p> <p>Unit-2: Relational Query Languages and Relational Database Design: Relational algebra, Tuple and domain relational calculus, SQL3, DDL and DML constructs, Open source and Commercial DBMS - MYSQL, ORACLE, DB2, SQL server.</p> <p>Unit-3: Query Processing and Optimization and Storage Strategies: Evaluation of relational algebra expressions, Query equivalence, Join strategies, Query optimization algorithms, Indices, B-trees, hashing.</p> <p>Unit-4: Transaction Processing and Database Security: Concurrency control, ACID property, Serializability of scheduling, Locking and timestamp based schedulers, Multi-version and optimistic Concurrency Control schemes, Database recovery Authentication, Authorization and access control</p> <p>Unit-5: SQL and PL/SQL Concepts: Basics of SQL, DDL,DML,DCL, structure -</p>
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						creation, alteration, defining constraints - Primary key, foreign key, unique, not null, check, IN operator, aggregate functions, Built-in functions -numeric, date, string functions, set operations, sub-queries, correlated sub-queries, join, Exist, Any, All , view and its types., transaction control commands
	MB 305 S2 Business Analytics	✓ ?				Unit- I: Introduction to Business Analytics: Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling. Unit- II: Descriptive Analytics: Overview of Description Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques - Tables, Cross Tabulations; charts, Data Dashboards using Advanced Ms-Excel or SPSS. Unit - III: Predictive Analytics: Trend Lines, Regression Analysis - Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business Classification, Association, Cause Effect Modeling. Unit- IV: Prescriptive Analytics: Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis - Risk and uncertainty methods - Text analytics Web analytics Unit- V: Programming Using R: R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.
	Data Base Management Systems - Practical	?			?	Experiment 1: Student should decide on a case study and formulate the problem statement. Experiment 2: Conceptual Designing

					<p>using ER Diagrams (Identifying entities, attributes, keys and relationships between entities, cardinalities, generalization, specialization etc.)</p> <p>Experiment 3: Converting ER Model to Relational Model (Represent entities and relationships in Tabular form, Represent attributes as columns, identifying keys) tables created from ER Model.</p> <p>Experiment 4: Normalization -To remove the redundancies and anomalies in the above relational tables, Normalize up to Third Normal Form</p> <p>Experiment 5: Creation of Tables using SQL- Overview of using SQL tool, Data types in SQL, Creating Tables (along with Primary and Foreign keys), Altering Tables and Dropping Tables</p> <p>Experiment 6: Practicing DML commands- Insert, Select, Update, Delete</p> <p>Experiment 7: Practicing Queries using ANY, ALL, IN, EXISTS, NOT EXISTS, UNION, INTERSECT, CONSTRAINTS</p> <p>Experiment 8: Practicing Sub queries (Nested, Correlated) and Joins (Inner, Outer and Equip).</p> <p>Experiment 9: Practice Queries using COUNT, SUM, AVG, MAX, MIN, GROUP BY, HAVING, VIEWS Creation and Dropping.</p> <p>Experiment 10: Practicing on Triggers - creation of trigger, Insertion using trigger, Deletion using trigger, Updating using trigger</p> <p>Experiment 11: Procedures- Creation of Stored Procedures, Execution of Procedure, and Modification of Procedure.</p> <p>Experiment 12: Cursors- Declaring Cursor, Opening Cursor, Fetching the data, closing the cursor</p> <p>Experiment 13: Creating forms and working with different objects, Graphics and reports. Experiment 14: To create a table, alter and drop table.</p> <p>Experiment 15: To perform select, update, insert and delete operation in a table.</p> <p>Experiment 16: To make use of different clauses viz where, group by, having, order by, union, intersection, set</p>
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						<p>difference.</p> <p>Experiment 17: To study different constraints. [SQL FUNCTION]</p> <p>Experiment 18: To use oracle function viz aggregate, numeric, conversion, string function. Experiment 19: To understand use and working with joins.</p> <p>Experiment 20: To understand use and working of sub-queries.</p>
	MB 306 Project work Synopsis	?			?	<p>Contents of a synopsis:</p> <p>I. Title of the synopsis. Statement of the problem Introduction Aims and objectives Hypothesis (if any) Research Methodology Nature of the study Scope of the study Data Collection methods Tools for analysis Chapterisation (Name of the chapters)</p>
	MB 401 Business Policy & Strategy					<p>Unit - I: Introduction to Strategic Management Business Definitions: Business Objectives, Types of Businesses, Strategic planning, Planning process, decision making, Strategy definition, Establishing Corporate direction, Vision, Mission and Objectives- Strategic Intent- Strategic Management & Process, A Model of Strategy and Elements used in strategic positioning- Strategic choice and Strategic action Environmental scanning, Introduction, Demographic, Social and Cultural environment, technological environment, Economic Environment, Political Environment, Natural environment and Industry analysis, Portfolio Analysis, BCG, GE and Add Little Models for understanding Competitive position, S W O T Analysis, Porter's Competitive Advantage, Value chain Analysis- Core Competencies and Capability building Strategies. Unit - III: Strategy Formulation Business Strategies: Business Level</p>

					<p>Strategy, Strategy formulation, Situation Analysis, Growth Strategies, Offensive strategies, Defensive strategies, Generic Strategies , Industry life Cycle Analysis, Emerging Industries, Maturing Industry, Fragmented Industry, Strategy for Leaders, Challengers, Followers and Niches- Managing Business Crisis.</p> <p>Unit- IV: Alternative Strategies Strategy analysis and Choices, Strategy Alternatives, Corporate level international strategy, Creating Value through Intensive Growth strategies, Integration Strategies, Diversification Strategies, Mergers & Acquisitions- Strategic Alliances - Outsourcing Strategies, Types of Outsourcing, Benefits, Growth and Drivers of Outsourcing, Managing Strategic Change,</p> <p>Unit- V: Strategy Implementation and Control: Strategy Implementation: Strategies Evaluation and Control, Social responsibilities of Business, Business Ethics, Corporate Governance, Good Corporate Citizenship, Understanding Environmental Change and Instilling Corporate Culture for Promoting S M A R T approach, Re-Designing Organizational Structures and Controls - Corporate Failures, Mechanism for Strategy con-h-ol and Evaluation, Types of Strategic Controls- Social and Ethical responsibilities of Corporate Organizations.</p>
	MB 402 Business Intelligence				<p>unit - I: Introduction to Business Intelligence (BI):</p> <p>Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business Intelligence</p> <p>Unit-II: Data Warehousing and Data Mining</p> <p>Date Ware housing(DWH): - Definition, Characteristic, types, -Date ware housing frame work, Data Warehousing architecture, Alternative Architectures,</p>

						<p>Data ware housing Integration, Data ware housing- Development Approaches, Real time Data ware housing.</p> <p>Data Mining: - Definition, Characteristic, Benefits, Date Mining Functions, Data Mining Applications, Data Mining techniques and tools. Text Mining, Web Mining.</p> <p>Unit - III: Business Performance Measurement (BPM): Definition, BPM v/s BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dash boards.</p> <p>Unit - IV: Business Analytics and Data Visualization: Business Analytics - Definitions, Tools and techniques of BA, Advanced Business Analytics Business Analytics and Web, Usage, Benefits and Success of Business Analytics. Data Visualization: Definition, New Direction in Data Visualization, GIS, GIS v/s GPS</p> <p>Unit - V: Business Intelligence Implementation and Emerging Trends: Implementing Business Intelligence - Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation. Business Intelligence and Integration Implementation -Types, Need, Level of Business Intelligence Integration. Emerging trends in Business Intelligence Implementation- Social Networks and Business Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.</p>
	MB 403 Supply Chain Management	✓			?	Unit I: Introduction to supply chain Management

						<p>Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.</p> <p>Unit - II: Supply Chain Structure and Inventory in SC:</p> <p>Logistics Management, Integrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and strategy, Reverse Logistics. Inventory management and its role in customer service</p>
	MB 404 I Financial Risk Management	✓				<p>Unit-I Introduction The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk-Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process-pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process-internal and external.</p> <p>Unit II: Measurement and Management of Risk</p> <p>Value at risk (VaR): The concept, calculation Stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR . Non-Insurance methods of Risk Management-Risk Avoidance. Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): evolution & concept. RBI guidelines. Capital</p>

						Adequacy. Management of interest rate risk. liquidity risk, credit risk and exchange rate risk.
	MB 404 F II Banking and Insurance	✓				<p>Unit - I: Introduction to Banking Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking - universal banking, wholesale banking. private banking, retail banking; Evolution of Banking in India- nationalization, banking reforms: financial intermediation by banks; Role of commercial banking and economic development. RBI, Banker-Customer relationship. Functions of a Bank. Banking Sector and organization of Banks: Different types of accounts. Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements</p> <p>Unit -II: Uses of Bank Funds:</p> <p>Features or Bank Credit. Different types of accounts. steps to be followed in the assessment of credit worthiness or a prospective borrower. the credit process and management. different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs. Priority sector lending</p> <p>Unit - III: Regulation and Innovations in Banking System:</p> <p>Regulation of Bank Capital: The need to regulate Bank Capital. Concept of Economic Model, Concept of Regulatory Capital. Basel Accords I,II and III: Banking Innovations:-Core Banking Solution, Retail Banking- Products & Services-Nature, Scope, Future and</p>

						<p>Strategies, Plastic Money. National Electronic Funds Transfer. ATM, Mobile Banking, M Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks - Clearing and Gateways.</p> <p>Unit- IV: Introduction to Insurance:</p> <p>Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA</p> <p>Unit- V: Life Insurance and General Insurance:</p> <p>The concept of Life Insurance, Life Insurance Products- Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel Marketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and crop.</p>
	MB 404 M I Buyer Behaviour	✓			✓	<p>Unit- I:</p> <p>Introduction to Consumer Behaviour Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation their Marketing implications: Motivation and consumer behavior: motives and motivation theories and personality and their Marketing implications</p> <p>Unit-II:</p> <p>Perception and Learning Theory: - Introduction, meaning, nature, Importance and limitation of perception .Theories of buyer</p>

behavior in Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information

Unit-III:

Impact of Culture on Buyer Behaviour Social and cultural settings: Meaning of culture, Characteristics of culture, functions of culture. Types of culture, Sub-culture and Cross cultural marketing practices. Reference groups and Family Life Cycle: advantages and disadvantage of reference groups, types of reference group. Role of Family life cycle in Buyer behavior

Unit-IV:

Consumer decision making and buyer attitude: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour. Attitude and consumer behaviour:-Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence on attitude formation

Unit- V:

Models of Consumer Behaviour Models of Consumer Behaviour: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao -Lilien model. Consumerism

	MB 404 II Services and Digital Marketing	✓			✓	<p>Unit-I: Introduction to services and Effective Management of Service marketing</p> <p>Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, Classification of service. Services Marketing triangle- Internal marketing of Services - External versus Internal orientation of service strategy. Marketing Demand and Supply through capacity planning and Market Segmentation, Targeting, and Positioning in services</p> <p>Unit-II: Understanding customer expectation through market research and Consumer behavior in services Marketing research to understand customer expectation, Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.</p> <p>Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception</p> <p>Unit-III: Marketing Mix in Service Marketing</p> <p>Traditional Mix: The Seven Ps, Product decision, Pricing strategies and tactics, Promotion of service and placing of distribution methods for services. Extended marketing Mix: The Service delivery Process- Designing of the service, blueprinting. Managing Service Encounters, Service Failure, Service Recovery, Employee role in service designing, importance of service employee, Quality-productivity trade off. Physical evidence in services, Types and role of service spaces</p> <p>Unit-IV: Introduction to Digital Marketing:</p>
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						<p>Digital Marketing, Importance of digital marketing. Difference between traditional marketing and digital marketing, Trends and scenario of the industry</p> <p>Search Engine Optimization (SEO), History & Growth of SEO, Campaign Creation, Google Adwords, Ad Creation, Approval & Extensions, Site Targeting, Keyword Targeting, Demographic Targeting/ Bidding</p> <p>Unit - V: Social Media Marketing</p> <p>Social Media Marketing & Social Media, Slogging, Social Networking, Video Creation &</p> <p>Sharing, Use of Different Social Media Platforms, Content Creation. Web Analytics.</p> <p>Campaign Tagging & Reporting, Email Marketing, Introduction to Audience Reports, Traffic & Content Report, Linking, Real-Time Data.</p>
	MB 404 HR I Leadership and Change Management	✓			✓	<p>Unit - I: Introduction to Leadership</p> <p>Traits, Styles, Skills, Behaviors, Vision, Inspiration and Momentum of Leadership International Framework for Analyzing Leadership- Personality Types and Leadership- Five Factor Model of Personality- Leadership Perspectives on Cultural Values, Social Responsibility and Organizational Performance- Current Issues in Leadership- Contemporary Leadership Styles</p> <p>Unit - II: Leadership Development Programs and Models</p> <p>Characteristics, Types and Evaluation of Leadership Development Efforts- Trait Behavior, Power Influence, Situational and Integrative Approaches to Leadership- Causal and Normative Models - Leader-Member Exchange Theory- LPC model- VIM of Self- Leadership- Perspectives on Change: Contingency, Resource Dependence,</p>

						<p>Population Ecology and Institutional.</p> <p>Unit- III: Strategic Change Process</p> <p>Hopson's Change Curve-Virginia Satir change Model-Noer's Redundancy Intervention Model-Change Path Diagnostics-Reactive and Proactive Change Path-Nabisco's Renewal Path-Diagnostic Models for Organizational Change-Methods for dealing with Resistance to Change-Enablers and Barriers to Change-Model of Cognitive, Effective and Behavioral Responses to Change-Five Stages of Planned Change</p> <p>Unit - IV: Initiating Change:</p> <p>Weinberg's change process, triggers, drivers and tracers of change - Leavit model- change mapping, change spectrum, Gestalt change cycle - Tropics Test, Behavioral, cognitive, psycho-dynamic and humanistic approaches to change .Bechard's change formula - Buchanon and Mc Calman' s model of perpetual transitin management - Types of individual,group and organisatinal change , Organisational Change matrix</p> <p>Unit- V: Methods and models for change management</p> <p>Warfield 6-3-5 method - Rosemary Stewart's model - Tony Buzan's mind maps - Edward de Bono's six thinking hats - Johari window - Nadler and Tushman's congruence model - Scenario analysis - power - interest matrix - Kotter' 8 step change model - Pendlebury,Nadler,Kanter and Taffinder's planned change models.Dunphy Contingency Model of change</p>
	MB 404 HR II :Performance Management	✓			✓	<p>Unit - I: Introduction</p> <p>Definition, concerns and scope of PM. Performance Appraisals.</p>

Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs- Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance

Unit - II: Performance Appraisal
 Assessment center-psychometric tests. Role Play-Self-appraisal-360 Degree appraisals
 Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis

Unit - III: Performance Bench marking
 Human information processing and performance loop, performance shaping factors-Yerkes-Dodson's Law-Corporate performance management-EFQM Excellence model-Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees

Unit-IV: Competency mapping and Pay Plans
 Competency Mapping-Mercer's Human Capital Wheel-Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay The McBer Generic managerial competency model- Competency causal flow model-Competency gap-Competency Assessment-Balanced Score Card framework.

Unit - V: Performance Metrics and Models
 Performance measures pyramid.

					<p>Steps for designing metrics, Wang Lab, Smart pyramid</p> <p>Conceptual, DHL, RCN Models of PM, Gilbert's performance matrix and Behavior Engineering model.</p> <p>Direction of trouble shoots with Behavior model-Meager and Pipes trouble shooting model - AT!</p> <p>Performance improvement model, Spangeneerg's Integrate model of PM, Sears's model for organizational performance.</p>
	MB 404-S-I Data Visualizat ion	✓			<p>Unit - I: Introduction to Data and Information Visualization</p> <p>Definition and why we visualize data? How we visualize data? A Brief History of Data Visualization, types of data - categorical, ordinal and quantitative data. Visual Analytics Concepts</p> <p>Unit - II: Data Visualization Tools and Techniques</p> <p>Data Visualization tools - Multidimensional Data Visualization Tools (Column and Bar Graphs, Charts, Line Graphs, Scatter Plots, Pie graph) Hierarchical and Landscape Data Visualization Tools (Maps, Tree Graph)</p> <p>Unit - III: Data Visualization - Dashboards Basics</p> <p>Definition- Performance Dashboard, types of dashboards (Operational, Tactical and Strategic) - Dashboard design-Business Activity Monitoring through Dashboards, Common pitfalls of Dashboard design. Organizing Data for Dashboards</p> <p>Unit- IV: Introduction to Power BI</p> <p>Power Bi Concepts-Parts of Power BI Desktop - Major Building Blocks of Power BI-Data Sets, Shared Data Sets, Reports, Dashboards - Types of Visualizations- Area Charts, Bar and Column Charts, Donut Charts, Gauge Charts, KPis, Line Charts, Maps, Matrix, Q&A Visual, Tree</p>

Maps, Waterfall Charts

Unit- V: Microsoft Power BI and Other features

Getting Data Source-Excel as a source, SQL as Source, Web as a source- Creating and Interacting with Dashboard, Sharing Dashboards - Power Query Editor for querying data and Report server for Reports.

<p>MB 404-S-II Data Mining for Business</p>	<p>✓</p>			<p>✓</p>	<p>Unit - I: Introduction to Data Mining Definition- Data Mining and Knowledge Discovery- Motivating Challenges-Origins of Data Mining - Data Mining Tasks</p> <p>Unit II: Data Pre-Processing: Data Summarization- Data Cleaning- Data Integration and Transformation- Data Reduction- Data Discretization and Concept hierarchy Generation- Feature Extraction-Feature Transformation.</p> <p>Unit - III: Association, Classification and Clustering Association: Definition- Market-Basket Analysis, Naive Algorithm, Apriori Algorithm, Software for Association Rule Mining (i) Classification and Prediction: Decision tree, Bayesian classification, Rule-base</p> <p>Classification, Prediction -Linear Regression</p> <p>Clustering: Basic issues in clustering, partitioning methods - clustering analysis software</p> <p>Unit-IV: Web Mining and Other Mining Web Mining- introduction- Web Content Mining, Web usage Mining, Web Structure Mining- Spatial Data Mining- Text Mining, Multimedia Mining</p> <p>Unit - V: Data Mining Applications Application Strength of Data Mining- Data Mining for Banking and Financial Data Analysis- Data Mining in Insurance-Data Mining in Biological Data Analysis- Social Media Marketing- CRM- Tourism Industry- Agriculture.</p>
<p>MB 404-S-I Data Visualization practical</p>	<p>✓</p>				<p>1Getting Started with Power BI- Understanding the parts of Desktop Power BI 2Getting Access to Data Sources from Power BI 3 Exploring Data Sets. 4 Creating simple visualizations -</p>

						Creating Map Visualizations, Using Combination Charts, Using Table, Modify Colors in Charts, Adding Shapes, Images and Text box 5 Creation, sharing of Dashboard 6 Creation, Styling and Sharing of Reports 7 Using Excel Data(integrating excel data with Power BI)
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