COURSE STRUCTURE
AND
DETAILED SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

in

DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulation – R24

Applicable for the batches admitted from 2024-2027

AVANTHI INSTITUTE OF ENGINEERING AND TECHNOLOGY
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NAAC"A+" Accredited Institute
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DEPARTMENT OF MANAGEMENT STUDIES
Course Structure Program– Master of Business Administration
Regulation-R24
(Applicable from the academic year 2024-2025 to 2026-2027)

I Year I Semester- Course Structure   Regulation: R24

S.No	Category	Course Code	Course Title	Hours per Week			
				Lecture	Tutorial	Practical	Credits
1	PCC	R24MB1101	Principles of Management	4	0	0	4
2	PCC	R24MB1102	Managerial Economics	4	0	0	4
3	MC	R24MB1103	Management Accounting	4	0	0	4
4	MC	R24MB1104	Quantitative Analysis for Business Decisions	4	0	0	4
5	PEC	R24MB1105	Business Law	4	0	0	4
6	CSO	R24MB1106	Business Communication and Soft skills	4	0	0	4
7	PCC	R24MB1107	Cross Cultural Management	4	0	0	4
8	TOC	R24MB1108	Information Technology–Lab1 (Spread sheets and Tally)	0	0	2	2
9	TOC	R24MB1109	Business Communication and Soft skills Lab	0	0	2	2
			Total	28	0	4	32

Category	Courses	Credits
PCC- Program Core Courses	3	12
PEC- Program Elective Courses	1	4
MC-Mandatory Courses	2	8
CSO- Communication Skill Oriented	1	4
TOC-Technical Oriented Course	2	4
Total	9	32

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DEPARTMENT OF MANAGEMENT STUDIES

Program: **Master of Business Administration**   Regulation: R24

I Year II Semester- Course Structure

S.No	Category	Course Code	Course Title	Hours per Week			
				Lecture	Tutorial	Practical	Credits
1	PCC	R24MB1201	Financial Management	4	0	0	4
2	PCC	R24MB1202	Human Resource Management	4	0	0	4
3	PCC	R24MB1203	Marketing Management	4	0	0	4
4	PCC	R24MB1204	Operations Management	4	0	0	4
5	MC	R24MB1205	Business Research Methodology	4	0	0	4
6	PEC	R24MB1206	Project Management	4	0	0	4
7	TOC	R24MB1207	IT-Lab2(Programming R)	0	0	2	2
			Total	24	0	2	26

Category	Courses	Credits
PCC- Program Core Courses	4	16
PEC- Program Elective Courses	1	4
MC- Mandatory Course	1	4
TOC- Technical Oriented Course	1	2
Total	**7**	**26**

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DEPARTMENT OF MANAGEMENT STUDIES

Course Structure Program– Master of Business Administration

Regulation-R24

(Applicable from the academic year 2024-2025 to 2026-2027)

II Year III Semester- Course Structure   Regulation: R24

S.No	Category	Course Code	Course Title	Hours per Week			
				Lecture	Tutorial	Practical	Credits
1	PCC	R24MB301	Operations Research	4	0	0	4
➢ **Choose any two of the following Electives** ➢ **Choose any two Subjects from each Electives**							
	ELECTIVE		**MARKETING**				
2	PEC	R24MB302	Consumer Behavior	4	0	0	4
3	PEC	R24MB303	Retail Management	4	0	0	4
4	PEC	R24MB304	Digital and social media Marketing	4	0	0	4
	ELECTIVE		**HUMAN RESOURCE MANAGEMENT**				
5	PEC	R24MB305	Leadership and change management	4	0	0	4
6	PEC	R24MB306	Human capital Management	4	0	0	4
7	PEC	R24MB307	Compensation and Payroll management	4	0	0	4
	ELECTIVE		**FINANCE**				
8	PEC	R24MB308	Investment analysis and portfolio Management	4	0	0	4
9	PEC	R24MB309	Managing Banks and Financial Institutions	4	0	0	4
10	PEC	R24MB310	Financial Markets and Services	4	0	0	4
	ELECTIVE		**BUSINESS ANALYTICS**				
11	PEC	R24MB311	Essentials of Business Analytics	4	0	0	4
12	PEC	R24MB312	Text, social media & Web Analytics	4	0	0	4

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13	PEC	R24MB313	Marketing Analytics	4	0	0	4
			PROJECT				
14	IPW	R24MB314	Industrial Project based on Summer Internship	4	0	0	4
			Total	**28**	**0**	**0**	**24**

Category	Courses	Credits
PEC-Program Elective Course	4	16
PCC-Program Core Course	1	4
IPW-Industrial Project Work	1	4
Total	**6**	**24**

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DEPARTMENT OF MANAGEMENT STUDIES

Program: **Master of Business Administration**   Regulation: R24

(Applicable from the academic year 2024-2025 to 2025-2026)

II Year IV Semester- Course Structure

S.No	Category	Course Code	Course Title	Lecture	Tutorial	Practical	Credits
1	PCC	R24MB401	Logistics and supply chain management	4	0	0	4
			➢ **Choose any two of the following Electives** ➢ **Choose any two Subjects from each Electives**				
	ELECTIVE		**MARKETING**				
2	PEC	R24MB402	Services Marketing	4	0	0	4
3	PEC	R24MB403	Tourism and Hospitality Management	4	0	0	4
4	PEC	R24MB404	Global Marketing Management	4	0	0	4
	ELECTIVE		**HUMAN RESOURCE MANAGEMENT**				
5	PEC	R24MB405	Labor Welfare and employment laws	4	0	0	4
6	PEC	R24MB406	International HRM	4	0	0	4
7	PEC	R24MB407	Employee Relations and engagement	4	0	0	4
	ELECTIVE		**FINANCE**				
8	PEC	R24MB408	Global Financial Management	4	0	0	4
9	PEC	R24MB409	Financial Risk Management	4	0	0	4
10	PEC	R24MB410	Corporate Finance	4	0	0	4
	ELECTIVE		**BUSINESS ANALYTICS**				
11	PEC	R24MB411	Financial Analytics	4	0	0	4
12	PEC	R24MB412	HR Analytics	4	0	0	4
13	PEC	R24MB413	Econometrics and Business Forecasting	4	0	0	4

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14	CVV	R24MV414	Comprehensive Viva- Voce	0	0	0	2
			Total	24	0	0	22

Category	Courses	Credits
PEC-Program Elective Course	4	16
PCC-Program Core Course	1	4
CVV- Comprehensive Viva Voce	1	2
Total	6	22

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R24MB 1101   **PRINCIPLES OF MANAGEMENT**   **4   0   0   4**

Course Objectives:

1. To give a basic perspective of Management.
2. To Provide foundation to study other functional areas of management
3. To provide the students with the conceptual framework and the theories
4. To understand Organizational Behavior.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO6	PO7	PSO1	PSO2	
R24MB1101.1	Identify various basic perspective of management.	3	2	1	2	2	2	L1, L4
R24MB1101.2	Understand the human interactions in an organization.	3	1	3	3	3	2	L2, L3
R24MB1101.3	Understand the theories underlying Organizational Behavior.	2	2	3	3	3	1	L2, L4
R24MB1101.4	Understand Motivation and Job Performance.	3	2	2	2	2	2	L2, L5
R24MB1101.5	Outline Organizational conflict.	2	2	3	3	2	2	L2, L6

SYLLABUS

UNIT-I   **10 Hours**

Definition, Nature, Functions and Importance of Management – Functions of a Manager Evolution of Management thought – Scientific management, administrative management, - Levels of Management - Managerial Skills –Qualities of manager – Professional Management- System approach.   **COs-CO1**

Self-Learning Topics: Study the characteristics of professional management and how they differ from traditional management practices.

UNIT-II   **10 Hours**

Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan- Essentials of a good planning –Forecasting- Forecasting techniques- Process of Decision-making- Characteristics of effective decision- Management by Objectives (MBO) - Social Responsibilities of Business**.**   **COs-CO2**

Self-Learning Topics: Develop a decision-making framework based on your learning, and apply it to a hypothetical or real-life scenario to assess its effectiveness.

UNIT-III   **15 Hours**

Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Theories of Motivation.   **COs-CO3**

Self-Learning Topics: Conduct a self-assessment or create a plan for improving delegation

skills in a management role, focusing on how it can enhance productivity and employee empowerment.

UNIT-IV   8 Hours

Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques- Charters tics of control and types of Control- Essentials of Effective Budgeting system- Budgetary Control- Objectives- Advantages- Limitations of Budgetary control.

COs-CO4

Self-Learning Topics: Analyze case studies that demonstrate how individual differences in personality affect team dynamics and productivity.

UNIT-V   8 Hours

Motivation and Job Performance – Content and process Theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.   **COs-CO5**

Self-Learning Topics: Study various leadership styles, such as transformational, transactional,servant, and situational leadership, and their applicability in different cultural and organizational contexts.

Board of Studies: Master of Business Administration
Approved in BOS No: 01, 5th August, 2024
Approved in ACM No: 01

References:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.

2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.

3. Kumar, Rao, Chhaalill "Introduction to Management Science" Cengage Publications, New Delhi

4. V.S.P. Rao, Management Text and Cases, Excel, Second Edition, 2012.

5. K. Anbuvelan, Principles of Management, University Science Press, 2013.

6. K. Aswathappa "Organizational Behavior-Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008.

7. Steven McShane, MaryAnn Von Glinow, Radha Sharma: "Organizational Behavior", TMHEducation, New Delhi, 2008.

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	17	---
L2	33	49
L3	17	---
L4	33	17
L5	---	17
L6	---	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define management.
2. What are the primary functions of a manager?
3. List the levels of management.
4. What is scientific management?
5. Who is known as the father of administrative management?
6. What are the key characteristics of professional management?
7. Name three types of plans in management.
8. What does MBO stand for?
9. Identify two forecasting techniques.
10. What are the principles of organizing?

L2 Understanding

1. Explain the importance of management in organizations.
2. Describe the nature and functions of management.
3. Summarize the evolution of management thought.
4. How does professional management differ from traditional management?
5. What are the characteristics of a sound plan?
6. Describe the steps in the planning process.
7. Explain the concept of delegation of authority.
8. What is the significance of span of control?
9. Why is budgeting control essential in management?
10. Describe the different types of motivation theories.

L3 Applying

1. Create a simple plan for a new project, outlining the steps and resources needed.
2. Apply the concepts of delegation to a hypothetical management scenario.
3. Use forecasting techniques to predict outcomes for a proposed business initiative.
4. Demonstrate how you would implement MBO in a team setting.
5. Develop an organizational structure for a startup company.
6. Create a decision-making framework for resolving a conflict in the workplace.
7. Apply the principles of effective control in a case study of a failing project.
8. Design a plan to enhance employee motivation using relevant theories.
9. Develop a budget for a departmental project.
10. Illustrate how group dynamics can impact team performance in a collaborative project.

L4 Analyzing

1. Analyze a case study that highlights the impact of managerial skills on organizational success.
2. Compare and contrast the advantages and disadvantages of decentralized versus centralized management.
3. Analyze how different organizational structures affect communication within a company.
4. Examine the conflicts that can arise from line and staff structures.
5. Assess the effectiveness of a specific forecasting technique in a business scenario.
6. Analyze how individual differences in personality affect team dynamics.
7. Break down the steps of the decision-making process and identify potential pitfalls.

8. Evaluate the impact of leadership styles on employee performance.
9. Analyze the role of motivation in job performance within a specific industry.
10. Compare the effectiveness of formal and informal organizations.

L5 Evaluating

1. Assess the importance of managerial skills in achieving organizational goals.
2. Evaluate the effectiveness of MBO in enhancing employee performance.
3. Critique the limitations of traditional management practices.
4. Assess the impact of effective planning on organizational success.
5. Evaluate different forecasting techniques in terms of reliability and applicability.
6. Assess the challenges faced by leaders in a globalized environment.
7. Evaluate the advantages and limitations of budgetary control systems.
8. Critique a case study where poor delegation led to project failure.
9. Assess the impact of group dynamics on team collaboration.
10. Evaluate the relevance of motivational theories in today's workplace.

L6 Creating

1. Design a comprehensive management training program focusing on managerial skills.
2. Create a strategic plan for a new product launch, including planning and forecasting elements.
3. Develop an organizational change initiative to enhance productivity and morale.
4. Create a decision-making model tailored for a specific industry or scenario.
5. Design a budgetary control system for a non-profit organization.
6. Propose a new leadership style that combines elements from various theories.
7. Develop a training workshop on effective delegation and its benefits.
8. Create a team-building activity that enhances group dynamics.
9. Formulate a plan to implement MBO across an entire organization.
10. Design an employee motivation program based on content and process theories of motivation.

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R24MB1102　　　　　MANAGERIAL ECONOMICS　　　4　0　0　4

Course Objectives:

1. To equip the students with the analytical tools of Economics.
2. To apply the analytical tools of Economics to rational managerial decision-making.
3. To familiarize cost and pricing concepts.
4. To develop economic way of thinking in dealing with practical business problems and challenge.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with Pos & PSos						Dok
		PO1	PO2	PO4	PO6	PSO1	PSO2	
R24MB1102.1	Develop an understanding of the applications of managerial economics	2	2	1	2	2	2	L1, L2
R24MB1102.2	Understand Demand Analysis and Forecasting	2	1	1	2	3	2	L1, L3
R24MB1102.3	Knowledge about Cost and Production Analysis	2	2	2	3	2	2	L1, L2
R24MB1102.4	Identify basic knowledge about Macro Economic factors of the Nation	1	2	1	2	2	3	L4, L5
R24MB1102.5	Understands the concept of business cycle	2	1	1	2	2	2	L2, L5

SYLLABUS

UNIT-I　　　　　　　　　　　　　　　　　　　　　　　**12 Hours**

Introduction to Managerial Economics: Nature and Scope-Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi-Marginal Concept, Role of Business Economist- Linkage with other Disciplines- Theory of Firm.　　　　　　　　　　　　　　　　　　　　　　　**COs–CO1**

Self-Learning Topics: This topic encourages learners to explore how the opportunity cost principle applies to various personal and business decisions, helping them grasp the concept through practical examples and reflective activities.

UNIT-II　　　　　　　　　　　　　　　　　　　　　　**18 Hours**

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Types of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.　　　　　　　　　　　**COs–CO2**

Self-Learning Topics: This topic encourages learners to investigate how the price elasticity of demand affects consumer behavior and business pricing strategies by analyzing real-world examples, such as changes in demand for products during price fluctuations.

UNIT-III　　　　　　　　　　　　　　　　　　　　　**12 Hours**

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Production- Factors of production- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb- Douglas and CES

Production functions. **COs–CO3**

Self-Learning Topics: This topic invites learners to conduct a small experiment or simulation to observe the Law of Variable Proportions in action, helping them understand how varying one input while keeping others constant affects output levels.

UNIT-IV   8 Hours

Market Structure and Pricing: Types of Pricing Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics-Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma. **COs–CO4**

Self-Learning Topics: This topic encourages learners to explore how the Prisoner's Dilemma can be applied to pricing strategies in competitive markets, particularly in oligopolistic scenarios, by analyzing case studies or simulating decision-making processes between competing firms.

UNIT-V   15 Hours

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation-Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment-Business cycles: Policies to counter Business Cycles. **COs–CO5**

Self-Learning Topics: This topic allows learners to delve into the Phillips Curve, examining the trade-off between inflation and unemployment through historical data, graphical representations, and discussions on its relevance in modern economic policy.

Board of Studies: Master of Business Administration
Approved in BOS No: 01, 5th August, 2024
Approved in ACM No: 01

References:

1. D. M. Mithani, Managerial Economics, Himalaya Publishing House
2. H. Craig Peterson, W. Cris Lewis, Managerial Economics, Pearson, 2005.
3. Gupta G. S., Managerial Economics, TMH,1988.
4. P.L.Mehta, Managerial Economics,PHI,2001.
5. K.K. Dawett, Modern Economic Theory, Sultan Chand &Sons.
6. D.N.Dwivedi, Managerial Economics,7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macro economics, TMH.

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	51	34
L2	34	34
L3	15	--
L4	--	--
L5	--	33
L6	--	--

Total (%)	100	100

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. What is the Opportunity Cost Principle in Managerial Economics?
2. Define Incremental Reasoning and provide an example.
3. What are the main types of market structures covered in Managerial Economics?
4. What does the term 'Elasticity of Demand' refer to?
5. List the factors that determine supply in an economy.
6. What is the Cobb-Douglas production function?
7. Define 'Perfect Competition' and explain its pricing determination.
8. What is the Phillips Curve and what does it depict?
9. What are the main causes of inflation?
10. What is the concept of 'Cost-Output Relationships' in production analysis?

L2 Understanding

1. How does the concept of the Opportunity Cost Principal influence business decisions?
2. Explain how the Time Perspective affects long-term versus short-term decision-making.
3. Describe the relationship between demand and supply in a market.
4. Explain why price elasticity of demand is important for setting prices.
5. How do economies of scale affect the cost structure of a firm?
6. Describe the differences between perfect competition and monopoly in terms of pricing and market power.
7. What is the role of a business economist in analyzing market conditions?
8. How does the Law of Variable Proportions explain changes in output with respect to input?
9. Explain how inflation is measured and its impact on businesses.
10. Describe how the Nash Equilibrium in Game Theory can influence pricing strategies in oligopolistic markets.

L3 Applying
1. How would you apply the opportunity cost principle in deciding between two investment opportunities?
2. Using the concept of incremental reasoning, determine whether a company should invest in expanding its production capacity.
3. How would you apply the elasticity of demand to determine the pricing strategy for a new product?
4. Demonstrate how the Cobb-Douglas production function can be used to optimize resource allocation in a firm.
5. Apply the concept of economies of scale to analyze the benefits of increasing production for a company.
6. How would you apply demand forecasting methods for a newly launched product?
7. Use the Phillips Curve to analyze the trade-off between inflation and unemployment in a recession.
8. Apply the theory of the firm to assess the potential profitability of a monopoly in a given market.
9. How can Game Theory be applied to determine pricing strategies in a competitive market?
10. Using the concept of the Law of Variable Proportions, predict the effect of increasing

labour on total output while keeping other inputs constant.

L5 Evaluating

1. Evaluate the effectiveness of the Opportunity Cost Principle in helping businesses allocate resources efficiently.
2. Critically assess the relevance of the Time Perspective principle in making long-term financial decisions.
3. Evaluate how the Law of Demand and Supply applies to pricing decisions during periods of high inflation.
4. Critically evaluate the role of inflation in shaping macroeconomic policies and business strategies.
5. Evaluate the potential risks and rewards of applying the Cobb-Douglas production function in a firm's decision-making process.
6. Evaluate how oligopolistic firms can use Game Theory to prevent price wars and maintain market stability.
7. Assess the strengths and weaknesses of using demand forecasting techniques for new versus established products.
8. Evaluate the impact of deflation on employment and consumer spending, considering the Phillips Curve.
9. Evaluate the effects of a monopoly's pricing strategy on consumer welfare and market efficiency.
10. Assess the role of the Business Economist in formulating strategies during business cycles.

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R24MB1103 **MANAGEMENT ACCOUNTING** **4   0   0   4**

Course Objectives:

1. To acquaint the students regarding various accounting concepts.

2. To be familiar in application in managerial decision making.

3. To acquire knowledge on various management accounting concepts.

4. To impart knowledge about various management accounting concepts.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO4	PO6	PO7	PSO1	PSO2	
R24MB1103.1	Identify the basic knowledge about to prepare the Accounts	3	2	2	1	2	2	L1, L3
R24MB1103.2	Discuss how to analyze the financial statements	3	1	2	2	2	1	L2, L3
R24MB1103.3	Implement the cost accounting Concepts	2	2	2	1	1	2	L2, L5
R24MB1103.4	Examine the application of management account concepts	2	1	2	2	2	1	L4, L6
R24MB1103.5	Calculate the application of standard, variance and marginal costing.	3	1	1	2	2	2	L4, L5

SYLLABUS

UNIT-I   **18 Hours**

Financial Accounting-concept – Importance and scope, accounting principles, accounting cycle, journal, ledger, trial balance, Preparation of final accounts with adjustments.

Overview of GST- Concept- Components of GST- Advantages of GST.   **COs-CO1**

Self-Learning Topics: Analyze real-world examples of financial statements from companies, identifying how accounting principles are applied.

UNIT-II   **15 Hours**

Analysis and interpretation of financial statements–meaning, importance and techniques, Comparative and common size statements, ratioanalysis, Fund flow analysis, cash flow analysis.

COs-CO2

Self-Learning Topics: Conduct a preliminary analysis of a company's financial statements, identifying key financial health indicators.

UNIT-III   **10 Hours**

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet.

COs-CO3

Self-Learning Topics: Analyze real-world examples of how these methods are implemented in businesses.

UNIT-IV   **10 Hours**

Management accounting–concept, need, importance and scope; Types of budgets budgetary control-meaning,need, objectives, essentials of budgeting, and their preparation.   **COs-CO4**

Self-Learning Topics: Develop a report on how management accounting contributes to strategic planning and performance management in businesses.

UNIT-V   **15 Hours**

Standard costing and variance analysis (materials, Labouré, Overhead)-Marginal costing and its application in managerial decision-making, Break-Even Analysis: Break Even point. **COs-CO5**

Self-Learning Topics: Learn how to perform break-even analysis and use it for decision- making in business.

Board of Studies: Masters of Business Administration

Approved in BOS No: 05, August, 2024

Approved in ACM No: 01

References:

1. Maheswari and Maheswari "Financial Accounting", Vikas Publishing House, NewDelhi, 2013.

2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.

3. Horngen, Sundem &Stratton, Introduction to Management Accounting, PearsonEducation, New Delhi.

4. Hansen & Mowen, Cost Management, Thomson Learning.

5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Dep of, New Delhi

6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.

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Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	16	--
L2	34	43
L3	34	--
L4	--	14
L5	16	29
L6	--	14
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. What is the meaning of financial accounting, and why is it important for businesses?

2. Define the accounting cycle and list the steps involved.

3. What are the components of GST (Goods and Services Tax)?

4. What is the purpose of a trial balance in accounting?

5. What are the different types of financial statements prepared in financial accounting?

6. What are the key elements that need to be included in a budget?

7. Define ratio analysis and explain its importance in financial analysis.

8. What are the primary types of costs classified in cost accounting?

9. What is the break-even point in cost accounting?

10. List the different types of budgets used in management accounting.

L2 Understanding

1. Explain the concept of GST and how it differs from the previous tax regime.

2. Describe the process of preparing final accounts with adjustments.

3. Explain how the journal and ledger are used in the accounting process.

4. Describe the purpose and key components of a fund flow statement.

5. Explain the significance of ratio analysis in evaluating a company's financial performance.

6. How does the preparation of common size statements help in comparing financial performance across companies?

7. Explain the concept of standard costing and why it is important for businesses.

8. How does budgetary control help in managing an organization's finances?

9. Describe the difference between cash flow and fund flow analysis.

10. Explain the concept of marginal costing and how it influences decision-making in businesses.

L3 Applying

1. Using the journal entries, record the transactions for a business and then prepare the ledger accounts.

2. Calculate and interpret liquidity ratios (e.g., current ratio and quick ratio) from a company's financial statements.

3. Apply the concept of break-even analysis to determine the point at which a business covers its costs and starts making a profit.

4. Prepare a comparative financial statement to analyze the performance of a company over two years.

5. Create a simple cost sheet for a company that lists direct costs, indirect costs, and profit.

6. Apply the concept of GST to calculate the tax payable for a given transaction.

7. Using a case study, prepare a cash flow statement for a company and explain the significance of the net cash flow.

8. Use ratio analysis techniques to assess a company's profitability based on its income statement and balance sheet.

9. Prepare a budget for a department based on estimated costs and income, identifying any variance.

10. Prepare a variance analysis report for materials, labour, and overhead costs for a manufacturing company.

L4. Analyzing

1. Analyze a company's journal entries and identify errors or discrepancies in the ledger.

2. Compare and contrast the advantages and disadvantages of using common size statements over comparative statements.

3. Analyze how the GST affects the financial statements of a company.

4. Compare the performance of two companies using ratio analysis, focusing on profitability, liquidity, and solvency.

5. Analyze a cash flow statement and identify areas of concern regarding a company's ability to meet its obligations.

6. Analyze the impact of different cost classification methods on pricing decisions in manufacturing companies.

7. Compare the standard costing method with actual costs to identify variances in materials, labour, and overhead.

8. Examine the role of cost accounting in helping businesses reduce waste and control costs.

9. Analyze the decision-making process under marginal costing using a real-world example.

10. Compare the budgeting process in a large corporation with that of a small business and identify the key differences.

L5 Evaluating

1. Evaluate the effectiveness of ratio analysis in determining a company's financial health.

2. Assess the advantages and limitations of the cash flow statement versus the fund flow statement.

3. Evaluate how the introduction of GST has impacted businesses in terms of pricing, compliance, and financial reporting.

4. Assess the role of financial statements in decision-making for stakeholders like investors, creditors, and management.

5. Evaluate the importance of variance analysis in cost control and decision-making within a manufacturing firm.

6. Evaluate the use of break-even analysis in determining pricing and production strategies in a business.

7. Assess the importance of financial accounting in providing transparency and accountability in business operations.

8. Evaluate the contribution of management accounting to strategic decision-making and performance management.

9. Critique the budgeting process of an organization and suggest improvements to make it more effective in achieving business goals.

10. Evaluate how cost accounting methods, such as absorption costing or job-order costing, impact the profitability and pricing strategies of a business.

L6 Creating

1. Create a set of journal entries for a hypothetical business and demonstrate how they lead to the preparation of final accounts.

2. Design a simple cash flow statement for a new startup and explain how it can help the company manage its cash resources.

3. Develop a cost sheet for a manufacturing company that includes direct costs, overheads, and profit margins.

4. Create a budget for a company's marketing department, outlining key costs and revenue projections for the upcoming year.

5. Develop a scenario where break-even analysis can be applied to determine whether a new product launch is financially viable.

6. Create a financial ratio analysis report comparing two companies in the same industry, highlighting key differences in profitability and liquidity.

7. Propose a framework for variance analysis that a company can use to monitor its performance on an ongoing basis.

8. Design a decision-making model using marginal costing principles to determine whether a company should accept a special order at a reduced price.
9. Develop a proposal for implementing standard costing and variance analysis in a company's cost control systems.
10. Create a decision-making tool that incorporates both financial and non-financial factors to evaluate the viability of an investment project.

Chairperson
Board of studies (MBA)

R24MB1104   QUALITATIVE ANALYSIS FOR BUSINESS DECISIONS   4   0   0   4

Course Objectives:

1. To acquire an understanding of descriptive statistical tools.

2. To be familiar in application in managerial decision making using statistical analysis.

3. To apply these tools to real life.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO6	PO7	PSO1	PSO2	
R24MB1104.1	Understanding of descriptive statistical tools	2	2	1	2	2	2	L1, L4
R24MB1104.2	Knowledge apply Decision to Theory	2	1	1	2	2	1	L2, L4
R24MB1104.3	Apply the quantitative methods for business decision making.	3	2	1	2	3	2	L2, L6
R24MB1104.4	Investigate the mathematical models of real decision-making problems including the use of modeling tools.	3	2	2	2	2	2	L2, L5
R24MB1104.5	Investigate the concept of tests and analysis of variance.	3	2	1	1	2	1	L4

SYLLABUS

UNIT- I   15 Hours

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices- operations of matrices- Minors and Cofactors- Determents- Cramer's rule for solving simultaneous equations.   **COs-CO1**

Self-Learning Topics: Explore different counting techniques, including the multiplication principle, addition principle, and the pigeonhole principle.

UNIT- II   12 Hours

Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.   **COs-CO2**

Self-Learning Topics: Learn how to visually represent correlation and regression relationships using scatter plots, trend lines, and residual plots.

UNIT- III   15 Hours

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.   **COs-CO3**

Self-Learning Topics: Analyze real-world case studies where decision-making under uncertainty and risk played a critical role.

UNIT- IV   **10 Hours**

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averagesand proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample
Test for Testing Mean and Proportion of Large and Small Samples.   **COs-CO4**

Self-Learning Topics: Learn how to perform and interpret hypothesis tests for means and proportions in small and large samples.

UNIT- V   **8 Hours**

Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi- square Test of Independence and Goodness of Fitness- Analysis of Variance.

                                                                                                             COs-CO5

Self-Learning Topics: Learn how to apply Chi-square tests to analyze relationships between categorical variables and assess data distribution.

Board of Studies: Masters of Business Administration
Approved in BOS No: 01, 5thAugust, 2024
Approved in ACM No: 01

References:

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2. Gupta S.P: "Statistical Methods", S. Chand and Sons, New Delhi.

3. Anand Sharma: "Quantitative Techniques for Business decision Making" Himalaya Publishers, New Delhi, 2012.

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6. Anderson: "Quantitative Methods for Business", Cengage Learning, New Delhi 2013.

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Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	12	--
L2	38	33
L3	--	--
L4	38	33
L5	--	17
L6	12	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. What is the difference between linear and quadratic functions?
2. Define the concept of a matrix. What are its basic operations?
3. What is Cramer's Rule used for in solving simultaneous equations?
4. What is the formula for calculating permutations and combinations?
5. Define the term "minor" and "cofactor" in matrix operations.
6. What are the measures of central tendency?
7. What is the difference between joint and marginal probability?
8. What is Bayes' Theorem in probability theory?
9. What is the purpose of a decision tree in decision-making processes?
10. What are the conditions under which a hypothesis test for proportions can be used?

L2 Understanding

1. Explain the difference between logarithmic and exponential functions and give an example of each.
2. How do the multiplication principle and the addition principle differ in counting techniques?
3. Describe the operations you can perform on matrices and explain how they are useful in solving real-world problems.
4. How does a cofactor relate to the determinant of a matrix?
5. Explain how measures of dispersion, like variance and standard deviation, help us understand data variability.
6. How do probability distributions, like the binomial and normal distribution, model real-life events?
7. Explain the concept of decision-making under uncertainty and give an example of how it might occur in a business environment.
8. What is the purpose of hypothesis testing in statistics?
9. How is the chi-square test used to assess independence or goodness of fit?
10. Describe how correlation and regression analysis are related.

L4 Analyzing

1. Analyze how the operations of matrices can be used to solve real-world problems involving multiple variables.
2. Compare the differences between simple and weighted means when measuring central tendency.
3. Analyze a given data set and determine whether it follows a normal or exponential distribution.
4. Compare decision-making under uncertainty and decision-making under risk, using examples.
5. Analyze a decision tree to determine the best decision path given various outcomes and probabilities.
6. Examine the steps involved in hypothesis testing, and differentiate between one-sample and two-sample tests.
7. Analyze the relationship between the mean and standard deviation to assess data spread.

8. Using correlation and regression analysis, determine the strength and direction of the relationship between two variables.

9. Analyze a probability distribution function to explain the likelihood of different outcomes in an experiment.

10. Compare the chi-square test of independence with the chi-square test of goodness of fit in terms of their application and results.

L5 Evaluating

1. Evaluate the appropriateness of using the normal distribution versus the binomial distribution for a given problem.

2. Evaluate the usefulness of decision trees in decision-making under conditions of risk and uncertainty.

3. Critically evaluate the results of hypothesis testing when using small sample sizes versus large sample sizes.

4. Evaluate the effectiveness of Cramer's Rule in solving systems of linear equations with multiple variables.

5. Evaluate the role of probability distributions in modelling real-world processes, such as demand forecasting or quality control.

6. Evaluate how well correlation and regression analysis can predict future trends based on historical data.

7. Evaluate the use of the chi-square test in determining whether a set of observed data fits a specific expected distribution.

8. Evaluate how measures of central tendency and dispersion help in understanding the nature of a dataset.

9. Critique the decision-making process under uncertainty and suggest improvements to make it more effective.

10. Assess the impact of bias in decision-making under conditions of risk and propose strategies to mitigate it.

L6 Creating

1. Create a mathematical model using a quadratic function to represent a real-world scenario, such as profit maximization or cost minimization.

2. Design a system of linear equations and solve it using matrix operations and Cramer's Rule.

3. Create a scenario where you would use the Poisson distribution to predict the likelihood of events occurring in a given time frame.

4. Develop a decision tree to help a company decide whether to launch a new product based on varying market conditions and risks.

5. Create a set of data points and perform a regression analysis to predict future trends based on the relationship between the variables.

6. Propose a hypothesis test to compare two population means and explain how you would interpret the results.

7. Design a two-sample hypothesis test for proportions to determine if there is a significant difference between two groups.

8. Create a real-world example where you would apply the chi-square test to analyze the

relationship between two categorical variables.

9. Develop a strategy for a company using probability distributions to forecast sales and minimize financial risk.

10. Create an experiment to demonstrate how different decision-making criteria affect outcomes under conditions of risk and uncertainty.

Chairperson
Board of Studies (MBA)

R24MB1105 **BUSINESS LAW** **4 0 0 4**

Course Objectives:
1. To analyze the essentials of contracts under the Indian Contract Act, 2013, including formation, breach, and remedies.
2. To educate students on consumer rights and the mechanisms available for addressing grievances under the Consumer Protection Act.
3. To gain insights into the regulatory framework governing companies, partnerships, and other business structures, focusing on the Companies Act and the Partnership Act.
4. To familiarize students with the rights of consumers and the mechanisms available for redressal of grievances under the Consumer Protection Act.
5. To explore various miscellaneous acts affecting businesses, such as the Competition Act, Environment (Protection) Act, and FEMA, understanding their relevance and implications.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO3	PO7	PSO 1	PSO 2	
R24MB1105. 1	Identify and explain the sources of Business Law relevant to Indian legal context	2	2	1	2	2	1	L1, L2
R24MB1105. 2	Understand the duties and responsibilities of partners as per the Partnership Act 1932.	1	2	1	2	2	2	L2, L4
R24MB1105. 3	Analyze implied conditions and warranties associated with the sale of goods.	2	2	3	2	2	1	L2, L4
R24MB1105. 4	Identify the rights of consumers as stipulated in the Consumer Protection Act.	2	2	2	3	2	2	L2, L3
R24MB1105. 5	Analyze conditions and warranties associated with contracts of sale and their significance	2	1	2	2	2	2	L4, L5

SYLLABUS

UNIT-I **12 Hours**

Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881. **COs–CO1**

Self-Learning Topic: Research and analyze a landmark case related to the Indian Contract Act 1872 and its implications on contract law.

UNIT-II **12 Hours**

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital Signature-Cyber Frauds. **COs–CO2**

Self-Learning Topic: Investigate the roles and responsibilities of partners under the Partnership

Act 1932 through case studies.

UNIT-III   **10 Hours**

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).   **COs–CO3**

Self-Learning Topic: Research the objectives of the Competition Act and its impact on market practices.

UNIT-IV   **8 Hours**

Consumer Protection Act, 1986: Introduction to Act – Consumer Right –Machinery for Redressal of Consumer Grievances.   **COs–CO4**

Self-Learning Topic: Explore the role of consumer advocacy groups in promoting consumer awareness and rights.

UNIT-V   **8 Hours**

Sales of Goods Act: Introduction to Act – Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller   **COs–CO5**

Self-Learning Topic: Analyze the rights of an unpaid seller under the Sales of Goods Act and their enforcement.

Board of Studies: Masters of Business Administration

Approved in BOS No: 01, 5th August, 2024

Approved in ACM No: 01

References:

1. "Business Law" by Kenneth W. Clarkson, Roger LeRoy Miller, and Frank B. Cross

2. "Business Law: Text and Cases" by Neal Bevans

3. "Business Law in India" by R. K. Sinha

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	17	--
L2	33	43
L3	--	14
L4	33	29
L5	17	14
L6	--	--
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. What is the definition of business law?

2. List the key sources of business law in India.
3. What year was the Indian Contract Act enacted?
4. Name three essential elements of a valid contract.
5. What does the term "breach of contract" mean?
6. Identify two types of remedies for breach of contract.
7. What is the significance of Intellectual Property Rights?
8. What is a negotiable instrument?
9. When was the Companies Act enacted?
10. What are digital signatures as per the Information Technology Act?

L2 Understanding

1. Explain the importance of business law in commercial transactions.
2. Describe the difference between an agreement and a contract.
3. What are the key features of the Indian Contract Act 1872?
4. Summarize the duties of partners under the Partnership Act 1932.
5. How does the Consumer Protection Act 1986 benefit consumers?
6. Compare and contrast sales and agreements to sell under the Sales of Goods Act.
7. What role does the Competition Act play in market regulation?
8. Discuss the concept of implied conditions and warranties.
9. What is the process for resolving consumer grievances under the Consumer Protection Act?
10. Explain the role of the Environment (Protection) Act 1986.

L3 Applying

1. How would you apply the principles of the Indian Contract Act to a real-world scenario involving a breach of contract?
2. Demonstrate how to draft a basic partnership agreement considering the duties of partners.
3. Apply the concepts of the Sales of Goods Act to evaluate a sales transaction.
4. Create a checklist of steps for filing a consumer grievance.
5. Illustrate how digital signatures can enhance the validity of electronic contracts.
6. Use a case study to show the impact of the Competition Act on a specific industry.
7. Analyze a situation where implied warranties may come into play.
8. Assess the role of partners in a partnership dissolution scenario.
9. Demonstrate how to determine the rights of an unpaid seller.
10. Apply the Consumer Protection Act to a hypothetical consumer rights violation.

L4 Analyzing

1. Analyze a landmark case under the Indian Contract Act and its implications for future contracts.
2. Examine the differences between the roles of partners in a general partnership versus a limited partnership.
3. Investigate the impact of cyber fraud on businesses under the Information Technology Act.
4. Compare the objectives of the Consumer Protection Act and the Competition Act.
5. Dissect the provisions of the Sales of Goods Act to identify conditions and warranties.
6. Evaluate the effectiveness of consumer advocacy groups in promoting consumer rights.
7. Analyze how changes in the Companies Act 2013 have affected corporate governance.
8. Investigate the relationship between the Environment (Protection) Act and business practices.
9. Compare the rights of consumers under the Consumer Protection Act with those under the

Competition Act.

10. Analyze a case study that illustrates the breach of a sales contract and its consequences.

L5 Evaluating

1. Critique the effectiveness of the Indian Contract Act in resolving disputes.
2. Assess the strengths and weaknesses of the Companies Act 2013 in regulating corporate entities.
3. Evaluate the impact of the Information Technology Act on reducing cyber fraud.
4. Judge the effectiveness of the Consumer Protection Act in safeguarding consumer rights.
5. Appraise the role of the Competition Act in maintaining fair trade practices.
6. Evaluate the significance of implied conditions in the Sales of Goods Act for consumers and sellers.
7. Assess the impact of the Environment (Protection) Act on business operations in India.
8. Determine the effectiveness of the redressal mechanism for consumer grievances.
9. Critically evaluate the role of digital signatures in modern business transactions.
10. Assess the implications of partnership dissolution on business continuity.

Chairperson
Board of Studies (MBA)

R24MB1106 **Business Communication and Soft Skills** 4 0 0 4

Course Objectives:

1. To acquaint the students with fundamentals of communication.
2. To impart knowledge how to help them honing oral, written and non-verbal communication skills.
3. To transform them as effective communicators.

At the end of the course, students will be able to

| Course Code | Course Outcomes | Mapping with POs & PSOs | | | | | | Dok |
		PO 1	PO 3	PO 4	PO 7	PS O1	PS O2	
R24MB1106.1	Understand fundamentals of communication.	3	2	2	3	3	2	L1, L4,
R24MB1106.2	Compare the oral, written and non-verbal communication skills	3	1	3	2	2	1	L2, L4
R24MB1106.3	Discuss how to transform as effective communicators.	2	1	3	2	2	1	L4, L5
R24MB1106.4	Enhance the concept of sales of goods act and consumer protection act.	3	1	2	2	2	2	L3, L6
R24MB1106.5	Understand the concept of partnership and information technology act 2000.	3	2	3	2	2	2	L3, L5

SYLLABUS

UNIT-I **15 Hours**

Purpose and process of communication: Objectives of Communication-Process of Communication-Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

Personality: An overview, Approaches to Studying Personality, Characteristics of Personality, Factors of Personality, Roles of Personality in Organizational Behavior **COs–CO1**

Self-Learning Topics: Study the primary objectives of communication in organizational settings, including information dissemination, persuasion, and relationship building.

UNIT-II **15 Hours**

Managing Organizational Communication: Formal and Informal Communication- Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication. **COs–CO2**

Self-Learning Topics: Investigate how emotions influence interpersonal communication, including their impact on message delivery and reception, and strategies for managing emotional interactions.

UNIT-III **10 Hours**

Nonverbal communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures. **COs–CO3**

Self-Learning Topics: Explore the concept of proxemics, which involves the use of personal space

and physical distance in communication, and how it varies across different cultures.

UNIT-IV   **8 Hours**

Written communication: Mechanics of writing, report writing- business correspondence-business letter format- Meetings and managing meetings- Resume writing-Formats and Skills.**COs–CO4**

Self-Learning Topics: Explore the components and structure of effective business reports, including how to organize information, present findings, and make recommendations.

UNIT-V   **8 Hours**

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques- Types of interviews- in-person interviews, phone interviews, virtual interviews, panel interviews and informal interviews.   **COs–CO5**

Self-Learning Topics: Study strategies for developing assertiveness, including techniques for confidently expressing your thoughts and standing up for yourself while maintaining respect for others.

Board of Studies: Masters of Business Administration

Approved in BOS No: 01, 5th August, 2024
Approved in ACM No: 01

References:

1. Mallika Nawal: "Business Communication", Cengage Learning, New Delhi, 2012.

2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The key stone to managerial effectiveness.

3. Meenakshi Rama: "Business Communication", Oxford University Press, New Delhi

4. C.S.G. Krishnamacharya and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai

5. PaulTurner: "Organizational Communication", JAICO Publishing House, New Delhi.

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Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	16	--
L2	17	--
L3	--	33

L4	50	17
L5	17	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering
1. Define the purpose of communication in organizational settings.
2. What are the key steps in the communication process?
3. List the types of communication mentioned in the unit.
4. What are the characteristics of personality?
5. Identify the factors that influence personality.
6. Define interpersonal communication and provide an example.
7. What is the significance of non-verbal communication?
8. List the different types of interviews discussed in the unit.
9. What is the format of a typical business letter?
10. Name the essentials of good listening.

L2 Understanding
1. Explain the objectives of communication in organizations.
2. Describe the role of emotion in interpersonal communication.
3. Summarize the barriers to effective interpersonal communication.
4. Discuss the importance of listening skills in communication.
5. Explain the concept of kinesics and its relevance to body language.
6. Describe the mechanics of writing a business report.
7. Discuss the prerequisites for effective presentations.
8. Explain the significance of assertiveness in communication.
9. Summarize the key components of effective business correspondence.
10. Describe the characteristics of effective non-verbal communication.

L3 Applying
1. Create a plan for improving communication skills within a team.
2. Develop a business letter addressing a specific issue.
3. Apply the principles of effective listening to a hypothetical scenario.
4. Demonstrate the use of body language during an interview.
5. Design a presentation outline based on a given topic.
6. Use emotional intelligence strategies to handle an interpersonal conflict.
7. Write a sample resume using appropriate formats.
8. Role-play a scenario involving different types of interviews.
9. Construct a report based on research findings.
10. Practice assertive communication in a group discussion.

L4 Analyzing
1. Analyze the impact of noise on the communication process.
2. Compare formal and informal communication methods in organizations.
3. Examine how personality traits influence communication styles.
4. Analyze a case study of ineffective interpersonal communication and suggest improvements.

5. Investigate the relationship between non-verbal cues and verbal messages.
6. Evaluate the effectiveness of different interview techniques.
7. Break down the components of an effective business report.
8. Analyze barriers to effective listening and propose solutions.
9. Examine how cultural differences affect body language and communication.
10. Assess the emotional barriers that may hinder effective communication in the workplace.

L5 Evaluating

1. Critique a communication strategy used in a specific organization.
2. Evaluate the effectiveness of a presentation you have seen.
3. Assess the impact of different listening styles on communication outcomes.
4. Critique a piece of written business communication for clarity and professionalism.
5. Evaluate the effectiveness of assertive vs. passive communication styles.
6. Assess the importance of emotional intelligence in interpersonal relationships at work.
7. Evaluate how well a company manages its organizational communication.
8. Critique the approach taken in a case study of a group discussion.
9. Assess the role of feedback in improving communication processes.
10. Evaluate different methods for managing meetings and their effectiveness.

L6 Creating

1. Develop a comprehensive communication plan for a new project.
2. Create a presentation that incorporates effective communication strategies.
3. Design a workshop aimed at improving interpersonal communication skills.
4. Write a business report that presents research findings and recommendations.
5. Develop a training program focused on enhancing assertiveness in employees.
6. Create a guide for effective non-verbal communication in interviews.
7. Formulate a strategy for addressing communication barriers in a multicultural team.
8. Design an interactive group discussion format to foster open communication.
9. Develop a set of guidelines for effective business correspondence.
10. Create a role-play scenario to practice different types of interviews.

Chairperson
Board of Studies (MBA)

R24MB1107   **CROSS CULTURAL MANAGEMENT**   **4   0   0   4**

Course Objectives:

1. To enhance the ability of class members to interact effectively with people from other cultures.
2. To familiar about the international business context.
3. To aim at significantly improving the ability of practicing managers to be effective global managers.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO5	PO7	PSO1	PSO2	
R24MB1107.1	Enhance the ability of the students to interact effectively with other in organization	3	2	2	2	2	2	L1, L4
R24MB1107.2	Understand significantly improving the ability of practicing managers to be effective global managers	3	1	2	2	2	1	L2, L3, L4
R24MB1107.3	Explain about the context of international business	2	2	2	1	2	2	L3, L4
R24MB1107.4	Knowledge about the international human resource management and retention strategies.	3	2	1	2	2	2	L3, L5
R24MB1107.5	Outline the concept staffing, training in global operations.	2	3	2	2	2	1	L2, L4

SYLLABUS

UNIT- I   **10 Hours**

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others]; Role of culture in stakeholder engagement – An Analytical framework.   **COs–CO1**

Self-Learning Topics: Investigate how cultural values and norms shape business practices and organizational behavior. Explore case studies where cultural differences influenced business strategies and outcomes.

UNIT- II   **10 Hours**

Culture and Global Management – Global Business Scenario and Role of Culture; Different organization cultures; Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.   **COs–CO2**

Self-Learning Topics: Develop a framework for analyzing cultural influences on international business operations.

UNIT- III   **12 Hours**

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.   **COs–CO3**

Self-Learning Topics: Explore the steps in the negotiation process and the essential skills required for effective cross-cultural negotiations.

UNIT- IV   **10 Hours**

Global Human Resources Management – Staffing and Training for Global Operations; Staffing strategies for MNCs – Expatriate– Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.   **COs–CO4**

Self-Learning Topics: Investigate approaches for developing a cadre of global managers, focusing on skills, competencies, and leadership qualities needed for international roles.

UNIT- V   **10 Hours**

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement; Managing cultural change in organization.

COs–CO5

Self-Learning Topics: Study methods for assessing the current state of organizational culture, including tools and techniques for diagnosing cultural strengths and weaknesses.

Board of Studies: Masters of Business Administration

Approved in BOS No: 01, 5th August, 2024

Approved in ACM No: 01

References:
1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi.

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	14	--
L2	14	17
L3	29	33
L4	43	33

L5	--	17
L6	--	--
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering
1. What is the definition of culture in a business context?
2. Name three dimensions of organizational culture.
3. List the main stakeholders in a business.
4. What is the role of culture in stakeholder engagement?
5. Identify two types of organizational cultures.
6. What does "high-performance winning teams" refer to?
7. Define expatriate in the context of global management.
8. What are the key elements of communication across cultures?
9. Describe the process of negotiation in a cross-cultural setting.
10. What is corporate culture?

L2 Understanding
1. Explain how cultural values influence business practices.
2. Discuss the significance of cultural background for business stakeholders.
3. How does culture affect team dynamics in multinational corporations?
4. Summarize the framework for analyzing cultural influences on business.
5. Describe the elements involved in communication strategies for an Indian MNC.
6. What skills are necessary for effective cross-cultural negotiation?
7. Illustrate the relationship between strategy, structure, and culture in organizations.
8. How can cultural implications affect leadership styles in global HR management?
9. Explain the importance of motivation in building high-performance teams.
10. Describe the process of diagnosing an organization's current culture.

L3 Applying
1. Apply a cultural framework to analyze a case study of a successful multinational company.
2. Demonstrate how cultural differences can impact negotiation outcomes between Indian and European firms.
3. Create a communication strategy for a foreign MNC entering the Indian market.
4. Implement a training program for expatriates in a global organization.
5. Design a stakeholder engagement plan that incorporates cultural considerations.
6. Utilize negotiation skills learned in class to role-play a cross-cultural negotiation scenario.
7. Formulate a strategy to align organizational culture with business objectives.
8. Apply retention strategies that consider cultural diversity within a global workforce.
9. Develop a staffing strategy for an MNC focusing on cultural compatibility.
10. Implement a framework for assessing ongoing improvement in cultural change efforts.

L4 Analyzing

1. Analyze the impact of organizational culture on employee behaviour in a multinational company.
2. Compare and contrast different organizational cultures and their effectiveness.
3. Examine the processes of communication within diverse teams and their outcomes.
4. Investigate how cultural differences can lead to misunderstandings in negotiations.
5. Dissect the relationship between corporate culture and employee retention rates.
6. Assess the effectiveness of cultural training programs for expatriates.
7. Identify potential barriers to effective cross-cultural communication within a team.
8. Analyze a case study of culture change in an organization and its success factors.
9. Evaluate the role of culture in stakeholder engagement strategies.
10. Investigate how cultural background influences decision-making in multinational teams.

L5 Evaluating

1. Critique a company's approach to managing cultural change and suggest improvements.
2. Evaluate the effectiveness of different staffing strategies for expatriates in global management.
3. Assess the impact of organizational culture on business performance.
4. Judge the role of culture in the success of international negotiations.
5. Analyze the effectiveness of a communication strategy for a global team.
6. Evaluate the implications of cultural diversity on team performance.
7. Compare the success of different companies in implementing culture change.
8. Assess the importance of cultural awareness in global leadership.
9. Critique a real-world example of cultural misalignment in an organization.
10. Evaluate the effectiveness of corporate training programs on cultural competency.

Chairperson
Board of Studies (MBA)

R24MB1108   INFORMATION TECHNOLOGY–LAB1 (SPREADSHEET AND TALLY)   0 0 2 2

Course Objectives:

1. Gain the ability to create, manage, and apply various formulas and functions in financial software to perform complex calculations and data analysis.
2. Apply fundamental statistical methods to analyze and interpret financial data.
3. Create and manage data validation rules, use PivotTables and Pivot Charts, and perform advanced data filtering and sorting.
4. Record macros, assign them to buttons or shapes, and configure them to run automatically, enhancing efficiency in data processing.
5. Set up and manage accounting functions and inventory systems, including account heads, stock groups, and inventory masters.

At the end of the course, student will be able to

| Course Code | Course Outcomes | Mapping with POs and PSOs | | | | | | | Dok |
		PO1	PO2	PO5	PO6	PO8	PSO 1	PSO 2	
R24MB1108.1	Proficiently create, manage, and apply formulas and functions in financial software, including AutoSum, conditional logic, and text manipulation functions.	3	1	2	1	3	2	3	L1, L2
R24MB1108.2	Implement data validation techniques, utilize PivotTables and Pivot Charts, and apply advanced data management methods.	3	2	1	2	3	2	2	L2, L3
R24MB1108.3	Record, modify, and implement macros to automate tasks in financial software and Gain expertise in using Tally for accounting and inventory management.	3	2	2	1	3	3	3	L2, L3

SYLLABUS

UNIT-I   **15 Hours**
Understanding Formulas: Creating Formulas -AutoSum - Common Formulas – Searching for Formulas Copying Formulas –Using Relative and Absolute References. Date Formulas: Text Formulas-Case Formulas- Fix Number Fields -Trim Spaces -Substitute Text. Conditional Logic: IF Statement - Nested IF – AND – OR – NOT – IFERROR – SUMIF – AVERAGEIF – COUNTIF & COUNTIFS – SUMIFS –AVERAGEIFS.
Business Statistics: Mean-Median-Mode-Variance-Correlation-Regression-ANOVA.
Data Validation and Analysis: Data Validation-Drop-Down Lists-Removing Duplicates-Text To Columns Cell Names - Named Ranges - Formulas with Cell Names. PivotTables: Creating PivotTables Choosing Fields – Pivot Table Layout -Filtering PivotTables -Modifying PivotTable Data –Pivot Charts.

Lookups: VLOOKUP-VLOOKUP Exact Match-HLOOKUP-HLOOKUP Exact Match. Outline, Sort, Filter, and Subtotal –Group and Ungroup -Sort Data - Sort Multiple Levels -Filter Data – Advanced Filter–Conditional Sorting and Filtering-Sorting with Custom Lists.   **COs-C01**

UNIT-II   15 Hours

Introduction to Macro: Recording a Macro-Assign a Macro to a Button or Shape-Run a Macro upon Opening a Workbook- How to Inspect and Modify a Macro

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally. **COs-C02**

UNIT-III

Accounting Masters in Tally- Features-Configurations-Setting up Account Heads.InventoryinTally-Stock–groups–StockCategories-Godowns/LocationUnitsofMeasure-Stock Items-
Creating Inventory Masters for National Traders.   **COs-C03**

Board of Studies   : Master of Computer Applications
Approved in BOS No: 21, August, 2024
Approved in ACM No: 01,

References:
1. "Excel VBA Programming For Dummies" by Michael Alexander and John Walkenbach
2. "Mastering VBA for Microsoft Office 2016" by Richard Mansfield
3. "Accounting Principles: A Business Perspective" by Hermanson, Edwards, and Maher
4. "Financial Accounting: A Managerial Perspective" by K. R. Subramanyam
5. "Tally ERP 9: A Complete Guide" by R. K. Sinha
6. "Learning Tally ERP 9 with GST" by S. S. Gupta

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	30	20
L2	30	30
L3	30	40
L4	20	05
L5	10	05
L6	10	--
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Knowledge (Remembering)
1. What is the purpose of the AutoSum function in financial software?
2. List three examples of text functions used in financial software.
3. What does the VLOOKUP function do?
4. Define the term "absolute reference" in the context of financial formulas.
5. What is the basic formula structure for calculating the mean?
6. Name the statistical measure used to determine the central value of a dataset.
7. What is a PivotTable, and what is its primary use?

8. What does the IFERROR function do in financial software?
9. What is a macro, and what is its primary function in financial software?
10. What is the purpose of the COUNTIF function in data analysis?

L2 Comprehension (Understanding)

1. Explain how the relative reference in a formula differs from an absolute reference.
2. Describe the role of data validation in maintaining data integrity.
3. How does the SUMIF function differ from the AVERAGEIF function?
4. Interpret the significance of correlation in business statistics.
5. How does a PivotTable help in summarizing data?
6. Explain the concept of nested IF statements and provide an example of when it might be used.
7. What does the term 'Variance' measure in a dataset?
8. Describe the difference between VLOOKUP Exact Match and VLOOKUP Approximate Match.
9. How does a macro improve efficiency in financial software?
10. Explain why removing duplicates is important in data analysis.

L3 Application (Applying)

1. Create a formula to calculate the total revenue based on a list of sales amounts and quantities sold.
2. Use the AVERAGEIFS function to find the average sales amount for a specific product category.
3. Generate a PivotTable to summarize monthly sales data by region.
4. Apply conditional formatting to highlight sales figures that exceed a certain threshold.
5. Write a macro to automate the process of formatting a report.
6. Implement data validation to restrict input to specific date ranges.
7. Apply the HLOOKUP function to find specific data in a horizontal table.
8. Use text functions to extract and format the first name from a full name field.
9. Create a drop-down list for selecting product categories in a data entry form.
10. Set up Tally to manage inventory by creating stock groups and categories.

L4 Analysis (Analyzing)

1. Analyze the impact of using relative vs. absolute references in a complex financial model.
2. Compare the results of the SUMIF and SUMIFS functions when applied to the same dataset.
3. Examine how changes in a macro affect the automated task it performs.
4. Evaluate the effectiveness of using PivotTables versus traditional tables for data analysis.
5. Analyze a set of data to determine the correlation between sales and advertising expenditure.
6. Assess the accuracy of statistical measures such as mean and median in a given dataset.
7. Identify potential errors in a formula and suggest how to fix them using IFERROR.
8. Investigate the performance of inventory management features in Tally compared to manual tracking methods.
9. Dissect a complex PivotTable to understand how fields and filters affect data summarization.
10. Analyze the effectiveness of different data validation rules in preventing data entry errors.

L5 Synthesis (Creating)

1. Design a comprehensive financial report using a combination of formulas, PivotTables, and charts.

2. Create a macro that automates the monthly financial reconciliation process.
3. Develop a model that uses statistical analysis to forecast future sales trends.
4. Construct a data validation rule that ensures only valid email addresses are entered.
5. Build a PivotTable that compares sales performance across different regions and product lines.
6. Design an inventory management system in Tally that includes stock groups, categories, and location-based tracking.
7. Compose a complex formula that uses nested IF statements to calculate employee bonuses based on multiple criteria.
8. Create a series of custom filters to analyze customer feedback data based on various attributes.
9. Formulate a detailed report using VLOOKUP and HLOOKUP to combine data from multiple sources.
10. Develop a strategy for using macros to streamline data entry and reporting tasks in financial software.

L6 Evaluation (Evaluating)

1. Assess the accuracy of the results produced by a financial formula and justify any discrepancies.
2. Evaluate the effectiveness of different data analysis techniques in uncovering trends and insights.
3. Judge the impact of using macros on overall productivity and data accuracy in financial processes.
4. Critique the design of a PivotTable to ensure it meets reporting requirements and provides clear insights.
5. Evaluate the reliability of statistical methods used in forecasting future business performance.
6. Review the implementation of data validation rules to determine their effectiveness in maintaining data integrity.
7. Analyze the performance of Tally's accounting features in comparison to other accounting software.
8. Assess the usefulness of various text functions in improving the clarity and usability of financial data.
9. Evaluate the impact of different sorting and filtering techniques on data analysis outcomes.
10. Review the structure and setup of inventory management in Tally to ensure it aligns with best practices for accuracy and efficiency.

Chairperson
Board of Studies (MCA)

R24MB1109   **Business Communication and Soft Skills (Lab)**   **0 0 2 2**

Course Objectives:

1. Understand the essential traits of leadership and teamwork, and learn strategies for effective communication across teams while setting personal and professional goals. to impart knowledge how to help them honing oral, written and non-verbal communication skills.
2. Learn to design and deliver engaging presentations, improving overall presentation skills to effectively communicate ideas and information to an audience.
3. Acquire skills in writing various professional documents, including job applications, cover letters, resumes, and reports, ensuring clarity and professionalism.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO3	PO4	PO8	PSO1	PSO2	
R24MB1109.1	Students will effectively engage in formal and informal conversations, participate in group discussions, and demonstrate active listening skills through various media, culminating in successful class presentations.	3	2	3	3	2	2	L1, L3
R24MB1109.2	Students will develop skills in goal setting, time management, and teamwork, while enhancing their understanding of leadership traits and body language for effective communication in professional settings, including interviews.	2	2	3	3	2	2	L1, L2
R24MB1109.3	Students will produce a variety of professional documents (job applications, resumes, reports) and develop strong presentation skills, enabling clear and effective communication in written and verbal formats.	2	2	2	2	2	2	L1, L3

SYLLABUS

UNIT-I   **6 Hours**

LAB: LISTENING AND SPEAKING SKILLS- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).   **COs–CO1**

UNIT-II   **5 Hours**

LAB: Choosing the organization – goal setting –time management — leadership traits – team work

– communicating across teams- designing career and life planning. Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes**.**   **COs–CO2**

UNIT-III   **8 Hours**

LAB: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications, designing presentations and enhancing presentation skills.   **COs–CO3**

Board of Studies: Master of Business Administration

Approved in BOS No: 01, 5th August, 2024

Approved in ACM No: 01

References:

1. Mallika Nawal: "Business Communication", Cengage Learning, New Delhi, 2012.

2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The key stone to managerial effectiveness.

3. Meenakshi Rama:" Business Communication", Oxford University Press, New Delhi

4. C. S. G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai

5. Paul Turner: "Organizational Communication", JAICO Publishing House, New Delhi.

6. Sathya Swaroop Debasish, Bhagaban Das", "Business Communication", PHI Private Limited, New Delhi, 2009.

7. R. K. Madhukar: "Business Communication", Vikas Publishing House, New Delhi,2012.

8. Kelly M Quintanilla, Shawn T. Wahl: "Business and Professional Communication", SAGE, New Delhi, 2012.

9. Sangita Mehta, Neety Kaushish : "Business Communication", University Science Press, New Delhi, 2010.

10. Anjali Ghanekar: "Business Communication Skills", Everest Publishing House, New Delhi,2011

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)
L1	29
L2	29
L3	29
L4	--
L5	--
L6	--
Total (%)	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remember

1. What are the main differences between formal and informal conversational skills?

2. List the key elements involved in goal setting.

3. What is the significance of maintaining good eye contact during an interview?

4. Name the essential components of a cover letter.

5. What are the basic elements of an effective presentation?

6. Identify two sources where you can listen to lectures or discussions.

7. What are two leadership traits that contribute to effective team management?

8. Name one common body language mistake to avoid in an interview.

9. List the main sections of a resume.

10. What is one key principle of designing engaging presentation slides?

L2 Understanding

1. Explain how listening to a TED Talk differs from listening to a news program in terms of content and purpose.

2. Describe how effective time management can impact your career planning.

3. How does a proper handshake affect first impressions in a professional setting?

4. Explain the difference between a memo and a report.

5. Describe the role of visual aids in enhancing a presentation.

6. How do formal conversational skills contribute to successful group discussions?

7. Explain the importance of choosing the right organization for your career goals.

8. Discuss how body language can influence an interviewer's perception of a candidate.

9. How does writing for publications differ from writing a blog?

10. What are the benefits of practicing presentation skills in a classroom setting?

L3 Applying

1. After listening to a lecture, create a summary that includes the key points discussed.

2. Develop a time management plan to achieve a specific career goal.

3. Demonstrate how to use positive body language during a mock interview.

4. Write a cover letter for a job application based on a provided job description.

5. Create a presentation outline for a topic of your choice, incorporating key visual elements.

6. Role-play a group discussion scenario and apply both formal and informal conversational skills.

7. Create a career plan that includes setting short-term and long-term goals.

8. Prepare and practice a proper handshake for a professional meeting.

9. Draft email requesting feedback on a recent report you submitted.

10. Design a slide deck for a presentation on a recent research topic.

L6 Creating

1. Create a comprehensive guide for improving conversational skills, incorporating both formal and informal techniques.

2. Design a career development plan that includes goal setting, time management, and leadership strategies.

3. Develop a workshop on body language for interview success, including practical exercises and tips.

4. Create a complete job application package, including a resume, cover letter, and a follow-up email.

5. Design a presentation on a chosen topic, including slides, speaker notes, and an outline for audience interaction.

6. Develop a lesson plan for teaching effective listening and speaking skills in a classroom

setting.

7. Create a team-building activity that focuses on improving communication and leadership skills.
8. Design a mock interview scenario that highlights common body language mistakes and how to correct them.
9. Create a blog post that summarizes key tips for writing professional documents such as reports and memos.
10. Develop a comprehensive guide for designing presentations, including best practices for slide design and delivery techniques.

Chairperson
Board of Studies (MBA)

R24MB1201   FINANCIAL MANAGEMENT   4 0 0 4

Course Objectives:

1. To understand the Role in Contemporary Scenario Financial Management.
2. To identify, enrich and fulfill the needs of Financial Markets.
3. To apply the concepts in real life situation.
4. To understand, analyze and take decision making.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO4	PO7	PSO1	PSO2	
R24MB1201.1	Discuss the concepts Financial Management	3	2	3	2	2	1	L1, L2
R24MB1201.2	Analyze the needs of Financial Markets.	3	2	2	2	2	2	L1, L5
R24MB1201.3	Predict and full fill the needs of Financial Markets.	3	2	3	2	2	1	L1, L6
R24MB1201.4	Solve time value of money and capital budgeting.	2	2	2	2	2	1	L1, L4
R24MB1201.5	Enhance the concept of liquidity decision and cash management models.	2	2	2	2	2	2	L1, L3

SYLLABUS

UNIT-I   **10 Hours**

Financial Management: Concept -Nature and Scope - Evolution of financial Management- Finance Manager functions-The new role in the contemporary scenario – Goals and objectives of financial Management- Firms mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager- concept of risk and return.

Financial System- Meaning and Significance- Players in the financial system and their role- Financial Institution and their roles   **COs–CO1**

Self-Learning Topics: Analyze the evolution of financial management practices in a well-known corporation (e.g., General Electric, IBM) over the decades.

UNIT-II   **12 Hours**

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure-Relevant, Irrelevant & other Theory.   **COs–CO2**

Self-Learning Topics: Analyze a case where a company's financial leverage has either enhanced or hindered its profitability. Discuss the risks and benefits of leverage in your analysis.

UNIT-III   **12 Hours**

Investment Decision: Concept and Techniques of Time Value of Money – Nature and Significance

of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal. **COs–CO3**

Self-Learning Topics: Analyze a company's major investment decision, such as a new project or acquisition, and discuss the strategic importance and expected outcomes.

UNIT-IV   10 Hours

Dividend Decision**:** Meaning and Significance – Major forms of dividends – Theories of Dividends- Relevant & Irrelevant Theory   – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits –Dividend policies of Indian Corporate.

COs–CO4

Self-Learning Topics: Identify a company whose dividend policy aligns with one of the dividend theories and explain why.

UNIT-V   10 Hours

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management- Working capital finance: Commercial paper, Company deposit, Trade Credit, Bank finance. **COs–CO5**

Self-Learning Topics: Explain in a few paragraphs how effective working capital management can impact a company's liquidity and profitability.

Board of Studies: Masters of Business Administration

Approved in BOS No: 01, 5th August, 2024

Approved in ACM No: 01

References:
1. I. M. Pandey: "**Financial Management**", Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: "**Financial Management Theory and Practice**", Tata Mc Graw Hill 2011.
4. P. Vijaya Kumar, M. Madana Mohan, G. Syamala Rao: "**Financial Management**", Himalaya Publishing House, New Delhi, 2013.
5. Brigham, E. F: "**Financial Management Theory and Practice**", Cengae Learning, New Delhi, 2013.
6. R M Srivastava, Financial Management, Himalaya Publishing house, 4thedition.

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	50	50
L2	17	--
L3	--	17
L4	--	17
L5	17	--

L6	16	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering
1. What is the definition of financial management?
2. List the major functions of a finance manager.
3. Define the concept of profit maximization.
4. What are the goals of financial management?
5. Identify the key players in the financial system.
6. What is the meaning of capital structure?
7. Name two theories of dividends.
8. What does EBIT stand for?
9. Define working capital.
10. What is the significance of the time value of money?

L2 Understanding
1. Explain the difference between profit maximization and wealth maximization.
2. Describe the significance of risk and return in financial management.
3. Summarize the evolution of financial management.
4. Discuss the importance of the weighted average cost of capital (WACC).
5. Explain the capital budgeting process.
6. What are the major determinants of dividend policy?
7. Describe the significance of cash flow estimation in investment decisions.
8. How do financial institutions contribute to the financial system?
9. Discuss the implications of financial leverage.
10. Explain the role of inventory management in working capital management.

L3 Applying
1. Apply the concepts of EBIT and EPS analysis to evaluate a hypothetical company.
2. Calculate the weighted average cost of capital for a given set of data.
3. Use the time value of money to assess an investment opportunity.
4. Demonstrate how to estimate cash flows for a new project.
5. Create a simple dividend policy for a startup company.
6. Apply working capital management techniques to improve a company's liquidity.
7. Analyze the impact of leverage on a company's profitability using real financial data.
8. Develop a cash management model for a small business.
9. Conduct a brief analysis of a company's capital budgeting decision.
10. Illustrate how a company can optimize its capital structure.

L4 Analyzing
1. Analyze the relationship between financial management and a company's mission.
2. Compare and contrast the relevant and irrelevant theories of dividends.
3. Examine the effects of different sources of finance on a company's leverage.
4. Investigate how changes in capital structure can impact a firm's cost of capital.
5. Analyze a case study where a company's dividend policy was influenced by external market conditions.
6. Identify the factors that determine working capital requirements in a manufacturing firm.
7. Dissect the cash management strategies used by a well-known corporation.
8. Assess the significance of the capital budgeting process in strategic decision-making.
9. Evaluate the risk-return trade-off in an investment decision.
10. Analyze the role of financial institutions in facilitating business growth.

L5 Evaluating

1. Critique the dividend policy of a publicly traded company.
2. Evaluate the effectiveness of a company's capital structure in terms of financial risk.
3. Assess the impact of financial leverage on a company's overall performance.
4. Judge the appropriateness of the capital budgeting techniques used by a specific firm.
5. Evaluate the implications of the time value of money on investment decisions.
6. Critically assess how a firm's working capital management affects its profitability.
7. Compare the risks and benefits of different financing sources for startups.
8. Evaluate the financial health of a company based on its working capital ratios.
9. Analyze the strategic importance of a major investment decision made by a company.
10. Assess the role of the finance manager in achieving a firm's long-term goals.

L6 Creating

1. Design a comprehensive financial management plan for a new business venture.
2. Create a model to estimate cash flows for a proposed investment project.
3. Develop a capital structure strategy that optimizes financial performance.
4. Propose a new dividend policy for a company facing financial challenges.
5. Construct a working capital management framework for a retail business.
6. Design a risk management plan that incorporates the concept of financial leverage.
7. Formulate a set of guidelines for effective capital budgeting in an organization.
8. Create an investment appraisal tool that incorporates multiple techniques.
9. Develop a case study that illustrates the impact of financial management decisions on business success.
10. Propose improvements to the financial management practices of an existing company based on your analysis.

Chairperson
Board of Studies (MBA)

R24MB1202   HUMAN RESOURSE MANAGEMENT   4   0   0   4

COURSE OBJECTIVE

1. To equip with basic concepts of Human Resource Management
2. To aware various functions of HRM including Industrial Relations
3. To Assess the Role and Position of HR Department.
4. To Analyze Wage Determinants and Differentials

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO3	PO6	PSO1	PSO2	
R24MB1202.1	Discuss the basic concepts of Human Resource Management	2	3	2	2	2	1	L1, L3
R24MB1202.2	List out various functions of HRM in Industrial	2	3	1	3	2	1	L2, L5
R24MB1202.3	Classify the basic Wage and Salary Administration policies.	2	2	2	3	2	2	L1, L5
R24MB1202.4	Investigate the Managing Industrial Relations in organization.	2	2	2	2	1	2	L1, L6
R24MB1202.5	Identify the way of managing industrial relations.	3	2	3	2	1	1	L1, L4

SYLLABUS

UNIT-I   **12 Hours**

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department–aligning HR strategy with organizational strategy - HRM –changing, global perspective challenges, environment – cross- cultural problems – emerging trends in HRM- trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.   **COs–CO1**

Self-Learning Topics: Identify and discuss how effective HRM contributes to achieving organizational goals.

UNIT-II   **10 Hours**

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Requirement of effective control systems grievances – Causes – Implications – Redressal methods- Tests and Interview Techniques - Training and Development – Methods and techniques– Job design, evaluation and Analysis - Management development and HRD concepts.   **COS-CO2**

Self-Learning Topics: Develop a simple demand and supply forecast for HR needs in a hypothetical organization, considering factors such as business growth and turnover rates. Create a brief report summarizing the methodology and findings.

UNIT-III   **12 Hours**

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and

Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.   **COs–CO3**

Self-Learning Topics: Research and summarize one of the latest trends in performance appraisal, such as real-time feedback systems or the use of artificial intelligence. Write a brief report detailing how this trend is changing traditional performance appraisal practices and its potential benefits and challenges.

UNIT-IV   **12 Hours**

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.   **COs–CO4**

Self-Learning Topics: Develop a brief overview of how wage structures are designed within organizations, including key components such as base pay, pay grades, and salary ranges. Include a summary of different incentive payment systems (e.g., performance bonuses, profit sharing) and their impact on employee motivation.

UNIT-V   **8 Hours**

Managing Industrial Relations: Trade Unions - Employee Participation Schemes-Collective Bargaining– Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.   **COs–CO5**

Self-Learning Topics: Write a brief summary of the collective bargaining process, including key stages and strategies used by both employers and employees. Additionally, outline common grievance and dispute resolution mechanisms (e.g., mediation, arbitration) and their role in maintaining industrial harmony.

Board of Studies: Masters of Business Administration
Approved in BOS No: 01, 5th August, 2024
Approved in ACM No: 01

References:

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2. N. Sambasiva Rao and Dr. Nirmal Kumar: "Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai.
3. Subba Rao P: "Personnel and Human Resource Management-Text and Cases", Himalaya Publications, Mumbai, 2013.
4. Madhurima Lall, Sakina Qasim Zasidi: "Human Resource Management", Excel Books, New Delhi, 2010.

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	33	50
L2	17	--
L3	17	--
L4	--	16
L5	33	17
L6	--	17

Total (%)	100	100

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. What is the definition of Human Resource Management (HRM)?
2. List three functions of HRM.
3. What are the key principles of HRM?
4. Define the term "HR planning."
5. Name two traditional methods of performance appraisal.
6. What is the significance of wage and salary administration?
7. Identify two sources of recruitment.
8. What are statutory welfare measures?
9. Define collective bargaining.
10. What is meant by "job design" in HRM?

L2 Understanding

1. Explain the significance of aligning HR strategy with organizational strategy.
2. Describe the evolution of HRM and its impact on modern practices.
3. Summarize the ethical aspects of HRM.
4. What are the implications of cross-cultural problems in HRM?
5. Discuss the importance of training and development in HRM.
6. Explain the concept of performance appraisal and its importance.
7. Describe the components of an effective grievance redressal system.
8. Summarize the current trends in compensation management.
9. Explain the role of trade unions in managing industrial relations.
10. Discuss the importance of safety mechanisms in the workplace.

L3 Applying

1. Develop a simple HR planning model for a hypothetical organization.
2. Create a recruitment plan outlining sources and methods for attracting candidates.
3. Apply a specific performance appraisal method to evaluate employee performance.
4. Design a training program for new hires in a given industry.
5. Implement a grievance handling process in a hypothetical organization.
6. Use a case study to illustrate effective wage and salary administration practices.
7. Develop a compensation package that includes both salary and incentive mechanisms.
8. Create a report summarizing the effectiveness of employee participation schemes.
9. Design a job analysis framework for a specific position in an organization.
10. Apply performance appraisal techniques to assess career development opportunities.

L4 Analyzing

1. Analyze the impact of effective HRM on organizational performance.
2. Compare and contrast traditional and modern methods of performance appraisal.
3. Examine the factors influencing wage differentials in an organization.
4. Investigate the challenges faced by HRM in a global context.
5. Analyze the implications of poor grievance management in the workplace.
6. Assess the effectiveness of various training methods and techniques.
7. Examine the relationship between job design and employee satisfaction.
8. Identify the key determinants of payment of wages and their implications.

9. Analyze the role of technology in HRM practices.
10. Assess the impact of incentive payment systems on employee motivation and performance.

L5 Evaluating

1. Critique the effectiveness of different recruitment sources used by organizations.
2. Evaluate the impact of performance appraisal methods on employee motivation.
3. Assess the legal framework governing wage and salary administration.
4. Judge the effectiveness of various welfare measures implemented in organizations.
5. Evaluate the collective bargaining process in a specific case study.
6. Assess the role of HRM in addressing workplace stress and safety.
7. Critique the effectiveness of a particular grievance resolution mechanism.
8. Evaluate the compensation strategies used by leading organizations in your industry.
9. Assess the impact of cross-cultural issues on HRM effectiveness.
10. Judge the effectiveness of HR policies in improving employee performance.

L6 Creating

1. Develop a comprehensive HR strategy that aligns with organizational goals.
2. Create a detailed performance appraisal system incorporating modern trends.
3. Design a training and development program tailored to employee needs.
4. Formulate an incentive payment system to enhance employee motivation.
5. Develop a comprehensive welfare management plan for employees.
6. Create a conflict resolution framework for managing workplace disputes.
7. Design a recruitment and selection process that incorporates best practices.
8. Develop a job evaluation system that fairly assesses employee roles.
9. Create an organizational policy on safety and health management.
10. Formulate a proposal for enhancing employee participation in decision-making processes.

Chairperson
Board of studies (MBA)

R24MB1203   **MARKETING MANAGEMENT**   **4 0   0   4**

Course Objectives:

1. To Understand Fundamental Marketing Concepts
2. To Design and Implement Effective Marketing Communications
3. To Evaluate Distribution and Marketing Control Systems
4. To Analize and Develop Strategic Marketing Plan

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO3	PO7	PSO 1	PSO 2	
R24MB1203.1	Identify the basic Marketing concepts	3	2	2	3	2	2	L1, L4
R24MB1203.2	Classify the Product and Pricing Aspects in market.	3	2	2	2	2	1	L1, L3
R24MB1203.3	Examine about how to Control Distribution Organization	2	2	2	2	2	1	L2, L6
R24MB1203.4	Complete knowledge about Market Segmentation	3	2	2	2	2	2	L1, L2
R24MB1203.5	Classify the channel of distribution and marketing control	2	2	3	2	2	1	L1, L2

SYLLABUS

UNIT-I   **15 Hours**

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment- Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System − Marketing in global environment – International Marketing − Rural Marketing − Prospects and Challenges.   **COS-CO1**

Self-Learning Topics: Write a brief explanation distinguishing between the concepts of "market" and "marketing." Define each term and describe how they interrelate. Include a summary of how understanding these concepts is crucial for developing effective marketing strategies.

UNIT-II   **10 Hours**

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy- Channel Management – Managing Integrated Marketing Channels − Managing Retailing, Wholesaling and Logistics − Advertising and Sales Promotions

COS-CO2 Self-Learning Topics: Write a brief outline of the steps involved in developing a positioning strategy for a product or service. Include how to identify a unique value proposition and communicate this position effectively to the target market.

UNIT-III   **12 Hours**

Product and Pricing Aspects: Product – Product Mix - Product Life cycle -Obsolescence- Pricing-Objectives of Pricing - Methods of Pricing – Selecting the Final price – Adopting price – Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes- Pricing OBJECTIVE, Policies and Methods.   **COS-CO3**

Self-Learning Topics: Write a brief summary of the stages of the product life cycle (Introduction, Growth, Maturity, Decline). Include key characteristics and challenges associated with each stage and how they influence marketing strategies.

UNIT-IV   **8 Hours**

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication – Managing Advertising Sales Promotion - Public relations and Direct Marketing - Salesforce – Determining the Sales Force Size - Sales force Compensation. **COS-CO4 Self-Learning Topics:** Write a brief explanation of Integrated Marketing Communication, detailing how it combines various communication tools (advertising, sales promotion, public relations, direct marketing) to deliver a consistent and unified message to the target audience. Include examples of how IMC can enhance overall marketing effectiveness.

UNIT-V   **10 Hours**

Distribution, Marketing Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.   **COS-CO5**

Self-Learning Topics: Write a brief overview of the three main types of distribution strategies—Intensive, Selective, and Exclusive Distribution. Explain the key characteristics and appropriate uses for each strategy in different market scenarios.

Board of Studies: Masters of Business Administration
Approved in BOS No: 01, 5th August, 2024
Approved in ACM No: 01

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2. Rajan Saxena: "**Marketing Management**", Tata Mc Graw Hill, NewDelhi, 2012.
3. VSRamaswamy&S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
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5. PaulBaines, ChrisFill, KellyPageAdaptedbySinha K:"**Marketing**",OxfordUniversityPress, Chennai, 2013

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal
L1	33	29
L2	17	43
L3	17	--
L4	17	--
L5	--	14

L6	16	14
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define "market" in the context of marketing.
2. What are the main components of the marketing mix?
3. List the stages of the product life cycle.
4. What distinguishes needs from wants and demands?
5. Name the five marketing concepts discussed in the introduction to marketing.
6. Identify the key characteristics of green marketing.
7. What is the purpose of market segmentation?
8. Define Integrated Marketing Communication (IMC).
9. What are the types of distribution strategies?
10. Describe the role of marketing in a global environment.

L2 Understanding

1. Explain how "market" and "marketing" interrelate.
2. Describe the significance of positioning in marketing.
3. Summarize the objectives of pricing strategies.
4. Discuss the characteristics of each stage of the product life cycle.
5. Explain the importance of understanding the Indian marketing environment.
6. Describe the communication process in marketing.
7. Explain the difference between intensive, selective, and exclusive distribution.
8. Discuss how marketing interfaces with other functional areas.
9. Summarize the importance of advertising in the communication mix.
10. Describe the challenges of rural marketing in India.

L3 Applying

1. Create a segmentation strategy for a new product.
2. Develop a positioning statement for a product.
3. Apply the product life cycle concept to a known brand and analyze its current stage.
4. Design a pricing strategy for a product entering the market.
5. Implement an IMC plan for a product launch.
6. Create a communication mix for a marketing campaign.
7. Design a distribution strategy for a retail product.
8. Analyze a case study of a company's market segmentation strategy.
9. Create a sales promotion plan for a seasonal product.
10. Apply green marketing principles to a product or service.

L4 Analyzing

1. Compare and contrast the production and sales concepts of marketing.
2. Analyze the impact of societal marketing on consumer behavior.
3. Examine the effectiveness of different pricing methods.
4. Investigate the relationship between market segmentation and targeting.
5. Analyze how global marketing trends affect local marketing strategies.
6. Assess the effectiveness of a specific IMC campaign.

7. Compare the advantages and disadvantages of different distribution strategies.
8. Analyze how cultural factors influence marketing strategies.
9. Investigate the challenges faced by companies in the rural marketing sector.
10. Examine the communication mix used in a successful advertising campaign.

L5 Evaluating

1. Critique a company's marketing mix and its effectiveness in achieving business goals.
2. Evaluate the positioning strategy of a well-known brand and its market impact.
3. Assess the impact of pricing strategies on consumer purchasing behavior.
4. Evaluate the effectiveness of a recent promotional campaign.
5. Critique the ethical implications of a specific marketing strategy.
6. Assess the influence of technological advancements on marketing communication.
7. Evaluate how well a company aligns its marketing strategy with its overall business strategy.
8. Critique the distribution strategy used by a particular brand and its success.
9. Assess the role of consumer feedback in shaping marketing strategies.
10. Evaluate the impact of societal trends on marketing practices.

L6 Creating

1. Develop a comprehensive marketing plan for a new product, including segmentation, targeting, and positioning strategies.
2. Create a unique value proposition for a service aimed at a specific market segment.
3. Design an integrated marketing communication campaign for a product.
4. Formulate a pricing strategy that considers different stages of the product life cycle.
5. Create a detailed distribution strategy for a new retail product.
6. Develop a marketing strategy addressing the challenges of international marketing.
7. Design a sales promotion campaign to increase brand awareness for a new product.
8. Create a plan for evaluating and controlling marketing performance.
9. Develop a strategy to incorporate ethical considerations into marketing practices.
10. Formulate a research proposal to explore consumer perceptions of a brand.

Chairperson
Board of Studies (MBA)

R24MB1204 **OPERATIONS MANAGEMENT** 4 0 0 4

Course Objectives:

1. To Understand the Fundamentals of Operations Management.
2. To Explore Recent Trends and Innovations.
3. To Understand and Implement Inventory and Supply Chain Management.
4. To Gain Expertise in Quality Management.

At the end of the course, students will be able to:

Course Code	Course Outcomes	Mapping with Pos & PSos						Dok
		PO1	PO3	PO4	PO6	PSO1	PSO2	
R24MB1204.1	Identify the strategic significance of Operation management	2	2	3	3	2	2	L1, L3
R24MB1204.2	Examine the knowledge about how to apply discipline to deal with real life business problem.	2	2	3	2	2	1	L1, L5
R24MB1204.3	Explain about Quality Management and Control	2	1	2	2	2	2	L2, L4
R24MB1204.4	Enriching the productivity factors and job design and process flow charts	2	2	1	2	3	2	L2, L4
R24MB1204.5	Understands the maintenance of the quality and how to apply statistical quality control.	2	2	2	3	2	2	L1, L3

SYLLABUS

UNIT-I **10 Hours**

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Operations Strategy – Strategic fit, framework. Productivitys- Recent trend in Operation Management, World-class manufacturing practices-Types of Production System, Just in Time (JIT) & lean system. **COS-CO1**

Self-Learning Topics: Write a brief summary of the Just-in-Time (JIT) system, including its core principles, objectives, and benefits. Describe how JIT aims to minimize waste, reduce inventory, and improve efficiency in the production process. Include an example of a company that successfully implements JIT.

UNIT-II **10 Hours**

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Principals, Planning Tools and Techniques, Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design. **COS-CO2**

Self-Learning Topics: Write a brief outline of the stages involved in the product design process, including concept development, design and engineering, prototype testing, and final production.

Describe the key activities and objectives of each stage.

UNIT-III   15 Hours

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing.   **COS-CO3**

Self-Learning Topics: Write a brief summary of common methods of forecasting, such as qualitative methods (e.g., Delphi method) and quantitative methods (e.g., time series analysis, regression analysis). Include a brief explanation of how each method is used to predict future demand and its relevance in operation and capacity planning.

UNIT-IV   6 Hours

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.   **COS-CO4**

Self-Learning Topics: Write a brief overview of key principles of job design, including how it influences employee satisfaction and productivity. Explain concepts such as task variety, autonomy, and job enrichment, and describe how effective job design can improve overall work efficiency.

UNIT-V   12 Hours

Quality Management: Quality- Definition, Dimension, The Quality revolution, Cost of Quality, Quality Circles-Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL, LTPD, Alpha & Beta risk), Total Quality Management (TQM).

COS-CO5

Self-Learning Topics: Write a brief summary of Total Quality Management (TQM), including its core principles such as customer focus, continuous improvement, and employee involvement. Describe how TQM aims to enhance overall quality and operational effectiveness in an organization. Include examples of TQM practices and their impact on quality management.

Board of Studies: Masters of Business Administration
Approved in BOS No: 01, 5th August, 2024
Approved in ACM No: 01

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2. Panner Selvam, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management-Concepts, Methods Strategy. John Willy& Sons Asia Pvt Limited.
5. K. Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	33	17
L2	17	33
L3	33	33
L4	--	17
L5	17	--
L6	--	--
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. What is the definition of operations management?
2. List the core principles of the Just-in-Time (JIT) system.
3. Define productivity in the context of operations management.
4. What are the stages in the product design process?
5. Identify two types of production systems.
6. What is the purpose of capacity planning?
7. Name two common methods of forecasting.
8. Define the term "quality circles."
9. What is the significance of work measurement in operations management?
10. What does TQM stand for?

L2 Understanding

1. Explain the relationship between operations management and other functional areas of a business.
2. Describe the strategic fit in operations strategy.
3. Summarize the objectives of the JIT system.
4. Discuss the importance of facility layout in production.
5. What are the advantages and disadvantages of different types of production systems?
6. Explain how value analysis contributes to product design.
7. Describe the role of aggregate production planning.
8. Discuss the significance of job design in operations management.
9. Explain the concept of bottlenecks in production.
10. Describe the dimensions of quality management.

L3 Applying

1. Apply the principles of JIT to a case study of a manufacturing company.
2. Design a basic layout for a production facility based on product type.
3. Use a forecasting method to predict demand for a new product.
4. Implement a simple work measurement technique for a production task.
5. Apply the theory of constraints to identify bottlenecks in a production process.
6. Create a job design plan that enhances employee satisfaction.

7. Utilize statistical quality control methods to monitor a production process.
8. Develop a plan for continuous improvement (Kaizen) in a workplace.
9. Create a flowchart for a production process using process flow chart principles.
10. Demonstrate how to conduct an aggregate production plan for a seasonal product.

L4 Analyzing

1. Analyze the impact of recent trends in operations management on productivity.

2. Compare and contrast JIT with traditional inventory management systems.

3. Examine the factors affecting productivity in a given industry.

4. Investigate the implications of poor facility layout on operational efficiency.

5. Analyze a case study where a company improved its quality management practices.

6. Identify the key challenges in capacity planning and propose solutions.

7. Break down the stages of product design and evaluate their effectiveness.

8. Assess the role of supply chain management in enhancing operational efficiency.

9. Examine how statistical quality control can reduce defects in production.

10. Analyze the relationship between job design and employee performance.

L5 Evaluating

1. Critique the effectiveness of a JIT implementation in a specific company.

2. Evaluate the productivity factors that influence a service-oriented business.

3. Assess the advantages and disadvantages of various forecasting methods.

4. Judge the effectiveness of total quality management practices in an organization.

5. Evaluate the impact of ISO certifications on a company's operations.

6. Assess how well a company has designed its production process based on its product type.

7. Critique the job design strategies employed by a specific organization.

8. Evaluate the significance of quality circles in fostering continuous improvement.

9. Assess the role of technology in enhancing operational productivity.

10. Judge the effectiveness of a particular inventory management system.

Chairperson
Board of Studies (MBA)

R24MB1205   **BUSINESS RESEARCH METHODS**   **4   0   0   4**

Course Objectives:

1. To Understand the Foundations of Research
2. To Address Ethical Considerations in Research
3. To Integrate Research Findings into Decision-Making

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO6	PO7	PSO1	PSO2	
R24MB1205.1	Discuss the fundamentals of research methods.	2	2	2	2	2	1	L1, L2
R24MB1205.2	List out the methods and appropriate to research aims	3	3	2	3	2	2	L2, L3
R24MB1205.3	Understand the limitations of particular research methods	2	2	2	3	2	1	L1, L4
R24MB1205.4	Develop skills in qualitative and quantitative data analysis and presentation	2	2	2	3	2	2	L3, L5
R24MB1205.5	Investigate advanced critical thinking skills	3	3	2	3	2	2	L1, L6

SYLLABUS

UNIT-I   **15 Hours**

Introduction: Nature and Importance of Research, the role of Business Research, aims of social research, Characteristics of scientific research methods- Types of Research, ethical issues in business research- Defining Research Problem, Steps in Research process.   **COs–CO1**

Self-Learning Topics: Write a brief explanation of how to define a research problem, including identifying the research gap, formulating a clear and precise problem statement, and outlining the objectives of the study. Discuss why defining the research problem is a critical step in the research process and its impact on the overall study.

UNIT-II   **15 Hours**

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttmann Scale – Likert Scale – Schematic Differential Scale.

                                                                                     COs–CO2

Self-Learning Topics: Write a brief overview of how to design an effective questionnaire, including key considerations such as question clarity, question types (e.g., open-ended vs. closed-ended), and logical flow. Include a brief explanation of how measurement and scaling techniques (e.g., Likert Scale, Nominal Scale) are used to capture and analyze data accurately.

UNIT-III   **10 Hours**

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal

Interviews, Telephone interviews, Self-administered Questionnaires- Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report. **COs–CO3**

Self-Learning Topics: Write a brief explanation of the processes involved in editing and coding survey data. Describe how data editing ensures accuracy and completeness, and how coding simplifies and organizes responses for analysis. Include examples of common coding schemes and their role inpreparing data for further analysis.

UNIT-IV   12 Hours

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs. **COs–CO4**

Self-Learning Topics: Write a brief explanation of the concepts of null hypothesis and alternative hypothesis. Describe their roles in statistical inference, including how they are used to test assumptions about a population based on sample data. Provide an example of formulating a null and alternative hypothesis for a given research question.

UNIT-V   10 Hours

Interpretation of Data and Paper Writing- Layout of a Research Paper, Journals in Computer Science, Impact factor of Journals, When and where to publish? Ethical issues related to publishing, Plagiarism and Self-Plagiarism. **COs–CO5**

Self-Learning Topics: Write a brief explanation of the concept of dependence in multivariate analysis, focusing on techniques such as multiple regression analysis. Describe how these techniques assess the relationship between dependent and independent variables and provide an example of how they can be used to analyze complex data sets.

Board of Studies: Masters of Business Administration
Approved in BOS No: 01, 5th August, 2024
Approved in ACM No: 01

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4. A. N. Sadhu, Amarjit Singh, Research methodology in social sciences, 7th Edition, Himalaya Publications.
5. ABhujangarao, Research methodology, ExcelBooks,2008

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	29	50
L2	29	--

L3	14	--
L4	28	17
L5	--	17
L6	--	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering
1. What is the definition of business research?
2. List three characteristics of scientific research methods.
3. Define primary data and secondary data.
4. What is a research problem?
5. Identify the types of sampling techniques.
6. What are the scales of measurement used in research?
7. Define hypothesis in the context of research.
8. What is the purpose of data editing?
9. What is the difference between a null hypothesis and an alternative hypothesis?
10. Name one ethical issue in business research.

L2 Understanding
1. Explain the importance of defining a research problem.
2. Describe the steps involved in the research process.
3. Summarize the differences between random and non-random sampling techniques.
4. Discuss the role of measurement and scaling in data collection.
5. What is the significance of questionnaire design in research?
6. Explain the concept of statistical inference.
7. Describe the purpose of hypothesis testing.
8. How does multivariate analysis differ from univariate analysis?
9. What ethical considerations should be kept in mind while publishing research?
10. Discuss the importance of a clear research report layout.

L3 Applying
1. Apply the steps of the research process to a hypothetical research project.
2. Design a questionnaire using various measurement scales for a specific research topic.
3. Use a random sampling technique to select participants for a survey.
4. Conduct a brief analysis of a research problem in your field of interest.
5. Implement a hypothesis test using a small sample dataset.
6. Apply coding techniques to categorize open-ended survey responses.
7. Create a research report outline based on a study you are familiar with.
8. Use a statistical tool to analyze data collected from a survey.
9. Develop a clear problem statement and objectives for a research project.
10. Apply a statistical test to compare two means in a given dataset.

L4 Analyzing

1. Analyze the effectiveness of a specific data collection technique in a case study.
2. Compare and contrast different sampling designs and their suitability for various research projects.
3. Examine the relationship between hypothesis formulation and research outcomes.
4. Identify the strengths and weaknesses of qualitative vs. quantitative research methods.
5. Dissect the components of a well-structured research paper.
6. Analyze the impact of ethical issues on research outcomes and publication credibility.
7. Investigate how data editing improves the accuracy of research findings.
8. Examine the challenges faced in fieldwork during survey research.
9. Analyze a research article's methodology and discuss its appropriateness for the research question.
10. Evaluate the role of coding in preparing survey data for analysis.

L5 Evaluating

1. Critique the research design of a published study.
2. Evaluate the implications of using non-parametric tests versus parametric tests in research.
3. Assess the significance of a research paper's findings based on its methodology.
4. Judge the ethical practices in a given research study.
5. Evaluate the effectiveness of different presentation techniques for research findings.
6. Assess the reliability and validity of a research instrument.
7. Compare the impact factors of various journals in your field.
8. Evaluate a company's research practices in relation to ethical standards.
9. Assess the contribution of a specific multivariate analysis technique in understanding complex data sets.
10. Evaluate the clarity and coherence of a research paper's layout.

L6 Creating

1. Develop a complete research proposal addressing a current issue in your field.
2. Create a detailed questionnaire designed to gather primary data on a specific topic.
3. Formulate a hypothesis for a given research question and outline the testing procedure.
4. Design a multivariate analysis framework for analyzing survey data.
5. Construct a research paper layout that adheres to journal guidelines.
6. Propose a new data collection method to address limitations in existing techniques.
7. Create an ethical guideline document for conducting business research.
8. Develop a coding scheme for qualitative data analysis in your research.
9. Formulate a plan for publishing research findings in academic journals.
10. Create a presentation summarizing the key findings of a research project.

Chairperson
Board of Studies (MBA)

R24MB1206   **PROJECT MANAGEMENT**   **4 0 0 4**

Course Objectives:

1. To Understand Project Management Fundamentals.
2. To Evaluate Technical and Legal Aspects of a project.
3. To Implement and Control Projects Effectively.
4. To Utilize Project Management Tools and Techniques.

At the end of the course, students will be able to:

Course Code	Course Outcomes	Mapping with Pos & PSos						Dok
		PO1	PO2	PO6	PO7	PSO1	PSO2	
R24MB1206.1	Understand the basic knowledge about the concept of project, project management	2	1	2	2	2	2	L2
R24MB1206.2	Assess various issues of project management	2	2	3	3	2	2	L2, L5
R24MB1206.3	Solve Technical and Legal feasibility	3	2	3	3	2	1	L1, L6
R24MB1206.4	Categorize Project Implementation and review	2	2	2	3	2	2	L1, L4
R24MB1206.5	Understand the implementation of project and implementation of review of project and performance analysis.	3	2	3	3	2	2	L1, L3

SYLLABUS

UNIT-I   **15 Hours**

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle –Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies- Project selection and its models- Segmentation and Targeting.   **COS-CO1**

Self-Learning Topics: Write a brief explanation of the stages of the project life cycle (Initiation, Planning, Execution, Monitoring and Control, and Closure). Describe the key activities and deliverables associated with each stage and explain how understanding the project life cycle helps in managing and completing projects successfully.

UNIT-II   **6 Hours**

Market feasibility-Market survey–Categories of Market survey– steps involved in market feasibility – Demand forecasting techniques, sales projections.   **COS-CO2**

Self-Learning Topics: Write a brief summary of the steps involved in conducting a market survey. Include key activities such as defining objectives, designing the survey instrument, sampling, data collection, and analysis. Describe how each step contributes to obtaining accurate and actionable market insights.

UNIT-III   **15 Hours**

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) – Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM).   **COS-CO3**

Self-Learning Topics: Write a brief explanation of the Programme Evaluation and Review Technique (PERT), including its purpose, key components (e.g., project duration, slack, critical activities), and how to construct a PERT chart. Describe how PERT helps in managing project timelines and identifying the critical path for effective project planning and control.

UNIT-IV   **10 Hours**

Financial feasibility – Capital Expenditure – Criteria and Investment strategies–Capital Investment Appraisal Techniques –Risk analysis.   **COS-CO4**

Self-Learning Topics: Write a brief overview of capital investment appraisal techniques, focusing on the differences between Discounted Cash Flow (DCF) methods (e.g., Net Present Value, Internal Rate of Return) and Non-DCF methods (e.g., Payback Period, Accounting Rate of Return). Describe how each technique evaluates investment opportunities and their relevance in financial feasibility analysis.

UNIT-V   **8 Hours**

Project Implementation and Review: Forms of project organization – project planning – project control –human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.   **COS-CO5**

Self-Learning Topics: Write a brief explanation of the key prerequisites for successful project implementation, such as clear project goals, effective planning, stakeholder engagement, and resource allocation. Describe how addressing these prerequisites helps ensure smooth execution and successful completion of a project.

Board of Studies : Masters of Business Administration

Approved in BOS No: 01, 5th August, 2024

Approved in ACM No: 01

References:

1. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation andReview", Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, "Project Evaluation and Management".
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications2 018.
5. Clifford F.Gray, Erik W. Larson, "Project Management, the Managerial Emphasis",Mc Graw Hill, 2000.

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	20	50
L2	40	--
L3	--	17

L4	--	17
L5	20	--
L6	20	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering
1. What is the definition of project management?
2. List the stages of the project life cycle.
3. Identify three types of projects.
4. What is market feasibility?
5. Define PERT and its purpose.
6. What are the components of project feasibility studies?
7. Name two capital investment appraisal techniques.
8. What is the role of a project manager in project execution?
9. Define project appraisal.
10. What does the term "critical path" refer to in project management?

L2 Understanding
1. Explain the significance of project proposals in project management.
2. Describe the relationship between project environment and project success.
3. Summarize the key activities associated with the planning stage of the project life cycle.
4. What are the major causes of delays in project commissioning?
5. Discuss the importance of demand forecasting in market feasibility studies.
6. Explain how the PERT chart helps in managing project timelines.
7. Describe the concept of risk analysis in financial feasibility.
8. Summarize the steps involved in conducting a market survey.
9. Explain the differences between DCF and non-DCF methods of capital investment appraisal.
10. Discuss the human aspects of project management.

L3 Applying
1. Develop a project proposal for a new initiative in your organization.
2. Create a PERT chart for a hypothetical project.
3. Conduct a preliminary screening of a potential project idea.
4. Apply a specific demand forecasting technique to predict sales for a new product.
5. Design a market survey instrument to assess customer needs.
6. Use the critical path method (CPM) to analyze a project timeline.
7. Formulate a risk analysis plan for a project you are familiar with.
8. Implement project control techniques to monitor progress in an ongoing project.
9. Identify investment opportunities for a startup based on market trends.
10. Create a project implementation plan addressing key prerequisites for success.

L4 Analyzing
1. Analyze the effectiveness of different project selection models.
2. Compare and contrast various types of production technology.

3. Investigate the impact of legal requirements on project feasibility.
4. Examine the factors that contribute to project overruns.
5. Analyze the relationship between project goals and project success.
6. Dissect the steps involved in the project life cycle and evaluate their significance.
7. Identify bottlenecks in a project schedule and propose solutions.
8. Analyze the market survey results and discuss their implications for a product launch.
9. Investigate how organizational structure affects project management.
10. Assess the implications of not conducting a proper feasibility study before project initiation.

L5 Evaluating

1. Critique the project selection process used in a specific case study.
2. Evaluate the impact of project delays on overall project success.
3. Assess the effectiveness of risk management strategies in a completed project.
4. Evaluate the financial feasibility of a proposed investment project.
5. Judge the relevance of various appraisal techniques in capital investment decisions.
6. Assess the effectiveness of the PERT method in managing complex projects.
7. Evaluate how well a project team adhered to the prerequisites for successful project implementation.
8. Compare the project outcomes of different organizations using various project management methodologies.
9. Judge the importance of stakeholder engagement in project management.
10. Evaluate the role of technology in enhancing project monitoring and control.

L6 Creating

1. Develop a comprehensive project plan for a new product launch, including all stages of the project life cycle.
2. Create a detailed market survey plan, specifying objectives and methodologies.
3. Formulate a capital investment appraisal report for a proposed project.
4. Design an innovative project organization structure for a complex project.
5. Create a risk management framework to address potential challenges in project execution.
6. Develop a project review template for evaluating project performance.
7. Create a presentation outlining the steps in the project feasibility study process.
8. Design a program to improve stakeholder engagement throughout the project lifecycle.
9. Develop a set of criteria for selecting projects in a specific industry.
10. Create an abandonment analysis framework to assess underperforming projects.

Chairperson
Board of Studies (MBA)

R24MB1207   INFORMATION TECHNOLOGY–LAB 2 (PROGRAMMING R)   0 0 2 2

Course Objectives:

1. Use R for statistical programming, computation, graphics, and modeling.
2. Write functions and use R in an efficient way.
3. Fit some basic types of statistical models.
4. Use R in their own research.
5. Be able to expand their knowledge of R in their own.

At the end of the course, student will be able to

Course Code	Course Outcomes	Mapping with POs and PSOs							Dok
		PO1	PO2	PO5	PO7	PO8	PSO 1	PSO 2	
R24MB1207.1	Utilize and manipulate advanced data structures such as data frames, lists, matrices, and arrays for organizing and analyzing data efficiency.	3	2	1	2	3	3	2	L1,L2
R24MB1207.2	Apply various mathematical functions available in R to perform calculations, including operations on cumulative sums, products, minima, and maxima.	3	2	3	2	3	2	3	L2,L3
R24MB1207.3	Recognize and apply various probability distributions in R, including normal, binomial, poisson, and other distributions, to model and analyze the data	3	2	1	1	3	3	2	L3,L2

SYLLABUS

UNIT-I: **15 Hours**

Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes**.**

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets,- If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.   **COs-C01**

UNIT-II: **15 Hours**

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input/Output, Accessing the Keyboard and Monitor, Reading and writer Files. **COs-C02**

UNIT-III: **15 Hours**

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot() Function –Customizing Graphs, Saving Graphs to Files. Probability Distributions, Normal Distribution-Binomial Distribution-Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests,-ANOVA.   **COs-C03**

Board of Studies   : Master of Computer Applications
Approved in BOS No: 21, August, 2024
Approved in ACM No: 01,

References:

1. The Art of R Programming, NormanMatloff, Cengage Learning
2. R for Everyone, Lander, Pearson
3. R Cookbook, Paul Teetor, Oreilly
4. R in Action, RobKabacoff, Manning.
5. Garrett Grolemund, Handson Programming with R. Oreilly

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	30	20
L2	30	30
L3	30	40
L4	--	05
L5	--	05
L6	10	--
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1: Remember:

1. What is the function used to create a vector in R?
2. What function in R is used to create a data frame?
3. What is the syntax for a basic for loop in R?
4. What R function is used to perform an if-else conditional statement?
5. What function in R computes the mean of a numeric vector?
6. Which R function is used to generate random numbers from a normal distribution?
7. What function is used to create a scatter plot in R?
8. Which function in R saves the current plot to a PNG file?
9. What function in R generates random numbers from a binomial distribution?
10. What R function calculates the correlation between two variables?

L2: Understand

1. Explain the purpose of a data frame in R and how it differs from a matrix.
2. Describe how to convert a character vector to a numeric vector in R.
3. What is the role of the else statement in an if-else structure in R?
4. How does R handle default argument values in functions?
5. How can you use the pnorm() function to calculate the probability of a normal distribution?
6. What is the difference between cumulative sums and cumulative products in R?
7. How can you customize the color and type of points in a scatter plot in R?
8. How can you overlay multiple plots on the same graph in R?
9. How do you interpret the output of the t.test() function in R?
10. What is the purpose of calculating correlation and covariance between two variables?

L3: Apply

1. Write R code to create a data frame with three columns: Name (character), Age (numeric),

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and Height (numeric), and then display its structure.

2. How would you convert a numeric vector into a factor and then create a frequency table of its levels?
3. Write a function in R that takes a numeric vector and returns the median and standard deviation.
4. Apply a for loop to iterate over a numeric vector and compute the sum of its elements.
5. Write R code to simulate 1000 random samples from a normal distribution with a mean of 5 and a standard deviation of 2.
6. Apply the sort() function to a numeric vector and then use the which() function to find the indices of the top 5 largest values.
7. Write R code to generate a scatter plot with different colors for different groups in the dataset.
8. Create a bar plot with custom colors and add a title, x-axis label, and y-axis label.
9. Write R code to perform a chi-squared test of independence on a 2x2 contingency table.
10. Apply the rnorm() function to generate a sample of 100 observations and then calculate the mean and standard deviation.

L4: Analyzing:

1. Analyze the differences in performance between using a list and a data frame for storing and manipulating a large dataset in R. What factors might affect performance?
2. Given a data frame with missing values, describe the methods you would use to handle these missing values and analyze the impact on subsequent analyses.
3. Analyze how using different control structures (if-else, switch, etc.) can affect the readability and efficiency of R code. Provide examples.
4. Evaluate the performance impact of using recursion versus iterative loops in R for large datasets. What are the trade-offs?
5. Analyze how different random number generation methods (`rnorm()`, `runif()`, etc.) impact the results of a Monte Carlo simulation. What considerations are important?
6. Given a dataset with various distributions, analyze how different statistical functions (e.g., `mean()`, `sd()`, `quantile()`) can provide insights into the data's distribution and variability.
7. Evaluate the accuracy of probability estimates obtained from simulations compared to theoretical probabilities. How can you assess the reliability of the results?
8. Analyze the impact of scaling and normalizing data on the outcomes of linear algebra operations. How does this affect matrix computations and statistical modeling?
9. Compare the results of different sorting algorithms implemented in R. How do the algorithmic choices affect performance and efficiency in large datasets?
10. Analyze the effectiveness of different plot types (e.g., scatter plots, bar plots, histograms) for visualizing various types of data. How do these choices impact data interpretation?

L5: Evaluating

1. Evaluate the appropriateness of using a data frame versus a matrix for a given dataset. Justify your choice based on the dataset's characteristics and intended analysis.
2. Assess the impact of converting data types (e.g., numeric to factor) on data manipulation and analysis. Provide examples where such conversions are beneficial or detrimental.
3. Evaluate the effectiveness of different control structures (e.g., if-else, switch, for loops) for managing complex logical conditions. Which is most suitable for specific types of problems?
4. Evaluate the effectiveness of different simulation techniques (e.g., Monte Carlo simulations) for estimating statistical parameters. How reliable are these estimates, and what factors affect

their accuracy?

5. Evaluate the impact of different visualization techniques (e.g., scatter plots, box plots) on the clarity and effectiveness of data presentation. When is each technique most appropriate?

L6: Creating

1. Create an R function that takes a list of vectors as input and combines them into a single data frame. Include error handling for mismatched lengths.
2. Design a recursive R function to calculate the nth Fibonacci number and demonstrate its usage with different values of n.
3. Develop a custom R class to represent a geometric shape (e.g., circle, rectangle) with methods to calculate area and perimeter. Provide example usage.
4. Write R code to create an array with dimensions specified by user input and fill it with random numbers. Include functionality to view a slice of the array.
5. Create a function in R that takes a matrix as input and returns a list containing its row sums, column sums, and overall sum.

Chairperson
Board of Studies (MCA)

R24MB301	**OPERATIONS RESEARCH**	4	0	0	4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand OR fundamentals, history and decision-making applications.
2. Solve LP problems using graphical, simplex and Big M methods.
3. Apply Transportation, Assignment and TSP models for optimization.
4. Use Dynamic & Integer Programming, Game Theory and Simulation.
5. Manage projects with CPM/PERT and Replacement Models.

Course Outcomes

At the end of the course, students will be able to:

Course Code	Course Outcomes (COs)	Mapping with POs and PSOs										Do K
		PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	
R24MB301.1	Understand OR concepts and solve LP problems using graphical and simplex methods.	3	2	1	-	-	-	-	1	3	2	L2, L3
R24MB301.2	Apply transportation, assignment, and TSP models for resource optimization.	3	2	2	2	1	-	-	-	2	3	L1, L4
R24MB301.3	Use Dynamic and Integer Programming for decision-making in capital budgeting and planning.	3	3	2	1	-	-	-	1	3	2	L1, L3
R24MB301.4	Evaluate strategies using Game Theory and simulations for inventory and queuing.	2	2	1	3	-	2	-	1	2	3	L2, L4
R24MB301.5	Develop and optimize project schedules using PERT, CPM and replacement models.	3	2	2	2	-	-	-	2	3	2	L5, L6

SYLLABUS

UNIT I: **12 Hours**

Introduction: The History of OR-Definition-Features-Scope of Operations Research – Linear Programming: Introduction-Advantages of using LP-Application areas of LP- Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method.

                                                                     CO's–CO1

Self Learning Topics: Understand the role and interpretation of each component in the simplex tableau for effective solution of LP problems.

UNIT II:12 Hours

Transportation, Assignment Models: Definition and application of the transportation model, methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.   **CO's–CO2**

Self Learning Topics: Explore special cases in transportation models like unbalanced supply and demand, degeneracy and prohibited routes.

UNIT III: 10 Hours

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.   **CO's–CO3**

Self-Learning Topics: Study how DP is used in capital budgeting, resource allocation, and solving linear problems with a multi-stage decision process.

UNIT IV: 10 Hours

Game theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Simulation = Simulation Inventory and Waiting Lines.

CO's–CO4

Self-Learning Topics: Learn how to simplify game matrices using dominance rules to find optimal strategies in competitive scenarios.

UNIT V: 12 Hours

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time-project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

CO's–CO5

Self-Learning Topics: Learn how to simplify game matrices using dominance rules to find optimal strategies in competitive scenarios.

Board of Studies: Master of Business Administration

Approved in BOS No: 02, 13th, May, 2025

Approved in ACM No: 02

Text Books:

1. **Hamdy A. Taha**, Operations Research: An Introduction, Pearson – Comprehensive coverage of OR fundamentals and techniques.
2. **J.K. Sharma**, Operations Research: Theory and Applications, Macmillan – User-friendly with case studies and practical focus.

Reference Books:

1. Winston, Operations Research, Cengage, ND.
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons.

Web References:

1. https://ocw.mit.edu/
2. https://www.khanacademy.org/

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	17	--
L2	33	--
L3	33	17
L4	17	33
L5	--	33
L6	--	17
Total (%)	100	100

Sample Short and Long Answers questions of Various Cognitive Levels

L1: Remember

1. Define Operations Research and list its important features.
2. What are the advantages and limitations of Linear Programming?
3. Write short notes on the Big M Method and its application in LPP.
4. Define the Transportation Problem and state its assumptions.
5. Explain the Travelling Salesman Problem with an example.
6. What is Dynamic Programming? Mention its application areas.
7. Define Game Theory. What is meant by Pure Strategy?
8. List the key components of PERT and CPM.
9. What is simulation? List its types and areas of application.
10. Define Replacement Models. Distinguish between single and group replacement models.

L2: Understanding

1. Explain the scope of Operations Research with relevant examples.
2. Discuss the graphical method of solving LPP with constraints.
3. Explain the procedure to solve a transportation problem using Vogel's Approximation Method.
4. Differentiate between transportation and assignment problems.
5. Explain how Dynamic Programming helps in capital budgeting decisions.
6. Describe the rules of dominance used in Game Theory.

7. Discuss how simulation is used in solving inventory problems.

8. Explain the process of network construction in PERT/CPM.

9. Discuss the significance of slack, surplus, and artificial variables in the simple method.

10. Illustrate with an example how integer programming is used in production planning.

L3: Applying

1. Solve a Linear Programming Problem using the Simplex Method.

2. Apply the Big M method to solve a problem with ≥ constraints

3. Use the MODI method to test optimality in a transportation problem.

4. Apply the Hungarian method to solve an assignment problem.

5. Solve a two-stage dynamic programming problem.

6. Solve a zero-sum game using matrix method without a saddle point.

7. Use simulation to solve a waiting line problem.

8. Construct a PERT network and determine the critical path.

9. Apply project crashing concepts to reduce total project time and cost.

10. Solve a group replacement problem with a hypothetical example.

L4: Analysing

1. Analyze the significance of each element in the simplex tableau.

2. Examine the role of artificial variables in solving LPP using the Big M method.

3. Compare and contrast the different methods of finding an initial solution for transportation problems.

4. Analyze the decision-making process in assignment problems and explain how it leads to optimal allocation.

5. Differentiate between Pure Strategy and Mixed Strategy with examples.

6. Analyze the impact of varying supply and demand in transportation models.

7. Distinguish between PERT and CPM with reference to time estimation.

8. Break down the steps involved in solving a linear programming problem using Dynamic Programming.

9. Identify critical factors that affect the outcome of a replacement decision.

10. Evaluate the usefulness of simulation techniques in modeling complex real-world systems.

L5: Evaluating

1. Justify the use of Operations Research techniques in modern decision-making.

2. Evaluate the efficiency of the Simplex Method over the Graphical Method in solving LPPs.

3. Assess the feasibility of the solution obtained using the Big M method.

4. Judge the suitability of integer programming in investment decision scenarios.

5. Critically evaluate the use of simulation in inventory control.

6. Assess the impact of the saddle point in determining strategies in game theory.

7. Evaluate the effectiveness of CPM in cost and time optimization of a project.

8. Justify the use of project crashing in time-constrained environments.

9. Review the assumptions in the replacement models and their limitations.

10. Assess the importance of rules of dominance in simplifying complex game theory problems.

L6: Creating

1. Formulate a real-world linear programming problem and solve using Simplex Method.

2. Design a transportation matrix and solve it using VAM and MODI methods.

3. Construct a Game Theory problem and solve it using the arithmetic method.

4. Design a simulation model to analyze service time and waiting time in a hospital queue.

5. Develop a PERT chart for a product launch event and determine the expected duration.

6. Create a multi-stage decision problem and solve it using Dynamic Programming.

7. Build an integer programming model for allocating limited resources.

8. Construct a project network and crash the project to a required duration.

9. Design a group replacement policy for a fleet of delivery trucks.

10. Create an assignment model for job-task allocation in a small manufacturing firm.

Chairperson
Board of Studies (MBA)

| R24MB302 | **CONSUMER BEHAVIOR** | 4 | 0 | 0 | 4 |

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To provide students with a foundational understanding of consumer behaviour and its significance in marketing, including communication processes and ethical considerations.

2. To explore the principles of market segmentation and consumer motivation, along with their implications for positioning and branding.

3. To analyze the impact of situational variables and decision-making models on consumer behaviour in both offline and online contexts.

4. To understand the influence of personality traits and perceptual processes on consumer behaviour and branding.

5. To examine the stages of consumer decision-making and post-purchase behaviour, including omni-channel experiences and loyalty formation.

Course Outcomes:

At the end of the course, students will be able to:

Course Code	Course Outcomes (COs)	Mapping with POs and PSOs										Do K
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	
R24MB302.1	Able to explain the concept and evaluate application in consumer behaviour	3	2	2	2	3	1	2	2	3	2	L2, L5
R24MB302.2	Apply segmentation techniques and analyse motivational factors that influence consumer purchasing decisions.	3	3	3	2	2	2	2	3	2	3	L3, L4
R24MB302.3	Assess various consumer decision models and explain how situational factors and digital platforms affect consumer choices.	3	3	3	2	2	2	2	2	2	3	L4, L5
R24MB302.4	Evaluate the role of personality and perception in shaping consumer attitudes and brand interactions.	3	2	3	2	3	2	3	3	3	2	L2, L5
R24MB302.5	Map the consumer decision journey and recommend strategies for enhancing post-purchase satisfaction and brand loyalty.	3	2	3	2	3	2	3	3	3	3	L3, L6

SYLLABUS

UNIT I : 12 Hours

Introduction to Consumer Behaviour: Definition Consumer and Customers, Buyers and Users Organizations as Buyers – Development of Marketing Concept – Consumer Behaviour and its Applications in Marketing – Marketing Communication Flow – Communications Process – Interpersonal Communication – Persuasive Communications – Evolution of Consumer Behaviour as a Discipline – Role of Technology and Digital Media in Consumer Behaviour – Ethical Issues in Consumer Behaviour – Consumer Behaviour and Relationship Marketing. **CO's–CO1**

Self Learning Topics: Difference between B2B and B2C buying behaviour – Emerging trends in persuasive advertising and storytelling – Ethical dilemmas in consumer data usage.

UNIT II: 12 Hours

Marketing Segmentation and Motivation: Introduction, Requirements for Effective Segmentation: Bases for Segmentation Product Positioning: An Introduction Positioning Strategy, Approaches, and Errors Needs and Goals – Motivational Conflict – Defense Mechanisms – Motive Arousal – Psychographic and Behavioural Segmentation in Digital Marketing Brand Repositioning Strategies Role of Culture in Motivation. **CO's–CO2**

Self Learning Topics: Analysis of motivational theories in real-world marketing (Maslow's hierarchy, Herzberg, etc.) - Brand repositioning strategies in digital markets - The impact of subcultures and micro cultures on buying behaviour.

UNIT III: 10 Hours

Situational Influences and Decision Models – Introduction, Nature of Situational Influence, Situational Variables - Types of Consumer Decisions Conflict Model, Machine Model, Open System - Impact of E-commerce on Consumer Decision-making Role of Peer Influence and Online. **CO's–CO3**

Self-Learning Topics: Analyze a company's major investment decision, such as a new project or acquisition, and discuss the strategic importance and expected outcomes.

UNIT IV: 12 Hours

Consumer Personality and Perception: Introduction, Self-concept, Personality Theories, Brand Personality Emotions - Perceptual Selection and Organization - Distortions in Perception - Price Perceptions, Product and Service Quality Perception, Risk Perceptions - Big Five Personality Traits in Consumer Behaviour - Impact of social media on Self-Perception and Brand Interaction Sensory Branding and Multi-Sensory Perception - Cognitive Biases in Consumer Perception. **CO's–CO4**

Self-Learning Topics: The psychology behind brand personality and anthropomorphism - Understanding and identifying cognitive biases in advertisements - Social media filters and their impact on self-concept and purchasing behaviour.

UNIT V: 10 Hours

Problem Recognition, Information Search, Evaluation of Alternatives, Outlet Selection and Purchase, Post Purchase Behaviour, Omni-channel Purchase Behaviour, Role of Mobile Apps in Decision-making, Consumer Journey Mapping, Cognitive Dissonance and Brand Loyalty

CO's–CO5

Self-Learning Topics: The psychology behind brand personality and anthropomorphism **-** Understanding and identifying cognitive biases in advertisements **-** Social media filters and their impact on self-concept and purchasing behaviour.

Board of Studies: Master of Business Administration

Approved in BOS No: 02, 13th, May, 2025

Approved in ACM No: 02

Text Books:

1. Suja R. Nair, Consumer Behaviour in Indian Perspective, Himalaya Publishing House.Michael Solomon, Consumer Behaviour: Buying, Having, and Being, Pearson.

2. David L. Loudon & Albert J. Della Bitta, Consumer Behaviour: Concepts and Applications, McGraw Hill.

Reference Books:

1. Ramneek Kapoor, Nnamdi OMadichie:―Consumer Behaviour Text and Cases TMH, New Delhi, 2012.

2. Ramanuj Majumdar: ―Consumer Behavior insight from Indian Market‖, PHI Learning, New Delhi, 2011.

3. M. S. Raju:―Consumer Behavior Concepts, applications and Cases‖, Vikas Publishing House, New Delhi, 2013.

Web References:

1. https://academic.oup.com/jcr
2. https://www.statista.com

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	--	--
L2	17	17
L3	17	17
L4	33	17
L5	33	33
L6	--	16
Total (%)	100	100

Sample Short and Long Answers questions of Various Cognitive Levels

L1: Remember

1. Define consumer behaviour and explain its applications in marketing strategy.
2. Differentiate between buyers, consumers, and users with examples.
3. Describe the interpersonal communication process in consumer behaviour.
4. Explain the evolution of consumer behaviour as a discipline.
5. Evaluate the role of digital technology in shaping modern consumer behaviour.
6. Analyze the ethical implications of collecting and using consumer data.
7. Discuss how relationship marketing is influenced by consumer behaviour understanding.
8. Evaluate the role of persuasive communication in influencing consumer decisions.
9. Illustrate how marketing communication flow helps brands in building awareness.
10. Explain how consumer behaviour differs in B2B and B2C contexts using real-life examples.

L2: Understanding

1. Apply segmentation bases to design a campaign for a luxury brand.
2. Explain the criteria for effective market segmentation and its strategic importance.
3. Analyze how culture influences consumer motivation with suitable examples.
4. Compare and contrast motivational theories like Maslow's and Herzberg's in marketing.
5. Discuss psychographic segmentation and its relevance in digital marketing.
6. Apply behavioural segmentation to reposition an existing product.
7. Evaluate how motivational conflicts influence consumer decisions.
8. Analyze the role of goals and motive arousal in driving purchase behaviour.
9. Design a positioning strategy for a new brand considering consumer needs.
10. Critically examine brand repositioning strategies used by firms to enter new markets.

L3: Applying

1. Analyze how situational variables affect consumer buying decisions.
2. Evaluate the influence of time and physical surroundings on in-store behaviour.
3. Compare the Conflict Model and Machine Model of consumer decision-making.
4. Discuss the relevance of the Open System Model in today's digital buying environment.
5. Analyze the impact of peer influence and online communities on consumer decisions.
6. Examine the role of e-commerce in reshaping traditional decision models.
7. Evaluate a real-life case of how consumer decisions were altered due to situational factors.
8. Analyze how consumers behave differently under routine vs. complex buying situations.
9. Assess how peer reviews affect consumer confidence and decision-making.
10. Discuss how the rise of mobile and social platforms has disrupted traditional consumer behaviour patterns.

L4: Analysing

1. Explain the concept of brand personality and its significance in consumer perception.

2. Discuss how self-concept influences consumer behaviour and brand preference.

3. Evaluate the impact of personality traits on product and brand choices.

4. Analyze the role of social media in shaping self-perception and purchase behaviour.

5. Evaluate the use of anthropomorphism in brand marketing with examples.

6. Explain the process of perceptual selection and organization in advertising.

7. Discuss the influence of risk perception on consumer buying decisions.

8. Evaluate how cognitive biases influence consumer perception in advertising.

9. Explain how multi-sensory marketing impacts customer engagement and brand recall.

10. Analyze how consumers perceive product quality and pricing in premium segments.

L5: Evaluating

1. Apply the concept of consumer journey mapping to an e-commerce platform.

2. Design a customer satisfaction improvement strategy for a mobile service provider.

3. Discuss the role of mobile apps in enhancing consumer decision-making.

4. Create a plan to reduce post-purchase dissonance in high-involvement products.

5. Propose strategies to increase brand loyalty in an omnichannel retail environment.

6. Evaluate the impact of after-sales service on post-purchase behaviour.

7. Explain the importance of outlet selection in the consumer decision process.

8. Analyze how brands use cognitive dissonance theory to improve customer satisfaction.

9. Develop a loyalty program for an online retailer and explain how it encourages repeat purchases.

Chairperson
Board of Studies (MBA)

R24MB303   **RETAIL MANAGEMENT**   **4   0   0   4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the scope, significance, and evolution of retailing and analyze modern trends and ethical practices.
2. To study market segmentation strategies and understand location-based decision-making for retail success.
3. To examine retail strategy formulation and pricing methods for competitive advantage and profitability.
4. To explore customer relationship strategies and integrated communication tools for enhanced engagement.
5. To understand the internationalization process of retail firms, entry strategies, and cultural adaptation.

Course Outcomes

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	Do K
R24MB303.1	Able to Explain the evolution, scope, and environmental impact of retailing along with modern technological integration and ethical concerns.	3	2	2	1	2	-	-	1	3	2	L2, L3
R24MB303.2	Apply segmentation criteria and evaluate factors influencing store location, layout strategies, and the use of digital tools.	3	3	2	2	2	-	-	1	3	2	L1, L4
R24MB303.3	Design strategic retail plans and evaluate various pricing models with emphasis on innovation and customer value delivery.	3	3	3	2	2	-	-	1	3	2	L1, L3
R24MB303.4	Formulate RM strategies and use integrated marketing tools for personalized customer experiences and brand engagement.	3	3	2	2	3	1	1	1	2	1	L2, L4
R24MB303.5	Analyze the motives, strategies, and challenges of global retail expansion with examples from Indian retailers.	3	3	2	2	3	1	2	1	2	1	L5, L6

SYLLABUS

UNIT-I   **10 Hours**

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing,

Retailing Management Decision Process, Product Retailing vs. Service Retailing, Elements in a Retail Marketing Environment, Environmental Issues, Indian vs. Global Scenario. Evolution and Trends in Modern Retail, Role of Technology in Retail (AI, AR/VR, IoT), Ethics and Sustainability in Retailing, Retail Entrepreneurship and Start-up Trends in India.   **CO's–CO1**

Self-Learning Topics: Evolution of organized retail in India - Application of AI/AR/VR in retail experiences - Sustainable practices in Indian retail startups.

UNIT-II   14 Hours

Retail Marketing Segmentation and Store Location & Layout: Introduction, of Market Segmentation, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation - Types of Retail Store Location - Factors Affecting Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation and Selection, Location-Based Strategies. Customer Profiling in Retail, Geo-demographic and Lifestyle Segmentation, Influence of Digital Platforms on Location Decisions, Smart Retail Spaces and Use of Location Intelligence Tools.   **CO's–CO2**

Self-Learning Topics: Role of digital maps in store placement - Behavioral segmentation for luxury vs. mass retail

UNIT-III   14 Hours

Strategic Planning and Retail Pricing: Introduction, Target Market and Retail Format, Gauging Growth, Opportunities Sustainable Competitive Advantage, Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological Pricing, Mark-up and Mark-down Pricing Retail Business Model Innovation, Private Labels vs. National Brands in Strategic Planning, Dynamic Pricing & Real-Time Pricing Tools.   **CO's–CO3**

Self-Learning Topics: Impact of dynamic pricing algorithms - Strategic use of private labels in Indian retail - Innovation in retail business models

UNIT-IV   12 Hours

CRM and Integrated Marketing Communications: Introduction, Benefits and Principles of CRM, Management of Customer Relationships CRM Strategies and Components, Customer Service in Retailing, CRM and Loyalty Programs, Integrated Marketing Communication Process, Tools of IMC, Upcoming Tools of IMC, Sales Promotion Factors. Role of AI and Big Data in CRM, Personalization and Customer Engagement Strategies Use of Influencer Marketing in Retail, Social Media and Community-Building for Retail Brands.   **CO's–CO4**

Self-Learning Topics: Loyalty programs effectiveness in India - Influencer marketing impact on millennial buying behaviour

UNIT-V   12 Hours

International Retailing: Introduction- Stages in Global Retail Evolution, Reasons and Benefits of Going Global Market Entry Methods, Challenges in Cross-Cultural Retailing, Role of Franchising and Licensing in Global Expansion, Case Studies of Successful Indian Retailers Abroad Local Adaptation vs. Global Standardization   **CO's–CO5**

Self-Learning Topics: Comparison of standardization vs. localization strategies - Success stories of Indian retailers abroad - Licensing vs. franchising in global markets

Board of Studies   : Masters of Business Administration

Approved in BOS No: 02, 13th May, 2025
Approved in ACM No: 02

Text Book:

1. Michael Levy & Barton A. Weitz, Retailing Management, McGraw-Hill – Comprehensive coverage of retail strategy, pricing, and customer engagement.
2. Chetan Bajaj, Rajnish Tuli, & Nidhi Varma Srivastava, Retail Management, Oxford University Press – Strong focus on Indian retail, location, CRM, and global retailing.

References Books:

1. Sheikh and Kaneez Fatima, ―Retail Management‖, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:‖The Art of Retailing‖, Tata McGraw Hill Education Pvt. Ltd. N. Delhi.2011
3. Sivakumar, A, ―Retail Marketing‖, Excel Books, New Delhi, 2007
4. Swapna Pradhan, ―Retail management‖, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012.

Web References:

1. **https://www.retaildive.com/**
2. **https://business.google.com/in/think/**

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	--	--
L2	17	17
L3	17	17
L4	33	17
L5	33	33
L6	--	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 - Remembering

1. Define retailing and explain its economic significance.
2. What are the key elements in a retail marketing environment?
3. List the various types of retail store locations and briefly describe them.
4. Define market segmentation in retail. What are the common dimensions of segmentation?
5. What is strategic retail planning, and why is it important for retailers?
6. State the primary objectives of customer relationship management (CRM) in retail.
7. Describe the different methods of market entry for international retailing.
8. What is psychological pricing? How does it impact consumer buying behavior?
9. Mention the key benefits of franchising for global retail expansion.

10. What are loyalty programs in retail, and how do they benefit both retailers and customers?

L2 - Understanding

1. Explain the difference between product retailing and service retailing. How do they impact retail marketing strategies?
2. Discuss the role of technology in modern retail. How do AI, AR/VR, and IoT enhance the retail experience?
3. Explain the importance of location decisions in retailing. What factors should be considered when selecting a retail store location?
4. Describe the concept of customer profiling in retail. How does geo-demographic and lifestyle segmentation help in targeted marketing?
5. Analyze the concept of dynamic pricing in retail. How do dynamic pricing algorithms impact customer behavior and retailer profits?
6. Explain the relationship between retail pricing strategies and customer perceptions. How does psychological pricing work in retail?
7. Discuss the role of Integrated Marketing Communications (IMC) in retailing. How does IMC help in brand building and customer engagement?
8. Illustrate the concept of customer loyalty programs in retail. How do these programs benefit retailers and enhance customer retention?
9. Describe the challenges of cross-cultural retailing. How can global retailers adapt to local cultural preferences in different regions?
10. Examine the role of franchising and licensing in global retail expansion. What are the benefits and limitations of each entry method?

L3 - Applying

1. Apply the concept of market segmentation to a retail company. How would you recommend segmenting the market for a luxury fashion brand?
2. Using examples, demonstrate how location intelligence tools can help retailers select the best retail store location.
3. Using a retail business scenario, explain how you would apply psychological pricing strategies to increase sales and profits.
4. How would you implement a customer relationship management (CRM) system in a retail store? What tools and strategies would you use?
5. Given the rise of e-commerce, suggest ways in which a brick-and-mortar store can use digital technologies (AI/AR/VR) to enhance customer experience.
6. Provide an example of how a retailer can incorporate sustainable practices in their operations. How would this affect the brand image?
7. Demonstrate how you would use Integrated Marketing Communication (IMC) tools to launch a new retail product.
8. Using the case of a global retailer, explain the steps they should take when deciding whether to standardize or localize their product offerings.
9. Given a scenario of a retailer using dynamic pricing, explain how they can optimize prices in real-time for maximum customer engagement and profitability.
10. Apply the concept of franchising in retail. How can an Indian retail company expand globally using franchising? Provide an example.

L4 - Analyzing

1. Analyze the impact of AI, AR/VR, and IoT on consumer behavior and retail sales. Provide examples from the retail industry.
2. Examine how digital platforms have influenced retail store location decisions in the modern retail environment.
3. Analyze the relationship between customer loyalty programs and long-term customer retention. How can loyalty programs be optimized for better outcomes?
4. Evaluate the role of psychological pricing in building brand loyalty. How does it influence consumer perceptions of price fairness?
5. Examine how global retailers manage cross-cultural differences when entering new markets. What strategies have been successful?
6. Analyze the role of social media influencers in shaping customer purchasing decisions in retail. How effective is influencer marketing?
7. Evaluate the effectiveness of integrated marketing communication (IMC) tools in reaching diverse customer segments.
8. Analyze the various factors that impact the success of franchise models in international retail.
9. Evaluate how technology-driven strategies (such as the use of big data) can improve retail pricing decisions and customer satisfaction.
10. Critically assess the challenges retailers face when expanding into international markets. How can they overcome cultural and operational barriers?

L5 - Evaluating

1. Evaluate the benefits and challenges of implementing AI-driven technologies in retail. What impact do these technologies have on customer experience and retail operations?
2. Assess the effectiveness of using geodemographic segmentation in retail marketing strategies. How can it enhance customer targeting and retention?
3. Critically evaluate the pricing strategies that can be used to ensure competitive advantage in the retail sector. How can psychological pricing affect this?
4. Evaluate the impact of franchising versus licensing on the global expansion of retail businesses. Which method is more suitable for rapid market entry?
5. Assess the role of digital transformation in retail, focusing on AI, AR/VR, and IoT. How can these technologies change the way retail operates in the next decade?
6. Evaluate the significance of location-based strategies in the retail industry. How can retailers maximize their ROI by selecting the right location?
7. Critically evaluate how loyalty programs can be designed to align with business objectives. What are the key factors in ensuring their success?
8. Assess the challenges faced by retailers in maintaining cross-cultural consistency while expanding globally. How can they overcome these challenges?
9. Evaluate the effectiveness of IMC strategies in improving the overall performance of a retail business. How can retailers ensure that all communication channels are aligned?
10. Assess the advantages and disadvantages of different market entry strategies for international retailing. Which strategy is most appropriate for emerging markets?

L6 - Creating

1. Design an integrated retail marketing strategy that incorporates the use of AI, AR/VR, and IoT. How would these technologies work together to enhance customer engagement?
2. Propose a comprehensive strategy for a global retailer to expand into the Indian market. Consider cultural, technological, and competitive factors in your plan.
3. Create a customer loyalty program for a retail business. What key features should be included, and how would you measure its success.
4. Develop a dynamic pricing strategy for an online retailer. How would you use real-time data to adjust pricing and improve sales performance?
5. Design a framework for analyzing the impact of global retail strategies (standardization vs. localization) for a fashion retailer looking to expand internationally.
6. Create a plan for leveraging social media influencers and community-building strategies to enhance customer loyalty for a retail brand.
7. Design a cross-cultural retail strategy for a global retailer. How would you customize products, marketing, and customer service for diverse cultural markets?
8. Develop a comprehensive IMC strategy for a new retail product launch. How would you integrate various marketing communication channels for maximum impact?
9. Create a strategic plan for a retail business to adopt sustainable practices. How would these practices improve brand perception and customer loyalty?
10. Design an AI-powered CRM system for a retailer. How would you use big data to personalize customer interactions and increase retention?

Chairperson
Board of Studies (MBA)

| R24MB304 | **DIGITAL AND SOCIAL MEDIA MARKETING** | **4 0 0 4** |

DIGITAL AND SOCIAL MEDIA MARKETING
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the core concepts, components, and trends in digital marketing and how it differs from traditional marketing.

2. To explore various digital marketing channels and their usage for segmentation, targeting, acquisition, and retention.

3. To learn the structure and formulation of an effective digital marketing plan aligned with business goals.

4. To understand SEM, online ads, and payment models, and how to design effective landing pages and use advertising networks.

5. To explore social media strategies for engagement and loyalty, and analyze performance using digital tools.

Course Outcome

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB304.1	Understand the fundamental concepts, scope, benefits, and evolving trends in digital marketing and distinguish it from traditional marketing methods.	3	2	2	1	2	-	-	1	3	2	L2, L3
R24MB304.2	Analyze various digital marketing channels and audience segmentation techniques to formulate effective strategies for customer acquisition, retention, and loyalty.	3	3	2	2	2	-	-	1	3	2	L1, L4
R24MB304.3	Create a comprehensive digital marketing plan incorporating key components such as situation analysis, objectives, strategies, and budgeting.	3	3	3	2	2	-	-	1	3	2	L1, L3
R24MB304.4	Apply knowledge of search engine marketing and online advertising tools to design and evaluate effective campaigns using metrics such as CPM, CPC, and landing page performance.	3	3	2	2	3	1	1	1	2	1	L2, L4
R24MB305.5	Create a comprehensive digital marketing plan incorporating key components such as situation analysis, objectives, strategies, and budgeting.	3	3	2	2	3	1	2	1	2	1	L5, L6

SYLLABUS

UNIT-I   **11 Hours**

Understanding Digital Marketing: Introduction, Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

Self-Learning Topics: **CO's–CO1**

Differences in ROI: traditional vs. digital marketing- Study of omnichannel strategies used by global brands.

UNIT-II   **14 Hours**

Channels of Digital Marketing: Introduction, Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty. Programmatic Advertising and Real-Time Bidding, Podcasting as a Marketing Channel, Behavioral and Contextual Targeting.

Self-Learning Topics: **CO's–CO2**

Programmatic advertising vs. traditional ad buying- Podcasting success stories in brand marketing

UNIT-III   **12 Hours**

Digital Marketing Plan: Introduction, Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

Self-Learning Topics: **CO's–CO3**

Review real-world digital marketing plans (e.g., startups)- Budget allocation in digital marketing- Use of tools like HubSpot for campaign planning

UNIT-IV   **10 Hours**

Introduction, Search Engine Marketing and Online Advertising Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance. Google Ads and Social Media Ad Networks, Retargeting and Remarketing Strategies.

Self-Learning Topics: **CO's–CO4**

Comparison between CPM and CPC strategies- Use of heatmaps to analyze landing page effectiveness

UNIT-V   **12 Hours**

Social Media Marketing: Understanding social media, Social Networking with Facebook, LinkedIn, and Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance. Social Commerce and Shoppable Posts, Building Community and Brand Advocacy,

Tools for Social Listening and Sentiment Analysis.

Self-Learning Topics: **CO's-CO5**

Tools for social listening (e.g., Brandwatch, Hootsuite)- Building brand communities on Instagram-Measurement metrics for social campaigns (e.g., CTR, ROAS).

Board of Studies: Masters of Business Administration

Approved in BOS No: 02, 13th May, 2025

Approved in ACM No: 02

Text Books:

1. Philip Kotler, Hermawan Kartajaya & Iwan Setiawan, Marketing 5.0: Technology for Humanity, Wiley – Covers AI, big data, and modern digital strategies.

2. Damian Ryan, *Understanding Digital Marketing*, Kogan Page – Practical guide to channels, analytics, and campaign planning.

References Books:

1. "Digital Marketing" by Seema Gupta, McGraw Hill Education.

2. "Digital Marketing: Strategy, Implementation and Practice" by Dave Chaffey and Fiona Ellis-Chadwick. Publisher: Pearson

3. "Social Media Marketing" by Tracy L. Tuten and Michael R. Solomon. Publisher: Sage.

Web References:

1. **https://neilpatel.com/**

2. **https://business.google.com/in/think/**

Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	--	--
L2	17	--
L3	17	33
L4	33	17
L5	17	17
L6	16	33
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 - Remembering

1. Define digital marketing. What are the key components of digital marketing?

2. List and explain the benefits of digital marketing.

3. What is the difference between traditional marketing and digital marketing?

4. Define the term "Search Engine Marketing (SEM)" and explain its importance.

5. What are the different types of online advertising methods used in digital marketing?

6. What is programmatic advertising?

7. Explain the concept of behavioral targeting in digital marketing.

8. What is the role of a landing page in online advertising?

9. List the social media platforms used in social media marketing.

10. Define social commerce and its role in digital marketing.

L2 Understanding

1. Explain the need and scope of digital marketing. Why has digital marketing become essential in today's business environment?

2. Discuss the importance of audience segmentation in digital marketing. How do different segments use digital media?

3. Explain the concept of online public relations in digital marketing. How does it benefit businesses?

4. Describe the key elements involved in creating a digital marketing plan.

5. How do online advertising payment models like CPM and CPC differ from traditional advertising?

6. Discuss the concept of "Programmatic Advertising" and how it differs from traditional ad buying.

7. Explain the role of social media platforms like Facebook, LinkedIn, and Twitter in customer acquisition and retention.

8. What are the different types of digital media performance metrics? Explain how they are used to analyze digital campaigns.

9. Explain how email marketing works and its importance in digital marketing.

10. How does podcasting function as a marketing channel? Provide examples of its success in brand marketing.

L3 Applying

1. Create a digital marketing strategy for a startup company. What would be the key components of the marketing plan?

2. Using a digital marketing platform of your choice, demonstrate how segmentation is applied to create targeted campaigns.

3. Develop a basic digital marketing plan for a new product launch. What elements would you include in your action plan?

4. Apply the concepts of search engine marketing to an online business. How would you

improve the business's search engine ranking?

5. Given a real-world brand, outline how you would use online advertising (CPC, CPM, or Display Ads) to generate more traffic and conversions.

6. How would you implement a social media marketing campaign for a retail business? Discuss strategies for customer acquisition and retention.

7. Apply the concept of programmatic advertising to a digital marketing strategy. How would you optimize ad buying in real time?

8. Create a plan for migrating from traditional marketing channels to digital marketing channels. What steps should a business take in the transition?

9. Using Google Ads, show how you would create a targeted advertising campaign. What factors would you consider for better targeting and ad placement?

10. How would you use tools like HubSpot to plan and execute a digital marketing campaign? Discuss the budgeting and tracking aspects.

L4 Analyzing

1. Analyze the importance of customer loyalty in digital marketing. How can digital media be used to acquire and retain customers effectively?

2. Compare programmatic advertising with traditional advertising. What are the advantages and disadvantages of each in the context of a digital marketing campaign?

3. Evaluate the effectiveness of social media platforms for customer reach and retention. Which platform would you recommend for a global brand and why?

4. Analyze the different strategies for targeting and retargeting customers in online advertising. How do these strategies impact conversion rates?

5. Evaluate the role of search engine optimization (SEO) and search engine marketing (SEM) in increasing a business's online visibility.

6. Analyze the effectiveness of email marketing as a digital marketing strategy. What factors contribute to its success or failure?

7. Examine the role of digital marketing in social media commerce. How can social media influence customer purchasing decisions?

8. Critically analyze the differences between CPM and CPC advertising models. Which model is more cost-effective for different business goals?

9. Evaluate how programmatic advertising can optimize ad targeting and improve ROI. What are its challenges and benefits?

10. Analyze the impact of behavioral and contextual targeting in digital marketing. How do these techniques improve ad relevance and user engagement?

L5 Evaluating

1. Evaluate the impact of digital marketing platforms on business growth. Which platform has the greatest potential for driving sales, and why?

2. Critically assess the use of podcasting as a marketing tool. How does it compare to other forms of digital media in terms of effectiveness and reach?

3. Assess the role of real-time bidding in digital advertising. How does it compare to traditional ad buying methods in terms of efficiency and targeting accuracy?

4. Evaluate the success of omnichannel marketing strategies used by global brands. How do they improve customer experience and brand loyalty?

5. Assess the importance of using digital media for customer loyalty. What strategies can businesses implement to build and maintain customer loyalty using digital tools?

6. Evaluate the effectiveness of social media marketing for customer acquisition and retention. How does it compare with traditional marketing strategies?

7. Assess how behavioral targeting improves ad effectiveness and enhances user engagement. What are the ethical concerns associated with this strategy?

8. Evaluate the role of customer segmentation in digital marketing. How does it improve targeting and personalization in digital campaigns?

9. Assess the effectiveness of using digital media for brand building. How do social media, blogs, and podcasts contribute to brand advocacy?

10. Evaluate how tools like Google Analytics and HubSpot contribute to tracking digital marketing performance. How do these tools impact campaign optimization?

L6 Creating

1. Create a comprehensive digital marketing strategy for a new e-commerce platform. Include key elements such as audience segmentation, content marketing, and social media engagement.

2. Design a digital marketing plan for a brand entering a new international market. Consider the cultural, technological, and competitive factors in your strategy.

3. Develop a detailed campaign using programmatic advertising. How would you optimize real-time bidding for maximum ROI and engagement?

4. Create a digital marketing budget allocation plan. How would you distribute the budget across various digital channels like SEM, social media, and email marketing?

5. Design an omnichannel marketing strategy for a global fashion brand. How would you integrate physical stores, e-commerce, and social media to maximize customer engagement?

6. Create a content marketing strategy using social media platforms. How would you leverage

Facebook, Instagram, and Twitter to build brand awareness and engage customers?

7. Develop a strategy for using podcasting as a marketing tool. How would you integrate it into your digital marketing plan to enhance customer engagement?

8. Create a digital marketing campaign for a non-profit organization. How would you use social media, email marketing, and online advertising to raise awareness and funds?

9. Design a strategy for improving customer acquisition and retention using a combination of SEO, SEM, and social media marketing.

10. Create a detailed digital marketing analytics plan. How would you measure and optimize the performance of your digital campaigns using tools like Google Analytics and social listening?

Chairperson
Board of Studies (MBA)

R24MB305 **LEADERSHIP AND CHANGE MANAGEMENT** **4 0 0 4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand key leadership theories and models.

2. Explore motivation and organizational culture in leadership.

3. Develop strategic and interpersonal leadership skills.

4. Learn principles and tools of change management.

5. Apply systems thinking and OD strategies in organizations.

Course Outcome:

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB305.1	Define and explain the key concepts, models, and theories of organizational leadership.	3	2	2	2	2	2	3	3	3	3	L1, L2
R24MB305.2	Analyze leadership styles, motivation theories, and culture in shaping effective organizational leadership	3	2	2	2	2	3	3	2	3	3	L4, L3
R24MB305.3	Evaluate strategic leadership attributes such as self-management, team building, integrity, and creativity.	3	2	2	3	2	2	3	3	3	3	L5
R24MB305.4	Examine change management models and the systems approach to change in organizational development.	3	2	3	3	2	2	2	3	3	3	L2, L4
R24MB305.5	Apply leadership and change management interventions to real-world organizational scenarios through case study.	3	3	3	2	2	3	3	3	3	3	L3, L6

SYLLABUS

UNIT I   **10 Hours**

Organizational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins'3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organizational Building.

CO'S-CO1

Self- Learning Topic: Transformational and Visionary Leadership Explore how transformational and visionary leaders inspire change by articulating a compelling vision and motivating followers beyond self-interest, especially in dynamic global and Indian organizational contexts.

UNIT II   12 Hours

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation and Motivational theories, Satisfaction, Performance. Organizational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organizational Culture, Changing organizational Cultural. Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organization: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

CO'S-CO2

Self- Learning Topic: Motivation, Satisfaction, and Performance Linkage Study how employee motivation influences job satisfaction and ultimately impacts performance, using classic and modern motivation theories to understand challenges in contemporary leadership settings.

UNIT III   10 Hours

Strategic Leadership: Leader Self-management: significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

CO's-CO3

Self-Learning Topic: Leadership and Emotional Self-Management Understand the importance of self-esteem and emotional balance in leadership, focusing on techniques for self-regulation, resilience, and interpersonal effectiveness for strategic leadership success.

UNIT IV   10 Hours

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

CO's-CO4

Self-Learning Topic: Analyze change using systems thinking, including diagramming techniques like influence charts and multiple cause diagrams, to understand complex organizational dynamics and guide effective interventions.

UNIT V   12 Hours

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practioners.   **CO'S-CO5**

Self-Learning Topic: Organizational Development Interventions in India Investigate real-world OD interventions implemented in Indian organizations, emphasizing person-focused and role-focused strategies, while assessing cultural, structural, and leadership-related challenges.

Board of Studies   : Masters of Business Administration

Approved in BOS No : 02, 13th, May,2025

Approved in ACM No   **:** 02

Text Book:

1. **Peter G. Northouse**, *Leadership: Theory and Practice*, Sage Publications – Core leadership models including transformational and situational leadership.

2. T.V. Rao, *Effective People: Leadership and Creativity*, Excel Books.

3. Radha R. Sharma, *Change Management and Organizational Transformation*, Tata McGraw Hill.

References Books:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.

2. Richard L. Daft —Leadership‖ Cengage Learning 2005.

3. Uday Kumar Haldar —Leadership and Team Building‖ Oxford Higher Education 2010

4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy – Leadership ‖ Tata Mc Graw Hill Education Private Limited 2012.

5. Peter Lornge, thought leadership Meets Business, 1st edition, 2009, Cambridge.

Web Reference:

1. https://www.nhrdnmumbai.com

2. https://www.peoplematters.in

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L-1	40	40
L-2	20	--
L-3	--	20
L-4	--	10
L-5	20	20
L-6	20	10
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define leadership. What are the key components and factors involved in leadership?

2. What is Situational Leadership? Explain Fiedler's Contingency Model.

3. Describe the Path-Goal Theory and its impact on leadership behavior.

4. What are transformational and transactional leadership styles? Explain their differences.

5. What is the meaning of Leadership Effectiveness? Explain Reddin's 3-D Model.

6. Define organizational culture. What are the dimensions and significance of organizational culture?

7. Explain the meaning of motivation and satisfaction in the context of leadership.

8. What is leadership self-management? How does it contribute to effective leadership?

9. Define change management. What are the different types of change in organizations?

10. What is Organizational Development (OD)? Discuss its meaning and scope.

L2 - Understanding

1. Explain the different emerging leadership behaviors, such as transformational and visionary leadership. How do they impact organizational change?

2. Discuss the relationship between motivation, satisfaction, and performance. How do motivation theories explain this relationship?

3. Explain the concept of leadership development. How does continuous learning contribute to leadership effectiveness?

4. Describe the process of managing organizational culture. What challenges might leaders face while changing an organization's culture?

5. How does a leader's self-esteem and emotional balance affect their ability to manage teams and organizational change?

6. Explain the significance of leadership integrity and its role in building trust within organizations.

7. What are the principles of team building in leadership? How do individual vs. group dynamics influence team performance?

8. Describe the nature of change in organizations. How can leadership play a role in managing change?

9. Explain the role of influence charts and multiple cause diagrams in systems thinking and change management.

10. Discuss the person-focused and role-focused OD interventions. How do they contribute to organizational development in India?

L3 - Applying

1. Apply the transformational leadership theory to an Indian organization. How can such leadership inspire organizational change and employee engagement?

2. Create a leadership development plan for an organization. How would you ensure continuous learning and leadership effectiveness within the plan?

3. Using the Hersey and Blanchard Situational Model, analyze a leadership scenario in which the leader adapts their style to meet team needs.

4. Develop a strategy for changing organizational culture in a company facing a significant technological shift.

5. Apply the concept of team building to a scenario where team dynamics are hindering organizational goals. How would you address this issue using leadership principles?

6. Design an intervention strategy for leadership effectiveness using the Reddin 3-D Model.

7. Apply the principles of self-management to a leadership role in a global organization. How can a leader balance their emotions and self-esteem while managing diverse teams?

8. Develop a change management plan for a company going through a major restructuring. How would you manage the transformation process using change levers?

9. Using systems thinking, create a flow diagram for mapping change in an organization undergoing a cultural shift.

10. Design an organizational development (OD) intervention for an Indian company struggling with employee motivation and job satisfaction.

L4 - Analyzing

1. Analyze how transformational leadership influences both employees and organizational goals in the context of leadership effectiveness.

2. Critically analyze the relationship between motivation and performance. How do modern motivation theories explain this linkage in the workplace?

3. Evaluate the leadership challenges in managing organizational culture during a major change initiative. What strategies should leaders adopt to overcome these challenges?

4. Analyze the leadership effectiveness of a renowned Indian leader. How do their leadership style and values contribute to organizational success?

5. Examine the key factors that influence leadership development. How does continuous learning impact leadership effectiveness in an organizational setting?

6. Analyze how emotional self-regulation and resilience affect leadership behavior in high-stress situations.

7. Examine the role of leadership in managing strategic change. How do change levers and turnaround strategies help leaders guide organizational transformation?

8. Critically assess the role of systems thinking in analyzing and mapping change in organizations. How do influence charts and multiple cause diagrams improve the understanding of organizational dynamics?

9. Analyze the dynamics of planned change in organizational development. What are the challenges faced by OD practitioners in Indian organizations?

10. Examine how leadership integrity influences organizational culture. How does it impact organizational trust and performance?

L5 - Evaluating

1. Evaluate the effectiveness of transformational leadership in Indian organizations. How does it contribute to long-term sustainability and growth?

2. Critically assess the significance of organizational culture in driving leadership success. How can a leader manage and transform culture for organizational growth?

3. Evaluate how leadership development programs in India can be enhanced to address emerging challenges in the business environment.

4. Evaluate the challenges faced by leaders in motivating employees. How do contemporary motivational theories help overcome these challenges in dynamic work environments?

5. Assess the effectiveness of Reddin's 3-D Model in improving leadership effectiveness. What are its strengths and limitations?

6. Evaluate the role of systems thinking in change management. How does it help leaders navigate complex organizational challenges during transformation?

7. Assess the impact of leadership self-management on team performance. How does emotional intelligence influence a leader's ability to manage people effectively?

8. Evaluate the role of leadership integrity in maintaining ethical practices within organizations. How does it contribute to organizational success?

9. Assess the contribution of leadership development programs to enhancing leadership capabilities. What should organizations focus on for effective leadership growth?

10. Evaluate the effectiveness of OD interventions in addressing organizational challenges. How can OD interventions in India be improved for better results?

L6 - Creating

1. Design a comprehensive leadership development program for a large Indian organization. Include strategies for continuous learning, motivation, and goal setting.

2. Develop a change management strategy for an organization planning to implement a major cultural shift. Use systems thinking and influence diagrams to guide the process.

3. Create an organizational development intervention for improving employee motivation and satisfaction in a manufacturing company. Include both person-focused and role-focused OD strategies.

4. Design a strategic leadership plan that incorporates emotional self-regulation and team building. How will you foster creativity and collaboration among team members?

5. Develop a detailed leadership effectiveness model based on Reddin's 3-D Model for an international organization. How will this model be applied to improve leadership behavior and organizational performance?

6. Create a leadership intervention plan to address integrity issues within an organization. How will you foster trust and ethical behavior across all levels of leadership?

7. Develop a roadmap for managing organizational culture change using leadership strategies. How will you involve employees at all levels to ensure the success of this initiative?

8. Design a leadership development framework for an emerging market organization. How will you incorporate motivational theories to improve employee performance and leadership success?

9. Create an organizational development strategy for an Indian company facing leadership challenges. How will you address the cultural, structural, and leadership-related issues in the OD intervention?

10. Design a leadership effectiveness improvement program using emotional intelligence and self-management principles. How will you ensure that the program leads to sustainable leadership development?

Chairperson
Board of Studies (MBA)

R24MB306   **HUMAN CAPITAL MANAGEMENT**   **4   0   0   4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand human capital theories and their role in modern labour markets.

2. Analyze cost-based HRA models with tech-enabled tools.

3. Evaluate value-based HRA and ESG-integrated models.

4. Examine employee engagement and work-life quality.

5. Explore safety, social security, and wellness innovations.

Course Outcomes:

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB306.1	Understand the strategic role and economic theories related to human capital.	3	2	2	3	2	2	2	--	3	3	L1 L2
R24MB306.2	Apply cost-based models to measure and report human capital.	3	2	--	2	2	--	2	2	3	3	L2 L3
R24MB306.3	Evaluate value-based models and recent trends in human resource accounting.	3	--	3	3	3	2	2	2	3	3	L3 L4
R24MB306.4	Analyze employee engagement and quality of work life initiatives.	2	3	3	3	--	3	3	2	3	3	L4 L5
R24MB306.5	Assess industrial safety, social security, and modern workplace risk management practices.	3	2	3	3	3	3	--	2	3	3	L5 L6

SYLLABUS

UNIT I   **10 Hours**

Economic Theories and Strategic Role of Human Capital – Nature and Role of Human Capital – The Human Capital Model – Predictions of Human Capital Approach – Socio-economic relevance of labour problems in changing scenario – Evolution of organized labour – Industrialization and Development of Labour Economy – Growth of Labour Market in India in the globalised setting – Impact of digital economy on labour structure – Gig economy and human capital implications – ESG factors influencing labour policies.   **CO's-CO1**

Self- Learning Topic: Human Capital & Gig Economy Trends – Explore evolving labour markets, gig economy impact, and digital labour structures.

UNIT II   **12 Hours**

Accounting Aspects of Human Capital – Cost-Based Models – Meaning, Basic Premises, Need and Significance of HRA – Advantages and Limitations of HRA – Monetary and Non-Monetary Models

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– Cost Based Models: Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, Standard Cost Method, Current Purchasing Power Method (CPPM) – Incorporation of inflation-adjusted costing – Comparison of cost incurred on human capital and their contribution using modern productivity analytics tools – Use of ERP and HRMS in capturing HR costs.

CO's-CO2

Self- Learning Topic: Cost-Based Human Resource Accounting – Understand HRA methods like Acquisition Cost, Replacement Cost, and ERP tools for HR cost analysis.

UNIT III   10 Hours

Accounting Aspects of Human Capital – Value-Based Models – Hermanson's Unpurchased Goodwill Method – Hermanson's Adjusted Discount Future Wages Model – Lev and Schwartz Present Value of Future Earnings Model – Flamholtz's Stochastic Rewards Valuation Model – Jaggi and Lau's Human Resource Valuation Model – Robbinson's Human Asset Multiplier Method – Watson's Return on Effort Employed Method – Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation – Morse's Net Benefit Method – Recent developments: AI-based valuation models and Machine Learning applications in HRA – Integration of ESG valuation in human capital reporting – Global reporting standards like ISO 30414 for Human Capital Disclosure.

CO's-CO3

Self-Learning Topic: Value-Based HRA Models & AI Integration – Study models like Lev-Schwartz, Flamholtz, and how AI/ML enhances human capital valuation.

UNIT IV   10 Hours

Quality of Work Life and Employee Engagement – Workers' Participation in Management: Worker's Participation in India – Shop Floor, Plant Level, Board Level – Quality Circles – Workers' education objectives – Rewarding – Employees Engagement and Empowerment: Nature – Types – Drivers – Benefits – Measurement of Engagement – Empowerment – Role of leadership in fostering work-life balance – Integration of mental health and well-being as a metric in quality of work life – Digital employee engagement tools.   **CO's-CO4**

Self-Learning Topic: Employee Engagement & Work-Life Balance – Learn about engagement drivers, leadership roles, mental well-being, and digital tools.

UNIT V   12 Hours

Industrial Accidents, Safety and Social Security – Meaning and definition of accident – Types of industrial accidents – Cost and consequences – Causes and prevention of accidents – Industrial safety – Statutory machineries for industrial safety – Safety audit – Social Security: Introduction and types – Social Security in India – Health and Occupational Safety Programs – Workplace discipline – Workplace counselling: Meaning – Definition – Types – Advantages – Characteristics of an effective counsellor – Psychosocial risk management and mental wellness programs – Use of digital wearables and IoT in safety monitoring – Remote and hybrid work safety frameworks.   **CO's-CO5**

Self-Learning Topic: Industrial Safety & Digital Monitoring – Examine accident prevention, safety audits, wearables, and hybrid work safety protocols.

Board of Studies   : Masters of Business Administration

Approved in BOS No: 02, 13th, May, 2025

Approved in ACM No: 02

Text Books:

1. Dwivedi R.S., *Human Capital and Economic Development*, Macmillan India.

2. K. Aswathappa, *Human Resource Management: Text and Cases*, McGraw Hill Education.

3. A.M. Sarma, *Industrial Health and Safety Management*, Himalaya Publishing House.

References Books:

1. "Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.

2. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.

3. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.

4. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.

Web References:

1. https://www.shrm.org/india

2. https://www.niti.gov.in

3. https://labour.gov.in

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	17	--
L2	33	--
L3	33	17
L4	17	33
L5	--	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define human capital and explain its role in economic development.

2. What are the basic premises of Human Resource Accounting (HRA)?

3. List and describe any five cost-based models of HRA.

4. Define industrial accident and explain its types.

5. What is the Hermanson's Unpurchased Goodwill Method?

6. List the types of worker participation in management in India.

7. Enumerate the statutory machinery responsible for industrial safety in India.

8. Mention any five recent tools used in measuring employee engagement.

9. What is meant by Quality of Work Life (QWL)?

10. Define social security and list its types.

L2 Understanding

1. Explain the Human Capital Model and its strategic relevance.

2. Describe the socio-economic relevance of labour problems in the current digital economy.

3. Discuss the significance and limitations of cost-based HRA models.

4. Differentiate between monetary and non-monetary HRA models.

5. Explain the Lev and Schwartz Present Value of Future Earnings Model.

6. Discuss the role of leadership in promoting employee empowerment and work-life balance.

7. Describe the objectives of workers' education programs.

8. Explain the concept of workplace counselling and its characteristics.

9. Discuss how the gig economy has influenced labour markets.

10. Explain how mental health metrics are integrated into QWL frameworks.

L3 Applying

1. Apply the Replacement Cost Model to assess an employee's value in a tech firm.

2. Using the Opportunity Cost Method, evaluate a scenario where an employee shifts to another department.

3. Demonstrate how ERP systems help capture HR costs for analysis.

4. Use the Flamholtz's Stochastic Rewards Model to evaluate potential promotion scenarios.

5. Apply Morse's Net Benefit Method to justify HR investments in a service company.

6. Develop a model to assess employee engagement using digital tools.

7. Create a case study to demonstrate effective workplace counselling.

8. Illustrate how IoT devices can be used to prevent industrial accidents.

9. Prepare a brief HR cost vs. contribution report using productivity analytics.

10. Use ISO 30414 guidelines to design a human capital disclosure framework for a startup.

L4 Analyzing

1. Analyze the evolution of organized labour in India and its impact on industrialization.

2. Compare and contrast cost-based and value-based HRA models.

3. Examine the impact of digital economy on the structure of labour markets.

4. Evaluate the role of ESG factors in shaping modern labour policies.

5. Distinguish between various human capital valuations models in terms of their assumptions and outcomes.

6. Critically analyze the success of quality circles in Indian industries.

7. Break down the psychological causes of industrial accidents.

8. Analyze how machine learning is transforming human capital valuation.

9. Compare shop-floor and board-level worker participation in decision-making.

10. Analyze the need for hybrid work safety frameworks in today's corporate world.

L5 Evaluating

1. Evaluate the effectiveness of various HRA models in measuring human resource value in modern organizations.

2. Assess the adequacy of Indian social security systems in the post-pandemic era.

3. Evaluate the contribution of employee engagement to organizational performance.

4. Critically evaluate the use of standard cost method in dynamic labour markets.

5. Judge the relevance of traditional labour economics theories in the context of gig and platform economies.

6. Assess the implications of incorporating ESG valuation in HRA reports.

7. Evaluate the success of return on effort employed (Watson's model) in service industries.

8. Appraise the effectiveness of workplace counselling in reducing psychosocial risks.

9. Examine the merits and demerits of using wearables for industrial safety monitoring.

10. Critically evaluate global human capital disclosure standards with ISO 30414 as a base.

L6 Creating

1. Design a hybrid model combining cost and value-based approaches for human capital measurement.

2. Propose a comprehensive digital strategy for enhancing employee engagement in MNCs.

3. Create an ESG-integrated HR valuation framework for a manufacturing firm.

4. Design a labour safety framework using AI, wearables, and remote monitoring tools.

5. Develop a productivity-based incentive model using modern analytics tools.

6. Construct a new HRA model suitable for gig economy workers.

7. Create a dashboard for real-time tracking of HR costs using ERP and HRMS integration.

8. Devise a QWL improvement plan that integrates leadership, mental wellness, and digital tools.

9. Propose reforms in India's labour policy to accommodate the digital workforce and ESG demands.

10. Draft a workplace counselling program addressing hybrid work stress and digital burnout.

Chairperson
Board of Studies (MBA)

R24MB307   **COMPENSATION AND PAYROLL MANAGEMENT**   **4   0   0   4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course are to:

1.Understand key concepts, principles, and trends in compensation management.

2.Analyze compensation planning, structures, and traditional pay bases.

3.Evaluate incentive and person-focused pay systems.

4.Design equitable and market-aligned compensation systems.

5.Explore strategic compensation for global, executive, and flexible workforces.

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB307.1	Explain the concepts and trends in compensation management.	2	1	--	1	1	--	--	2	2	--	L1, L2
R24MB307.2	Analyze compensation planning and pay structures.	3	2	2	2	--	3	--	--	2	2	L4, L3
R24MB307.3	Evaluate various incentive and person-focused pay systems.	2	2	2	--	1	--	--	1	2	2	L3, L4
R24MB307.4	Design equitable and competitive compensation systems.	3	2	3	1	2	1	1	--	3	3	L5, L6
R24MB307.5	Examine strategic approaches to international and executive compensation.	2	1	2	2	2	1	1	2	2	2	L2, L5

SYLLABUS

UNIT I   **10 Hours**

Introduction to Compensation Management Introduction –Definition of Compensation Management - objectives of compensation – Principles of Compensation Management – Importance of Compensation Management - Types of wages. Exploring and defining the compensation context – Intrinsic compensation - Extrinsic compensation -- Compensation Trends in India. - The 3-P compensation concept.   **CO's-CO1**

Self- Learning Topic: Basics of Compensation & 3-P Concept – Understand compensation types, objectives, and emerging trends in India.

UNIT II   **12 Hours**

Compensation Planning & Bases of Compensation and its components - Compensation Planning: Level, Structure and Systems Decision – Compensation level planning- factors influencing compensation level planning: internal factors and external factors. Traditional Bases for Pay- Seniority and Longevity Pay Merit Pay- Performance Appraisal- Methods- Biases -Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay Programme.   **CO's-CO2**

Self- Learning Topic: Compensation Planning & Pay Bases – Learn pay structures, levels, and merit-based systems with appraisal linkages.

UNIT III   10 Hours

Incentive Pay & Other Pay Systems Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives Types of Individual Incentives- Advantages and Disadvantages. Group Incentives- Types of Group Incentives- Advantages and Disadvantages. Companywide Incentives- Types- Designing Incentive Pay Programmes. Person Focused Pay- Competency Based Pay, Pay for Knowledge and Skill Based Pay, team-based pay- Concepts.

CO's-CO3

Self-Learning Topic: Incentive Pay Systems – Explore individual, group, and companywide incentive models, plus competency-based pay.

UNIT IV   10 Hours

Designing Compensation System Building internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System – compensation surveys - Integrating Internal Job Structures with External Market - Building Pay Structures that Recognize Individual Contribution: Constructing pay structure. Pay structure variations – Broad banding- two tier pay structure. **CO's-CO4**

Self-Learning Topic: Designing Pay Structures – Study job analysis, internal equity, market surveys, and pay structure models like broad banding.

UNIT V   12 Hours

Contemporary Strategic Compensation International compensation – components of international compensation – Executive compensation – components of executive compensation - Compensating the Flexible Workforce Contingent Employees – core and fringe compensation. **CO's-CO5**

Self-Learning Topic: Strategic & Global Compensation – Discover international pay elements, executive compensation, and flexible workforce strategies.

Board of Studies   **:** Masters of Business Administration

Approved in BOS No   **:** 02, 13th May, 2025

Approved in ACM No   **:** 02

Text Books:

1. Milkovich G.T. & Newman J.M., Compensation, Tata McGraw-Hill.
2. B.D. Singh, Compensation and Reward Management, Excel Books.
3. Dewakar Goel, Performance Appraisal and Compensation Management, PHI Learning.

 Reference Books:

1. Milkovich & New Man, Compensation, Tata McGraw –Hill, New Delhi, 2015.
2. Tapomoy Deb, Compensation Management text & cases, Excel Publication, 2014 2.
3. Joseph J. Martocchio, Strategic Compensation- A Human Resource Management Approach-Pearson Education, 2012, 3rd Ed.

Web References:

1. https://www.pwc.in
2. https://www.shrm.org/india

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	17	--
L2	17	16
L3	33	17
L4	33	17
L5	--	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define Compensation Management. What are its objectives?
2. List and explain the different types of wages.
3. What are the principles of Compensation Management?
4. Define intrinsic and extrinsic compensation with examples.
5. What are the major components of compensation?
6. Mention the types of pay under traditional bases like seniority and longevity.
7. List different types of individual incentive plans.
8. What are the key components of international compensation?
9. Write short notes on core and fringe compensation.
10. Define competency-based pay and pay for knowledge.

L2 Understanding

1. Explain the importance of Compensation Management in modern organizations.
2. Describe the 3-P Compensation Concept in detail.
3. Discuss the internal and external factors influencing compensation level planning.
4. Differentiate between merit pay and seniority pay.
5. Explain the limitations of the merit pay programme.
6. Discuss the advantages and disadvantages of individual incentives.
7. Explain the process of job analysis and job valuation in ensuring internal equity.
8. Describe the components of executive compensation with suitable examples.
9. Distinguish between broad banding and two-tier pay structures.
10. Describe how contingent workers are compensated in modern work settings.

L3 Applying

1. Apply the compensation planning process to a growing tech startup in India.
2. Construct a compensation plan considering both internal and external equity for a manufacturing firm.
3. Use performance appraisal methods to develop a merit-based pay system.
4. Design an incentive plan for a sales team in a mid-sized enterprise.
5. Construct a competency-based pay system for a software development team.
6. Design a pay structure that balances internal job worth and external competitiveness.
7. Apply the concept of person-focused pay to a hospital setting.
8. Frame a compensation model for a group of remote freelance employees.
9. Develop a reward system for contingent employees based on fringe benefits.
10. Create an international compensation plan for Indian employees posted overseas.

L4 Analyzing

1. Analyze the differences between intrinsic and extrinsic compensation with examples.
2. Compare and contrast traditional pay systems with incentive pay systems.
3. Evaluate the influence of external market trends on compensation planning in India.
4. Analyze how performance appraisal biases impact merit-based compensation.
5. Examine the benefits and challenges of group vs. companywide incentive plans.
6. Analyze the components of international compensation and their relevance in MNCs.
7. Compare competency-based pay with skill-based pay in terms of effectiveness.
8. Evaluate how job analysis contributes to internal equity in a compensation system.
9. Discuss the significance of compensation surveys in building market competitive systems.
10. Analyze the pay structure variations and their suitability for different organizations.

L5 Evaluating

1. Evaluate the role of Compensation Management in attracting and retaining talent.
2. Assess the effectiveness of the 3-P compensation concept in a dynamic business environment.
3. Critically evaluate the merit pay system in enhancing employee performance.
4. Assess the impact of incentive-based compensation on team productivity.
5. Evaluate the strengths and limitations of person-focused pay structures.
6. Critically examine the relevance of broad banding in compensation design.
7. Assess the effectiveness of executive compensation in driving organizational goals.
8. Evaluate the challenges involved in compensating contingent employees.

9. Judge the relevance of performance-linked compensation in service industries.

10. Evaluate how internal equity and external competitiveness can be balanced in compensation design.

L-6 Creating

1. Design a comprehensive compensation system for a multinational IT firm.

2. Create an incentive pay program for a customer support team in an e-commerce company.

3. Develop a hybrid pay structure combining both broad banding and merit pay features.

4. Construct a pay-for-performance model that minimizes bias and maximizes fairness.

5. Design a flexible compensation plan suitable for a remote and hybrid workforce.

6. Propose an executive compensation framework aligned with ESG goals.

7. Create a new competency-based compensation system for a learning-oriented organization.

8. Formulate an international compensation package considering taxation and cost-of-living variations.

9. Build a pay structure integrating traditional pay, incentive pay, and person-focused pay elements.

10. Develop a complete compensation survey model for benchmarking industry pay practices.

Chairperson
Board of Studies (MBA)

R24MB308   INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT   4 0 0 4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To introduce the fundamental concepts of investment and the investment environment in India.

2. To develop an understanding of the investment process

3. To analyze the risk-return trade-off in investment decisions

4. To provide insights into portfolio management techniques.

Course Outcomes:

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB308.1	Explain the concepts and trends in compensation management.	3	2	2	2	3	--	2	2	3	2	L2, L3
R24MB308.2	Analyze compensation planning and pay structures.	3	3	2	2	2	--	2	2	3	3	L3, L4
R24MB308.3	Evaluate various incentive and person-focused pay systems.	3	3	2	--	3	--	2	2	3	3	L4, L5
R24MB308.4	Design equitable and competitive compensation systems.	3	3	3	2	3	2	2	--	3	3	L3, L5
R24MB308.5	Examine strategic approaches to international and executive compensation.	3	3	2	2	3	--	2	2	3	3	L3, L4

SYLLABUS

Unit-I: **12 Hours**

Concept of Investment, Investment Vs Speculation Vs Gambling, Guidelines for inverters on Investments, security Investment Vs Non- security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Modes of Investment, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices.

Self -learning topics: Real estate, gold, and PPF vs equities, DIY investing platforms (Zerodha, Groww, etc.)– SIPs, Lump sum, direct equity, Mutual funds– IPO process, stock exchange functions. Equity, debt, hybrid instruments.   **CO's- CO1**

Unit-II: **12 Hours**

Return and Risk – Meaning and Measurement of Security Returns, Risk elements. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk, Components of return, Measurement of Total Risk , Efficient Market Hypothesis; Concept and Forms of Market Efficiency. **CO's-CO2**

Self learning topics: Capital gains, dividend yield– Case studies illustrating systematic vs unsystematic risk. Understanding investor psychology through behavior finance. Standard deviation,

Unit-III: **12 Hours**

Fundamental Analysis – Economy, Industry and Company Analysis, Threat of New Entrants, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis -. Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Self -learning topics: PESTEL Analysis, SWOT analysis, Porter's Five Forces model, Financial statements, ratios (P/E, EPS, ROE), Real-life sector examples (e.g., fintech), RSI, Moving Averages, MACD.   **CO's- CO3**

Unit-IV: **14 Hours**

Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Traditional portfolio Selection, Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. Calculation of SENSEX and NIFTY.

Self -learning topics: Risk appetite assessment, asset allocation, Diversification and covariance, Weighting methods used in SENSEX/NIFTY.   **CO's- CO4**

Unit-V: **12 Hours**

Performance Evaluation of Portfolios; Sharpe Model - Jensen's Model for PF Evaluation, Treynor's Ratio (Basic Problems), Focus on portfolio evaluation techniques, Evaluation of Mutual Fund. **CO's- CO5**

Self -learning topics: Mutual fund benchmarking, Evaluation of Mutual Funds – CRISIL ratings, NAV tracking.Active vs Passive Portfolio Strategies – ETFs, index funds, Impact of Fees on Portfolio Performance – TER, exit loads.

Board of Studies   : Masters of Business Administration

Approved in BOS No: 02,13th May'2025

Approved in ACM No: 02

Text Books:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw-Hill.

2. Fischer & Jordan, Security Analysis and Portfolio Management, Pearson Education.

Reference Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi

2. Ambika Prsasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi

3. Hirt and Block, Fundamentals of Investment Management, Tata Mc Graw Hill, NewDelhi

Web References:

1. https://investor.sebi.gov.in

2. https://www.niftyindices.com

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L-1	50	50
L-2	17	--
L-3	--	17
L-4	--	17

L-5	17	--
L-6	16	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 – Remembering (Knowledge Recall)

1. Define investment. How is it different from speculation and gambling?

2. What are the various types of securities available in the Indian capital market?

3. List and explain the different modes of investment available to investors.

4. What is the IPO process in the primary market?

5. Define systematic risk and give examples.

6. Define non-systematic risk with illustrations.

7. What are the major components of return in security investment?

8. List the key assumptions of the Efficient Market Hypothesis.

9. Mention the tools used in technical analysis.

10. Define mutual funds. What are their basic characteristics?

L2 – Understanding (Comprehension)

1. Explain the steps involved in the investment process.

2. Compare and contrast security investment with non-security forms of investment.

3. Describe the functions of a stock exchange in India.

4. Explain the concept of dividend yield and capital gains with examples.

5. Discuss the importance of market indices like SENSEX and NIFTY.

6. Describe the difference between systematic and unsystematic risk with case examples.

7. Explain the role of economy, industry, and company analysis in fundamental analysis.

8. Compare the Sharpe, Treynor, and Jensen models of portfolio evaluation.

9. Explain the significance of P/E ratio, EPS, and ROE in company analysis.

10. Distinguish between active and passive portfolio management strategies.

L3 – Applying

1. Calculate expected return and standard deviation of a security given historical data.

2. Apply the concept of Efficient Market Hypothesis to evaluate the performance of a stock.

3. Construct a basic portfolio using SIPs and explain the diversification benefits.

4. Apply SWOT analysis to evaluate a listed company.

5. Use moving averages and RSI to interpret stock price trends.

6. Compute the return and risk of a two-asset portfolio.

7. Apply the CAPM formula to calculate the expected return of a stock.

8. Prepare a comparative analysis between mutual fund schemes based on NAV and CRISIL ratings.

9. Construct an optimal portfolio using the Markowitz model with given risk-return data.

10. Calculate Treynor's ratio and interpret the portfolio performance.

L4 – Analyzing

1. Analyze the investment environment in India and identify key regulatory bodies and their roles.

2. Break down the components of risk and explain how each affects investment decisions.

3. Analyze the financial statements of a company using ratios like P/E, ROE, and EPS.

4. Differentiate between technical and fundamental analysis with practical examples.

5. Examine the assumptions and implications of the Arbitrage Pricing Theory.

6. Analyze the impact of investor psychology and behavioral finance in investment decisions.

7. Interpret market trends using MACD and other technical indicators.

8. Analyze the Efficient Frontier and explain the concept of risk-return trade-off.

9. Compare different portfolio evaluation models and their application in real-life scenarios.

10. Analyze how fees like TER and exit loads affect mutual fund returns.

L5 – Evaluating

1. Evaluate the risk eturn profile of an investor and recommend a suitable asset allocation.

2. Critically evaluate active vs passive portfolio strategies with current examples.

3. Assess the relevance of CAPM in today's investment decision-making.

4. Evaluate the performance of a mutual fund using Sharpe and Jensen's ratios.

5. Justify the inclusion of gold and real estate in a diversified portfolio.

6. Evaluate the effectiveness of the SIP approach over lump sum investment.

7. Assess the efficiency of the Indian capital markets in the context of EMH.

8. Review the investment decisions of an investor based on their behavioral biases.

9. Evaluate the performance of a portfolio using Sharpe's Single Index Model.

10. Examine the usefulness of market indices like NIFTY and SENSEX in benchmarking.

L6 – Creating

1. Design an optimal investment portfolio for a moderate-risk investor using real market data.

2. Develop a strategy to evaluate and select mutual funds for long-term investment.

3. Formulate a detailed investment plan using technical and fundamental analysis for equity selection.

4. Create an investment plan incorporating SIPs, gold, and equity to meet a retirement goal.

5. Design a behavioral finance experiment to test investor biases in risk perception.

6. Construct a model portfolio for tech-savvy millennial using DIY platforms like Zerodha or Grow.

7. Build a fundamental analysis report for a listed company using PESTEL and Porter's Five Forces.

8. Develop a diversification strategy using the Sharpe Single Index Model.

9. Propose a new method for evaluating portfolio performance incorporating behavioral factors.

10. Create a dashboard for tracking mutual fund NAVs and performance metrics for retail investors.

Chairperson
Board of Studies (MBA)

R24MB309   MANAGING BANKS AND FINANCIAL INSTITUTIONS   4   0   0   3
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand the structure and evolution of the Indian financial system

2. Analyze the organization and functions of RBI and commercial banks.

3. Apply risk management techniques in banking

4. Evaluate the role and functioning of financial institutions and development banks.

5. Understand and assess new financial instruments, institutions, and merchant banking practices.

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs						Dok
		PO1	PO2	PO3	PO4	PSO 1	PSO 2	
R24MB309.1	Understand the evolution, structure, and functions of the Indian financial system	3	2	3	1	3	2	L1, L2
R24MB309.2	Analyze the role and functioning of RBI and commercial banks	3	3	2	2	3	3	L2, L4
R24MB309.3	Apply risk management strategies in banking operations	2	3	2	1	2	3	L3, L4
R24MB309.4	Evaluate the significance of development banking and financial institutions	2	2	3	2	3	2	L4, L5
R24MB309.5	Understand new financial instruments and merchant banking practices	3	2	3	3	2	2	L2, L5

SYLLABUS

UNIT-I   **10 Hours**

Financial System in India: Introduction - Evolution of Banking - Phases of development - functions of bank - banker customer relationship - banking systems - unit banking - branch banking, RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.   **COs–CO1**

Self-Learning Topics: History of banking in pre-independence India, Recent reforms post-2016 (e.g., Demonetization effects, digital payments), Overview of Payment Banks and Small Finance Banks, RBI's Digital Currency (CBDC - e₹)

UNIT-II   **12 Hours**

Organization, Structure and Functions of banks - cooperative banks Structure and Functions of RBI and Commercial Banks - RBI and Commercial Banks: Introduction - Origination, public sector banks - private sector banks - foreign Role of RBI- Role of SEBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs.   **COs–CO2**

Self-Learning Topics: Fintech and its integration with traditional banks, Neo-banking and digital-only banks, Case studies of NBFC crises (e.g., IL&FS, DHFL)

UNIT-III   **12 Hours**

Risk Management in Banks: Introduction - Asset/Liability Management Practices - FDI in Banking Sector - Banking Regulations Credit Risk Management - Credit Risk Models - Country Risk Management - Insurance Regulations and Development Authority (IRDA).   **COs–CO3**

Self-Learning Topics: Basel III norms & Capital Adequacy, Cyber security risks in modern banking, Real-time risk monitoring systems in banks

UNIT-IV   **10 Hours**

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends- Relevant & Irrelevant Theory   – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits –Dividend policies of Indian Corporate.

Self-Learning Topics: Role of NABARD in rural credit, Disinvestment and privatization of financial institutions, ESG (Environmental, Social, Governance) financing in development banking.
                                                                                                                      COs–CO4

UNIT-V   **10 Hours**

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management- Working capital finance: Commercial paper, Company deposit, Trade Credit, Bank finance.   **COs–CO5**

Self-Learning Topics: Crypto-assets and regulatory stance in India, Innovations in debt instruments (e.g., Green Bonds), Case study: Growth of Zerodha, Upstox, and retail trading platforms.

Board of Studies: Masters of Business Administration

Approved in BOS No: 02, 13th May, 2025

Approved in ACM No: 02

Text Book:

1. Financial Markets and Institutions by Jeff Madura – Provides insights into banking systems and the functions of various financial institutions.
2. Financial System by H.R. Machiraju – Detailed discussion on the phases of development, the role of committees, and the RBI's guidelines and reforms.

References Books:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western),Bangalore 2005 (Text Book)
2. KhanMY., "Indian Financial System",TataMcGrawHill,NewDelhi, 2004

Web Reference:

1. **https://www.niti.gov.in/**
2. **https://www.rbi.org.in/**

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	17	--
L2	34	16
L3	16	16
L4	33	34
L5	--	34
L6	--	--
Total (%)	100	100

Sample Short and Long Answers questions of Various Cognitive Levels

L1 – Remembering

1. Define "financial system" and list its main components.
2. Enumerate the phases of banking development in India.
3. Define "unit banking" and "branch banking."
4. List the primary functions of the Reserve Bank of India.
5. Define "Nonbanking Financial Company (NBFC)."
6. List three types of cooperative banks in India.
7. Define "credit risk" and name two common credit risk models.
8. Define "dividend policy" and list its major forms (cash, stock, scrip).
9. Define "working capital" and list its key components.
10. List four instruments used for working capital finance (e.g., commercial paper).

L2 – Understanding

1. Explain the banker–customer relationship and outline the duties of each party.
2. Describe the key recommendations of any one Committee on Banking Sector Reforms.
3. Explain the differences between Payment Banks and Small Finance Banks.
4. Describe the role of SEBI in regulating financial intermediaries alongside the RBI.
5. Explain the concept and objectives of Asset/Liability Management (ALM) in banks.
6. Describe the Basel III capital adequacy norms and their purpose.
7. Explain the Modigliani–Miller "irrelevance theory" of dividend policy.
8. Describe the main determinants that influence a firm's dividend payout decision.
9. Explain Baumol's cash management model and its key assumptions.
10. Describe the factors that determine a firm's working capital requirement.

L3 – Applying

1. Given a bank's deposits of ₹150 crore, CRR = 4% and SLR = 18%, calculate its maximum lending capacity.
2. Using real RBI guidelines, demonstrate how a commercial bank would adjust its lending policy after a change in the repo rate.
3. Apply a basic credit scoring model to evaluate the creditworthiness of a corporate borrower with given financial ratios.

4. Given daily cash flow variance of ₹2 lakh, transaction cost of ₹500, and lower cash bound of ₹1 lakh, compute the optimal cash balance using the Miller–Orr model.

5. Prepare a sample dividend valuation model worksheet to value a share paying ₹6 next year, with 8% growth and a required return of 12%.

6. Using a case study of an NBFC crisis, map out the sequence of risk management failures and the corrective RBI measures applied.

7. Construct an ALM gap report for a bank with given assets and liabilities maturities.

8. Apply Porter's Five Forces to analyze the competitive dynamics of Payment Banks in India.

9. Given sales of ₹100 crore and receivables of ₹8 crore, compute the average collection period and recommend a change in credit terms.

10. Using SLR data show how a bank would rebalance its portfolio to meet a sudden increase in SLR requirement.

L4 – Analyzing

1. Analyze the impact of the Narasimham Committee's recommendations on the structure of Indian banking.

2. Examine how demonetization affected the balance sheets of Payment Banks versus Small Finance Banks.

3. Break down the components of credit risk in a bank's loan portfolio and identify the largest exposure.

4. Compare and contrast the roles of RBI and SEBI in regulating NBFCs and commercial banks.

5. Analyze how a sudden 100 bps rise in repo rate would affect a bank's net interest margin.

6. Examine the interplay between liquidity risk and market risk during a systemic crisis in banking.

7. Analyze dividend payout patterns of two major Indian banks over the last five years and identify trends.

8. Deconstruct the working capital cycle of a manufacturing firm and pinpoint the stages with highest liquidity strain.

9. Analyze how fintech integration has altered the operational workflows of traditional commercial banks.

10. Break down the determinants of a firm's working capital requirement and rank them by impact for a retail company.

L5 – Evaluating

1. Critically evaluate the effectiveness of RBI's prudential norms in preventing banking crises post-2016.

2. Assess the role of cooperative banks in India's rural credit delivery compared to Small Finance Banks.

3. Evaluate the adequacy of Basel III capital adequacy norms for Indian banks facing global shocks.

4. Critique the Modigliani–Miller irrelevance theory in the context of Indian corporate dividend practices.

5. Evaluate the strengths and weaknesses of the Miller–Orr versus Baumol cash-management models for a mid-sized bank.

6. Assess whether the current regulatory framework for NBFCs strikes the right balance between growth and stability.

7. Evaluate the impact of digital only banking models on customer acquisition and retention in India.

8. Critically assess the suitability of commercial paper versus bank finance for working capital needs of an SME.

9. Evaluate how ESG considerations should influence dividend policies of development finance institutions.

10. Assess the implications of India's CBDC rollout for the liquidity management practices of commercial banks.

L6 – Creating

1. Design a risk-management framework for a new NBFC entering the micro-finance sector, including credit and operational risk controls.

2. Create a phased rollout plan for a Central Bank Digital Currency (e₹), detailing stakeholder roles and risk mitigations.

3. Develop an integrated ALM dashboard for a mid-sized commercial bank, specifying metrics, thresholds, and reporting frequency.

4. Formulate a dividend policy for a fast-growing fintech startup that balances reinvestment and shareholder returns.

5. Design a working-capital optimization strategy for a retail chain, combining cash, receivables, and inventory models.

6. Create a merchant-banking product suite for SMEs, outlining services, revenue models, and compliance checks.

7. Develop a digital-only bank's customer-onboarding process, integrating KYC, risk assessment, and credit-scoring.

8. Propose a comprehensive plan for a Small Finance Bank to leverage green bonds for funding its lending portfolio.

9. Design a cyber-risk mitigation program for a commercial bank, including technology, processes, and training.

10. Create a merchant-banking pitch deck for an IPO client, covering market analysis, valuation approach, and regulatory roadmap.

Chairperson
Board of Studies (MBA)

R24MB310   **FINANCIAL MARKETS AND SERVISES**   **4 0 0 3**
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand the structure, components, and role of the financial system in economic development.

2. Analyze the operations and regulatory framework of capital and money markets.

3. Examine various financial services like merchant banking, leasing, venture capital, and factoring.

4. Evaluate financial instruments and services such as credit rating, mutual funds, and securitization.

5. Understand the concepts and models of microfinance and its role in poverty alleviation and gender equity.

Course Outcomes:

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB310.1	Understand the structure and role of the financial system in economic development	3	2	2	3	2	--	2	2	3	2	L1, L2
R24MB310.2	Examine various financial services like merchant banking, leasing, and their regulatory frameworks	3	3	--	3	2	--	2	2	3	3	L2, L4
R24MB310.3	Evaluate venture capital financing, factoring, and related services in the Indian context.	3	3	2	2	2	--	--	2	3	3	L3, L5
R24MB310.4	Analyze mutual funds, credit rating systems, securitization, and de-mat services.	3	3	--	2	3	2	2	2	3	3	L4, L5
R24MB310.5	Explore the microfinance ecosystem, models, and gender-related issues in rural finance..	3	3	--	3	3	2	2	2	3	3	L2, L5

SYLLABUS

UNIT-I   **14 Hours**

Structure of Financial System – role of Financial System in Economic Development— Capital Markets – Money Markets– Commercial paper- features and advantages – Primary Market Operations – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.   **CO's–CO1**

Self-Learning Topics: Primary vs Secondary Market: Mechanism and Comparison, Role of Stock Exchanges in Capital Market, Regulatory Bodies: SEBI, RBI, Problems & Reforms in Financial Services Sector.

UNIT-II: **12 Hours**

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking– Meaning-Types –

Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management– Regulation of Merchant Banking in India. Linkages between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Leasing –types of Leases– Evaluation of Leasing Option Vs. Borrowing   **CO's–CO2**

Self-Learning Topics: Legal and Regulatory Framework (SEBI guidelines, RBI norms), Issue Management: re-Issue & Post-Issue Management, Indian Economy & Financial Market Linkages, Globalization and Integration with Global Financial Markets

UNIT-III: **12 Hours**

Venture Capital – Growth of Venture Capital in India – List of venture capitals in India, Types of Venture Capital, Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context**.**   **CO's–CO3**

Self-Learning Topics: Key Venture Capital Firms in India, Venture Capital Funding Process and Legal Framework Recourse, Non-Recourse, Domestic, International

UNIT-IV: **14 Hours**
Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and types of Mutual Funds and different types of schemes,, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations.**CO's–CO4**

Self-Learning Topics: Mutual Funds: Objectives, Structure, Benefits, Mutual Fund Schemes: ELSS, SIPs, Liquid Funds, Regulatory Guidelines for Mutual Funds (SEBI regulations)

UNIT–V: **14 Hours**
Microfinance: Overview of Microfinance, Indian Rural financial system, introduction to Microfinance, products, (savings, credit, insurance, pension, equity, leasing,hire-purchase service, Microfinance in kind, Micro-remittances, Micro Securitization. Microfinance models: Generic models viz. SHG, Grameen, and Co- operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions. Poverty and Need of Micro finance. Gender issues in Microfinance.   **CO's–CO5**

Self-Learning Topics: Microfinance and Poverty Alleviation, Micro Securitization & Micro Remittance

Board of Studies   : Masters of Business Administration

Approved in BOS No: 02, 13th May, 2025

Approved in ACM No : 02

Text Books:

1. Financial Services and Markets by Dr. K.S. Ramaswamy – Focuses on the functioning of primary and secondary markets and the role of financial services in development.

2. Corporate Finance by Aswath Damodaran – In-depth study of venture capital, factoring, and financing patterns.

References Books:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)

2. Khan MY., "Indian Financial System",Tata McGraw Hill, NewDelhi, 2004

3. Srivastava, RM.,"Management of Indian Financial Institutions", Himalaya Publishing House,

Mumbai, 2005

4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004

5. Srinivasan NP and Saravanavel,P., "Development Banking in India and Abroad ",Kalyani Publications, Ludhiyana, 2001.

Web Reference:

1. **https://www.ivca.in/**
2. **https://www.icra.in/**

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	17	--
L2	34	16
L3	16	17
L4	16	17
L5	17	50
L6	--	--
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 – Remembering

1. Define the term "financial system."
2. List the main components of the capital market.
3. Define "commercial paper" and enumerate its key features.
4. List four functions of a stock exchange.
5. Define "merchant banking."
6. List the three main types of leases.
7. Define "venture capital."
8. List the four types of factoring arrangements.
9. Define "credit rating."
10. List five products offered under microfinance.

L2 – Understanding

1. Explain the role of the financial system in economic development.
2. Distinguish between primary market operations and secondary market operations.
3. Describe the regulatory framework governing merchant banking in India.
4. Explain the nature and scope of financial services and their link to the real economy.
5. Discuss the advantages and disadvantages of leasing compared to outright borrowing.
6. Explain the typical financing pattern followed by a venture capital firm.
7. Describe the functions of CRISIL and ICRA in India's credit rating system.
8. Explain the objectives and different scheme types of mutual funds.
9. Describe the process and benefits of debt securitization.
10. Explain the SHG (Self-help Group) model of microfinance and its impact on rural borrowers.

L3 – Applying

1. Using actual CRISIL rating criteria assess the creditworthiness of a hypothetical AAA-rated corporate bond.
2. Given a term sheet for a lease agreement, compute the effective cost of leasing versus borrowing for equipment worth ₹50 lakh.
3. Apply the bill discounting process to calculate the proceeds to a firm that discounts a ₹10 lakh invoice at 12% p.a. for 90 days.
4. Using a sample mutual fund NAV history, calculate the annualized return for an equity scheme over the past three years.
5. Given a venture capital term sheet, determine the post money valuation when ₹5 crore is invested for a 20% stake.
6. Apply the SHG model to design a savings-and-credit cycle for a rural women's group with 25 members.
7. Using SEBI's merchant banking guidelines, outline the steps a merchant banker would follow in a new issue management.
8. Given a pool of loans, securitize ₹10 crore of assets and show the tranche structure and expected cash flows.
9. Apply the factoring process to calculate the finance charge and advance amount under non-recourse factoring.
10. Using de-mat operations, demonstrate how an investor converts physical shares into electronic form and sells them on the BSE.

L4 – Analyzing

1. Analyze the impact of recent SEBI reforms on merchant banking practices in India.
2. Break down the cost components of leasing versus outright purchase and identify which industries benefit most from leasing.
3. Examine the risks and returns of venture capital investments in early stage tech startups.
4. Compare and contrast the regulatory frameworks governing factoring versus forfeiting in India.
5. Analyze the performance drivers of a selected equity mutual fund using its scheme fact sheet.
6. Deconstruct CRISIL's debt rating methodology and identify which factors carry the highest weight.
7. Examine the role of de-mat services in reducing settlement risk in secondary market trades.
8. Analyze the growth patterns of microfinance SHGs versus Grameen-model MFOs in two Indian states.
9. Break down the securitization process and identify the key points where credit enhancement can occur.
10. Analyze how gender dynamics influence loan repayment rates in rural microfinance programs.

L5 – Evaluating

1. Critically evaluate the effectiveness of SEBI's issue management regulations on IPO quality.
2. Assess whether leasing is a more tax efficient financing option than term loans for manufacturing firms.

3. Evaluate the strengths and weaknesses of India's venture capital ecosystem compared to global peers.

4. Critique the factoring market in India: has it sufficiently addressed SME working capital needs?

5. Evaluate the performance and risk profile of ELSS versus regular equity mutual funds over the last five years.

6. Assess the transparency and reliability of CRISIL, ICRA, and CARE ratings—do they differ materially?

7. Critically assess the role of de-mat services in enhancing investor protection and market liquidity.

8. Evaluate the sustainability and social impact of microfinance models—SHG versus Grameen—in alleviating poverty.

9. Assess the merits of securitization for banks' balance sheet management versus the risks of moral hazard.

10. Evaluate how gender focused microfinance products influence women's empowerment and household welfare.

L6 – Creating

1. Design a comprehensive merchant banking plan for a mid-sized company planning an IPO, including due diligence and marketing strategy.

2. Develop a lease-versus-buy decision tool (spreadsheet) for a logistics firm acquiring a new fleet of trucks.

3. Create a venture capital term sheet template that balances founder and investor rights for a Series A round.

4. Formulate a factoring program for an SME cluster, detailing service terms, pricing, and risk controls.

5. Build an ELSS portfolio model that optimizes for both tax savings and long-term capital growth.

6. Design an end-to-end de-mat on boarding process for a new retail broker, ensuring regulatory compliance.

7. Develop a micro securitization structure for pooling micro-loans and issuing tranched notes to investors.

8. Create a credit rating framework for a new rating agency, specifying criteria, weightings, and validation checks.

9. Propose a gender inclusive microfinance product bundle, combining credit, savings, and insurance for rural women.

10. Design a dashboard for monitoring a financial services firm's product portfolio performance, integrating KPIs for merchant banking, leasing, VC, and microfinance.

Chairperson
Board of Studies (MBA)

R24MB311   **ESSENTIALS OF BUSINESS ANALYTICS**   4   0   0   4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand and analyze basic essentials of business analytics business framework.
2. Exposed to fundamental statistical techniques to solve real life problems and enable them to take better decisions.

Course Outcomes

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	Dok
R24MB31 1.1	To equip with types of business analytics, application of analytics in business and to take business decisions.	3	2	3	1	2	1	2	2	2	3	L2, L3
R24MB31 1.2	To understand various concepts in business analytics like ETL, Data mining, business intelligence data visualization, etc.	3	3	2	1	1	1	1	3	2	3	L2, L4
R24MB31 1.3	To learn about the data and how to deal with different aspects of data processing.	3	2	2	1	1	1	1	3	2	2	L2, L3
R24MB31 1.4	To understand how business analytics is used in functional areas and its practical application.	3	2	3	2	2	2	2	3	3	3	L3, L4
R24MB31 1.5	To analyse the differences supervised and unsupervised machine learning procedures.	3	3	2	1	1	1	1	3	2	2	L4, L6

SYLLABUS

UNIT I   **15 HOURS**

Introduction to Business Analytics: Evolution of Business Analytics, Importance of Business Analytics, Integrating Analytics with business operations, Types of Business Analytics: Descriptive, Predictive, Diagnostic and Prescriptive Analytics; Business Analytics Applications, Business Analytics for Competitive Advantage.

Self -Learning Concepts: **CO's-CO1**

Types of Business Analytics: Descriptive, Predictive, Prescriptive and Tools like Excel, Power BI, Tableau

UNIT II   **15 HOURS**

Data Visualization and Business Intelligence: Importance of data visualization Principles of Effective Visualization Techniques, Principles of Effective Data Dashboards; Concept of Business Intelligence, Prerequisites of BI, Popular BI Tools, ETL (ExtractTransform-Load), Business Analytics Process Cycle.

Self- Learning Topic: **CO's-CO2**

ETL (Extract, Transform, Load) process, Data types and formats (CSV, JSON, XML), Normalization, transformation, feature engineering.

UNIT III   15 HOURS

Data Mining: Data Collection Methods, Data Preparation, Data Sampling, Treatment of Missing Data, Identification of Outliers and Errors in Data, Variable Representation, Visual representation, Boxplot , Boxen , Stir, violin, column Profile, Data Summary.

Self- Learning Topic: **CO's-CO3**

Dashboard design principles, Real-world BI case studies, Data warehousing basics (OLAP, OLTP concepts)

UNIT IV   15 HOURS

Analytics in Business Operations : Financial Analytics, Role of Financial Manager, Financial Models, Three Statement Model, Discounted Cash Flow (DCF) Model, Consolidation Model, Budget Model; Human Resource (HR) Analytics, Importance of HR Analytics, The 8-box model by Paul Boselie, The HR Value Chain; Marketing Analytics, Importance of Marketing Analytics; Supply Chain Analytics and its Metrics , Scheduling of resources and assets, Landed Costing ,Transportation Analysis, Demand Planning, Fulfillment Process Analysis, Vendor Analysis, Purchase Order Analysis.

Self- Learning Topic: **CO's-CO4**

Financial analytics (forecasting, risk analysis), HR analytics (attrition analysis, performance metrics), Supply chain analytics (inventory optimization, logistics)

UNIT V   15 HOURS

Big Data and Machine Learning: Introduction to Big Data, Big Data Concepts, 5Vs of Big Data, Big Data in Business, Business Analytics vs Big Data; Introduction to Machine Learning Concept, Importance of Machine Learning, Types of Machine Learning; Introduction to Supervised Learning, Unsupervised and Reinforcement Learning; Application of Machine Learning Models in Business, Machine Learning Application , Regression, Clustering & Segmentation.

Self- Learning Topic: **CO's-CO5**

Decision Trees, SVM, Logistic Regression, Model evaluation: accuracy, precision, recall, confusion matrix

Board of Studies   : Masters of Business Administration

Approved in BOS No: 02, 13th May, 2025

Approved in ACM   : 02

Text Books:

1. Data Science for Business by Foster Provost & Tom Fawcett – This book provides a detailed understanding of business analytics and how to integrate analytics into business operations.

2. The Big Book of Dashboards by Steve Wexler – A definitive guide to the principles of designing effective dashboards and visualization for business operations.

Reference Books:

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.

2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, GalitShmueli, Chapman & Hall/CRC, 2013.

3. Essentials of Business Analytics by Jeffrey Ohlmann, James J. Cochran, Michael Fry,

Jeffrey D. Camm, David Anderson, Thomas Arthur Williams, Dennis Sweeney, Southwestern 2015.

4. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, DursunDelen and Daid King, Pearson Publication, 2012.

5. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.

6. Successful Business Intelligence: Secrets to Making BI a Killer App by CindiHowson, Tata McGraw Hill Edition 2012.

7. R for Everyone: Advanced Analytics and Graphics, Jared Lander, Addison Wesley.

Web Reference:

1. **https://www.dataversity.net/**

2. **https://www.shrm.org/**

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	17	--
L2	33	--
L3	33	17
L4	17	33
L5	--	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. What are the four types of Business Analytics?
2. Define Business Analytics and describe its evolution.
3. List any two tools used in Business Analytics.
4. What does ETL stand for and what are its key stages?
5. List any two popular Business Intelligence (BI) tools.
6. What are the common methods for data collection in data mining?
7. List three types of visualizations used in data mining (e.g., boxplot, violin plot).
8. What is the role of Financial Analytics in business decision-making?
9. List the key metrics used in Supply Chain Analytics.
10. What are the 5Vs of Big Data?
11. List the three main types of Machine Learning.

L2 Understanding

1. Explain the importance of integrating Business Analytics with business operations.
2. What are the differences between Descriptive, Predictive, and Prescriptive Analytics?
3. Why is Business Analytics crucial for competitive advantage?
4. Explain the importance of data visualization in business decision-making.
5. Describe the process of ETL (Extract, Transform, Load) and its role in Business Intelligence.
6. Explain the importance of data preparation in the data mining process.
7. Describe how the treatment of missing data can affect the results of data mining.

8. Explain how Marketing Analytics helps in improving customer acquisition strategies.
9. Describe the importance of HR Analytics in optimizing employee performance.
10. Explain the concept of Supervised Learning and provide a real-world example of its application.
11. Describe how Big Data differs from traditional data analysis methods.

L3 Applying

1. How would you apply Descriptive Analytics to analyze past sales performance?
2. Using tools like Excel or Power BI, how would you forecast the next quarter's sales figures using Predictive Analytics?
3. Create a hypothetical business scenario where Prescriptive Analytics can help in decision-making.
4. Using a sample dataset, create a simple dashboard in Power BI or Tableau to display sales data.
5. Apply the principles of effective data visualization to design a dashboard for tracking monthly performance metrics in a business.
6. Use a data mining tool to identify outliers in a dataset containing customer purchasing behavior.
7. Apply data sampling techniques to select a representative sample from a large dataset for analysis.
8. Apply Financial Analytics (e.g., Discounted Cash Flow model) to evaluate the potential profitability of a new business project.
9. Use HR Analytics to predict employee attrition and suggest possible retention strategies.
10. Apply a Machine Learning algorithm like Linear Regression to predict a company's sales growth based on historical data.
11. Use clustering techniques (e.g., K-Means) to segment customers based on their purchasing behavior.

L4 Analyzing (Analysis Level)

1. Analyze the potential impact of integrating Business Analytics into the supply chain process of a retail company.
2. Given a data set, identify which type of analytics (Descriptive, Predictive, Prescriptive) would be most useful and justify your choice.
3. Compare the effectiveness of different data visualization techniques, such as bar charts, pie charts, and dashboards, in representing business performance.
4. Analyze the ETL process of a business intelligence system and explain how errors in transformation could affect the final reporting.
5. Analyze the impact of missing data and outliers on the accuracy of data mining results in a business context.
6. Given a dataset, identify the best visualization technique (e.g., boxplot, scatter plot) to represent customer demographics.
7. Analyze how the use of Supply Chain Analytics could reduce inventory costs and improve product availability.
8. Examine the impact of HR Analytics on employee engagement and productivity.
9. Analyze the benefits and challenges of implementing Big Data analytics in a retail business.
10. Examine the differences between Supervised and Unsupervised learning in terms of their applications in business analytics.

L5 Evaluating

1. Evaluate the effectiveness of using different Business Analytics tools (Excel, Power BI, Tableau) for solving business problems.
2. Assess the challenges a company might face while implementing Business Analytics in its operations.
3. Critically assess the strengths and weaknesses of using Tableau vs. Power BI for data visualization in a corporate setting.
4. Evaluate the challenges of maintaining data quality throughout the ETL process in a large organization.
5. Evaluate the effectiveness of different data mining techniques (e.g., regression, classification) for predicting customer churn.
6. Assess the potential risks involved in using a data mining model with inaccurate or biased data.
7. Evaluate the pros and cons of using financial forecasting models in budgeting for a small business.
8. Assess how HR Analytics could be used to address performance issues within an organization.
9. Evaluate the effectiveness of Machine Learning in improving customer service and reducing operational costs.
10. Assess the impact of Big Data analytics on decision-making in large corporations.

L6 Creating

1. Design a Business Analytics strategy for a new e-commerce company to track customer behavior and sales performance.
2. Propose a new method for integrating Predictive and Prescriptive Analytics to enhance decision-making in an organization.
3. Design a BI dashboard that integrates sales, marketing, and financial data for an organization to track overall business health.
4. Propose a new ETL framework that would enhance the effectiveness and efficiency of data analysis in a multi-departmental business.
5. Create a data mining workflow that includes data collection, preparation, and analysis stages for predicting sales trends.
6. Design a data mining model that could help a company identify high-value customers based on their purchasing behavior.
7. Design a Financial Analytics model that includes forecasting, risk analysis, and scenario planning for a retail business.
8. Propose a new approach to integrating HR Analytics with employee performance reviews to enhance productivity.
9. Design a Machine Learning model that could predict future customer demand for a product in an e-commerce setting.
10. Propose a strategy for integrating Big Data into an existing business intelligence system to improve decision-making.

Chairperson
Board of Studies (MBA)

R24MB312   **TEXT, SOCIAL MEDIA & WEB ANALYTICS**   4   0   0   4
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand the foundations of text analytics, including analytical approaches, text mining techniques, and text clustering.

2. Explore the evolution and importance of the Semantic Web and Social Media Analytics, and analyze electronic sources of social network data.

3. Develop a deep understanding of knowledge representation using ontologies on the Semantic Web and model social network data ontologically.

4. Learn the fundamental techniques and technologies of Web Analytics, focusing on data collection strategies and the future trends in web data analysis.

5. Gain practical exposure to modern web analytics tools, such as Google Analytics and Omniture, and apply them for content, campaign, and commerce measurement.

Course Outcomes:

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	Do K
R24MB312.1	Analyze text data using text analytical approaches and tools, and apply basic text mining techniques like episode rule discovery and text clustering.	3	2	2	-	-	1	-	2	2	3	L1, L2
R24MB312.2	Understand the structure and development of the Semantic Web and Social Web, and apply Social Network Analysis (SNA) concepts and electronic sources for network analysis.	2	3	2	2	-	2	-	3	2	3	L2, L3
R24MB312.3	Apply ontology-based knowledge representation techniques and model social network data using state-of-the-art network representation methods.	3	3	2	2	-	1	-	3	2	3	L3, L4
R24MB312.4	Implement web analytics strategies by collecting and analyzing data from various web sources, and anticipate future trends in web analytics technologies.	3	2	2	2	-	2	2	3	3	3	L4, L5

| R24MB3 12.5 | Utilize advanced web analytics tools (e.g., Google Analytics, Omniture) for visitor segmen-tation, campaign analysis, commerce measure-ment, and track user interactions effectively. | 3 | 2 | 3 | 1 | 1 | 2 | 2 | 3 | 3 | 3 | L5, L6 |

SYLLABUS

UNIT -I   **12 HOURS**

Text Analytics: Text Analytical Approach and Tools to Analyze Data: Analytical Approaches-- History of Analytical Tools-- Introducing Popular Analytical Tools-- Comparing Various Analytical Tools. Text mining –unstructured text, episode rule discovery for texts, hierarchy of categories, text clustering.

Self -Learning Concepts: Sentiment and Emotion Analysis   **CO's-CO1**

UNIT -II   **14 HOURS**

Social Media Analytics: Introduction to Semantic Web: Limitations of current Web-- Development of Semantic Web-- Emergence of the Social Web. Social Network analysis: Development of Social Network Analysis -Key concepts and measures in network analysis. Electronic sources for network analysis: Electronic discussion networks- Blogs and online communities - Web-based networks.

Self-LearningTopic: Ontology Engineering and Alignment   **CO's-CO2**

UNIT-III   **14 HOURS**

Knowledge representation on the Semantic web: Ontology and their role in the Semantic Web: Ontology-based Knowledge Representation - Ontology languages for the Semantic Web: Resource Description Framework - Web Ontology Language. Modelling and aggregating social network data: State-of-the-art in network data representation - Ontological representation of social individuals – Onto-logical representation of social relationships - Aggregating and reasoning with social network data.

Self-Learning Topic: Knowledge Graph Embeddings   **CO's-CO3**

UNIT-IV   **12 HOURS**

Understanding web analytics: The foundations of Web analytics: Techniques and Technologies – Present and Future of Web analytics.---Data Collection: Importance and Options –Web server log files: Click stream data – User submitted information – Web server performance data – Page tags –First and third party tracking - Web Analytics Strategy.

Self-Learning Topic: Predictive and Prescriptive Analytics   **CO's-CO4**

UNIT-V   **12 HOURS**

Web Analytics Tools: Content organization tools – Process measurement tools – Visitor segmentation tools – Campaign analysis tools – Commerce measurement tools – Google analytics – Omniture – Web trends – Yahoo! Web analytics. Google Analytics: Key features and capabilities – Quantitative and qualitative data - Working of Google analytics – Privacy - Tracking visitor clicks, Outbound links and Non HTML files.

Self-Learning Topic: Advanced Segmentation and Custom Dimensions/Metrics**CO's-CO5**

Board of Studies: Masters of Business Administration

Approved in BOS No: 02, 13th May, 2025

Approved in ACM No: 02

Text Books:

1. Concepts and Techniques by Jiawei Han, Micheline Kamber, and Jian Pei – Provides a foundational approach to text mining and unstructured data analysis.

2. Foundations of Semantic Web Technologies by Pascal Hitzler, Markus Krötzsch, and Sebastian Rudolph

Reference Books:

1. Bernard J. Jansen, ―Understanding User-Web Interactions via Web analytics‖, Morgan and Claypool, 2009.

2. Avinash Kaushik, ―Web Analytics2.0‖, John Wiley and Sons, 2010.

3. Brian Clifton, ―Advanced web metrics with Google analytics‖, John Wiley and Sons, 2012.

4. Justin Cutroni, ―Google Analytics‖, O‟Reilly, 2015.

5. Jerri L. Ledford, Joe Teixeira and Mary E. Tyler, ―Google Analytics‖, John Wiley and Sons, 2013.

6. Charu C. Aggarwal and ChengXiang Zhai, Mining Text Data. Springer, 2012.

7. Dan Jurafsky and James H Martin,Speech& Language Processing. Pearson Education India, 2000.

8. Guandong Xu, Yanchun Zhang and Lin Li, Web Mining and Social Networking – Techniques and applications, First Edition, Springer, 2011.

9. Dion Goh and Schubert Foo - Social information Retrieval Systems: Emerging Technologies and Applications for Searching the Web Effectively, IGI Global Snippet, 2008.

Web Reference:

1. **https://www.w3.org/standards/**
2. **https://www.ontotext.com/**

Internal Assessment Pattern

CognitiveLevel	InternalAssessment#1(%)	InternalAssessment#2(%)
L1	17	--
L2	33	--
L3	33	17
L4	17	33
L5	--	33
L6	--	17
Total(%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L-1 Remembering

1. What is text analytics?

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2. Name some popular tools used for text analysis.

3. Define unstructured text in the context of text mining.

L-2 Understanding

1. Explain the difference between structured and unstructured data.

2. How do episode rule discovery and text clustering differ?

3. Describe the historical development of analytical tools.

4. Explain how the Semantic Web differs from the traditional Web.

5. Describe the emergence of the Social Web.

6. What are electronic discussion networks, and how are they used in network analysis?

L-3 Applying

1. Apply network analysis measures (like centrality or density) to a simple social media network.

2. Use an example to show how blogs can be sources for social network analysis.

3. Illustrate how the Semantic Web can improve information retrieval on the Internet.

4. Demonstrate how to model a simple social network using RDF.

5. Apply OWL to represent relationships among members of an online community.

6. Use ontology to aggregate basic social network data from two different platforms.

L-4 Analyzing (Analysis Level)

1. Compare RDF and OWL in terms of their expressiveness and use cases.

2. Analyze the advantages of using ontological models for representing social relationships.

3. What challenges arise when aggregating and reasoning with heterogeneous social network data?

4. Compare the effectiveness of server log analysis versus page tagging for data collection.

5. Analyze the future trends expected in web analytics techniques and technologies.

6. What are the pros and cons of different data collection options (e.g., logs vs. tags)?

L-5 Evaluating

1. Assess the importance of having a strong web analytics strategy.

2. Evaluate the ethical implications of first-party versus third-party tracking.

3. How reliable are different types of collected data in informing website optimization decisions?

4. Assess the effectiveness of Google Analytics in measuring e-commerce performance.

5. Evaluate the pros and cons of using web analytics tools like Google Analytics versus Yahoo! Web Analytics.

6. How reliable is Google Analytics in tracking non-HTML files (e.g., PDFs, media)?

L-6 Creating

1. Design a web analytics strategy that includes the use of Google Analytics for tracking visitor behavior and campaign performance.

2. Create a custom report in Google Analytics to measure the success of a marketing campaign.

3. Propose a method to enhance visitor segmentation in Google Analytics using custom dimensions or advanced filters.

Chairperson
Board of Studies (MBA)

R24MB313   **MARKETING ANALYTICS**   4   0   0   4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand core concepts and tools of marketing analytics.

2. Analyze competitors and develop strategy using data-driven models.

3. Apply analytics to product, service, and pricing decisions.

4. Use data to improve distribution and promotional effectiveness.

5. Learn advanced techniques like market basket, text, and sales analytics.

Course Outcomes

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB313 .1	Explain the fundamentals of marketing analytics, models, and market insights.	2	–	2	–	–	–	–	2	2	2	L1, L2
R24MB313 .2	Analyze competitor data and apply strategic frameworks like forecasting and scorecards.	3	2	3	2	–	–	–	2	3	3	L4, L5
R24MB313 .3	Use models like conjoint analysis and pricing methods to make product/pricing decisions.	3	2	3	–	–	–	–	2	3	3	L3, L4
R24MB313 .4	Evaluate channel strategies and allocate promotion budgets using analytics.	2	–	2	–	2	2	2	2	2	3	L4, L6
R24MB313 .5	Apply advanced tools such as market basket, text, and spreadsheet-based sales analysis.	3	3	3	–	–	–	–	2	3	3	L2, L5

SYLLABUS

UNIT I   **14 Hours**

Introduction to Digital and AI-Driven Marketing Analytics, Models and Metrics - Market Insight - Market data sources and market sizing – SWOT and real-time PESTLE trend analysis using AI tools – Porter's Five Forces analysis – Market segment identification, customer persona creation,

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behavioral segmentation, and positioning.   **CO's-CO1**

Self- Learning Topic: Learn how to track marketing performance and create custom dashboards.

UNIT II   14 Hours

Competitor identification, intelligence gathering, analysis, and strategy – Analytics-based strategy selection – Strategic models and metrics – Forecasting techniques – Balanced scorecard and identification of critical success factors – Application of Generative AI in market simulations and decision-making – Competitive benchmarking and Blue Ocean Strategy mapping.   **CO's-CO2**

Self- Learning Topic: Practice basic scripts to visualize customer segmentation and campaign data.

UNIT III   12 Hours

Conjoint analysis model – Decision tree modeling – A/B testing for service design – Portfolio resource allocation – Pricing techniques and assessment – Pricing for business markets – Price discrimination – Dynamic pricing algorithms, behavioral pricing, and sentiment-influenced price strategies – Subscription pricing analytics using ML models.   **CO's-CO3**

Self-Learning Topic: Understand how companies like Amazon use AI-driven dynamic pricing.

UNIT IV   12 Hours

Retail location selection – Distribution channel evaluation – multi-channel distribution models – Promotion budget estimation and allocation – Promotion metrics for traditional and social media – Use of location intelligence for distribution – Influencer marketing ROI – Cross-channel attribution modeling – Programmatic ad analytics and automation platforms (e.g., Google Data Studio). Tools Introduced: Facebook Ads Manager, Hootsuite Analytics, Location IQ**.   CO's-CO4**

Self-Learning Topic: Use simple tools or APIs (like Tweedy) to analyze customer opinions on products.

UNIT V   12 Hours

Market Basket Analysis – Machine learning-based association rule mining – Text analytics – Spreadsheet modeling – Natural Language Processing (NLP) for customer review mining – E-commerce sales models – Sales, profitability, and support metrics – Omnichannel sales strategy evaluation – Chatbot analytics – CRM-integrated sales forecasting – Voice-based sales insights.

                                                                     CO's-CO5

Self-Learning Topic: Learn how real-time data affects decision-making in marketing promotions.

Board of Studies   **:** Masters of Business Administration

 Approved in BOS No   **:** 02, 13th May, 2025

 Approved in ACM No   **:** 02

Text Books:

1. Marketing Analytics: Strategic Models and Metrics by Mike Grigsby – Covers a variety of marketing models and metrics with a focus on AI-driven market insights.

2. Marketing Strategy: A Decision-Focused Approach by Orville Walker and John Mullins – Focuses on competitor analysis, strategic models, and forecasting techniques.

Reference Books:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.

2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.

3. Malik, P.L: —Industrial Law‖, Eastern Book Company. Laknow,1977

4. Moorthy, M.V: —Principles of Labour Welfare‖, Oxford University Press, New Delhi.

5. Pant, S.C: —Indian Labour Problems‖, Chaitanya Pub. House. Allahabad.

Web Reference:

1. **https://hbr.org/**

2. **https://www.sogolytics.com/**

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	17	--
L2	17	17
L3	17	17
L4	33	33
L5	16	16
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 – Remembering

1. Define marketing analytics and explain its significance in today's digital world.

2. List the key data sources used in market sizing.

3. What are the components of the Porter's Five Forces framework?

4. Recall the major pricing techniques used in business markets.

5. Define customer persona and behavioural segmentation.

6. Identify the various strategic models used in marketing analytics.

7. State the importance of SWOT and PESTLE analysis.

8. What is market basket analysis? Give an example.

9. List key tools used in programmatic ad analytics.

10. Define NLP and explain its use in text analytics.

L2 – Understanding

1. Explain how SWOT and PESTLE help in understanding market conditions.

2. Describe the evolution from traditional to AI-driven marketing analytics.

3. Discuss the importance of customer persona creation in segmentation.

4. Illustrate how dynamic pricing strategies work using sentiment data.

5. Explain the use of Blue Ocean Strategy in analytics-based decision-making.

6. Describe how market simulations benefit from generative AI.

7. Interpret the impact of real-time marketing dashboards on decision-making.

8. Explain the concept of promotion metrics and their significance.

9. Discuss the role of CRM in integrated sales forecasting.

10. Explain how influencer marketing ROI is measured using analytics tools.

L3 – Applying

1. Apply Porter's Five Forces to analyze the competitive position of a retail company.

2. Create a basic customer persona using given demographic and behavioural data.

3. Use market data to segment a hypothetical customer base.

4. Apply A/B testing methodology to evaluate two pricing models.

5. Demonstrate how to allocate resources using a portfolio resource model.

6. Use Google Data Studio to create a dashboard for campaign performance.

7. Apply SWOT and PESTLE analysis to launch a new product.

8. Develop a promotion budget for a marketing campaign using past data.

9. Apply market basket analysis to recommend product bundles.

10. Use NLP techniques to analyze online customer reviews.

L4 –Analysing

1. Analyze the difference between traditional pricing models and dynamic pricing.

2. Examine how multi-channel distribution impacts customer satisfaction.

3. Analyze the results of a text analytics project on social media feedback.

4. Compare the effectiveness of traditional vs. programmatic ad campaigns.

5. Analyze the critical success factors in launching a tech-based service.

6. Break down a company's performance using the balanced scorecard.

7. Examine how decision trees assist in service design.

8. Assess the impact of location intelligence on retail distribution strategy.

9. Compare market simulations with and without AI-based forecasting tools.

10. Analyze the output of a market basket analysis for cross-selling opportunities.

L5 – Evaluating

1. Evaluate the effectiveness of analytics-driven segmentation strategies.

2. Critically assess a company's digital marketing strategy using competitor benchmarking.

3. Evaluate a dynamic pricing strategy used by an e-commerce platform.

4. Justify the use of NLP for customer sentiment analysis over traditional surveys.

5. Assess the ROI of a social media influencer campaign using given metrics.

6. Evaluate promotion budget allocations for a seasonal product launch.

7. Recommend improvements to an existing CRM-integrated sales model.

8. Assess the benefits of adopting a Blue Ocean Strategy for a startup.

9. Evaluate two different market entry strategies based on SWOT & PESTLE.

10. Judge the effectiveness of a chatbot in enhancing customer engagement.

L6 – Creating

1. Design a market entry strategy for a startup using marketing analytics tools.

2. Create a dashboard to track omnichannel sales performance.

3. Develop a pricing strategy using sentiment analysis and competitor data.

4. Build a customer segmentation model using AI tools and persona mapping.

5. Create a marketing campaign using behavioural insights and programmatic tools.

6. Formulate a balanced scorecard for a digital marketing agency.

7. Design a data-driven promotion strategy using cross-channel attribution.

8. Create a competitive analysis framework using AI-supported metrics.

9. Develop a forecasting model using historical e-commerce sales data.

10. Construct a market simulation using generative AI and product testing data.

Chairperson
Board of Studies (MBA)

R24MB2401   **LOGISTICS AND SUPPLY CHAIN MANAGEMENT   4   0   0   4**

(Master of Business Administration)

Course Objective:

The main objectives of the course is to

1. Understand logistics' role in competitive advantage, integrated supply chains, and digital transformation for customer retention.
2. Develop skills to measure logistics costs and performance using advanced costing methods and analytics.
3. Gain insights into logistics relationships through benchmarking, performance metrics, and collaborative partnerships.
4. Learn sourcing, transportation, pricing strategies, and address supply chain coordination and sustainability issues.
5. Explore global logistics strategies, geopolitical impacts, and the role of digital networks and AI in supply chain optimization.

Course Outcomes:

 At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB2401.1	Understand the strategic role of logistics and SCM in gaining competitive advantage.	3	2	2	2	2	--	2	2	3	3	L2, L4
R24MB2401.2	Analyze logistics costs using modern costing techniques and performance metrics.	3	3	2	2	2	--	2	2	3	3	L3, L4
R24MB2401.3	Evaluate supply chain relationships through benchmarking and collaboration practices	2	3	--	2	2	2	3	--	3	2	L4, L5
R24MB2401.4	Apply sourcing, transportation, and pricing strategies in efficient supply chain operations.	3	3	--	2	2	2	3	2	3	3	L3, L5
R24MB2401.5	Assess challenges and strategies in managing global logistics and supply chains.	3	3	2	3	2	2	--	3	3	3	L5, L6

SYLLABUS

UNIT-I   **13 Hours**

Logistics and Strategic Advantage: Competitive advantage – Gaining edge through logistics – Integrated supply chains – Competitive performance – Models in Logistics Management – Logistics to Supply Chain Management – Focus areas in SCM – Emerging technologies in logistics – Customer service and retention – Basic service capability – Value-added services – Role of digital transformation

in customer retention. **COs–CO1**

Self-Learning Topics: Integrated Supply Chains for Competitive Advantage. Understand how integrating logistics and supply chain activities enhances responsiveness, lowers costs, and builds sustainable competitive edge across markets.

UNIT-II   14 Hours

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom line – Impact of logistics on shareholder value – Customer profitability analysis – Direct product profitability – Cost drivers and activity-based costing – Life-cycle cost analysis – Use of analytics in logistics performance measurement.

COS-CO2

Self-Learning Topics: Activity-Based Costing in Logistics. Explore how ABC identifies true logistics costs by linking expenses to specific activities, helping firms improve efficiency and profitability.

UNIT-III   14 Hours

Logistics and Supply Chain Relationships: Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking – Setting benchmarking priorities – Identifying logistics performance indicators – Channel structure – Economics of distribution – Channel relationships – Logistics service alliances – Collaborative supply chain practices – Third-party and fourth-party logistics partnerships. **COs–CO3**

Self-Learning Topics: Benchmarking in Supply Chain Operations. Study how companies compare logistics and SCM practices against industry leaders to drive performance improvement and innovation.

UNIT-IV   12 Hours

Sourcing, Transporting and Pricing Products: Sourcing decisions and transportation in supply chain – Infrastructure – Suppliers of transport services – Transportation economics and pricing – Documentation – Pricing and revenue management – Lack of coordination and Bullwhip Effect – Impact of lack of coordination – CRM – Internal supply chain management – E-commerce logistics and reverse logistics – Green transportation and sustainable sourcing**.** **COs–CO4**

Self-Learning Topics: Bullwhip Effect and Coordination Failures. Learn how small demand fluctuations amplify across the supply chain and how coordination and IT systems reduce this effect.

UNIT-V   14 Hours

Managing Global Logistics and Global Supply Chains: Logistics in a global economy – Views of global logistics – Global operating levels – Interlinked global economy – The global supply chains – Global supply chain business processes – Global strategy – Global purchasing – Global logistics – Channels in global logistics – Global alliances – Issues and Challenges in Global supply chain Management – Geopolitical and regulatory impacts on global logistics – Digital supply chain networks and AI-driven optimization. **COs-CO5**

Self-Learning Topics: **AI in Global Supply Chain Optimization**. Examine how artificial intelligence enhances forecasting, inventory control, and route planning in global supply chains for better agility and cost control.

Board of Studies   : Masters of Business Administration

Approved in BOS No : 02, 13th May, 2025

Approved in ACM No : 02

Text Books:

1. Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*, Pearson Education.
2. Christopher, M. (2016). *Logistics & Supply Chain Management*, Pearson Education
3. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2012). *Supply Chain Logistics Management*, McGraw-Hill Education.
4. Ballou, R. H. (2004). *Business Logistics/Supply Chain Management*, Pearson Education.

Reference Books:

1. Donald J.Bowersox and David J.Closs, Logistical Management. The Integrated Supply Chain Process, TMH, 2003.
2. D.K.Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010
3. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy. Planning andOperation, Zle, Pearson Education, New Delhi 2009
4. KSridhar Butt: Logistics and Supply Chain Management, Himalaya Publishing. New Delhi 2009

Web References:

1. https://www.supplychaindigital.com
2. https://www.inboundlogistics.com
3. https://www.sciencedirect.com/topics/business-management/benchmarking
4. https://www.mckinsey.com/industries/operations/our-insights

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	33	50
L2	17	--
L3	17	--
L4	--	16
L5	33	17
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L-1 Remembering (Knowledge Recall)

1. Define logistics management. In Detail?
2. What is competitive advantage in supply chains?
3. List any four emerging technologies in logistics.
4. Mention the principles of logistics costing.
5. Define total cost analysis in logistics.

6. What are logistics service alliances?

7. Give the meaning of direct product profitability.

8. List the different types of logistics partnerships.

9. Define green transportation.

10. What is reverse logistics?

L-2 Understanding (Comprehension)

1. Explain the concept of integrated supply chain.

2. Describe the role of digital transformation in customer retention.

3. Discuss the significance of logistics on shareholder value.

4. Differentiate between third-party and fourth-party logistics providers.

5. Illustrate how life-cycle cost analysis is used in logistics.

6. Explain the impact of bullwhip effect in supply chains.

7. Describe the economics of distribution channels.

8. Explain the concept of benchmarking in logistics.

9. Interpret the influence of infrastructure on transportation decisions.

10. Describe how e-commerce logistics differs from traditional logistics.

L-3Applying (Application of Knowledge)

1. Apply activity-based costing to evaluate logistics performance.

2. Demonstrate how customer profitability analysis can enhance logistics decisions.

3. Use supply chain mapping to identify areas of improvement in a company.

4. Apply cost drivers to a case study in logistics.

5. Use digital tools to suggest improvements in customer retention.

6. Create a direct product profitability model for a retail firm.

7. Implement a collaborative supply chain strategy in a hypothetical scenario.

8. Apply CRM principles to improve internal supply chain coordination.

9. Suggest sustainable sourcing strategies for an FMCG company.

10. Illustrate how reverse logistics can be applied in an e-commerce firm.

L-4 Analyzing (Break Down and Examine)

1. Analyze how logistics impacts overall competitive performance.

2. Break down the components of total logistics cost.

3. Compare value-added services and basic service capabilities.

4. Analyze logistics' impact on the bottom line of a business.

5. Examine the causes and effects of the bullwhip effect.

6. Differentiate between global logistics and domestic logistics strategies.

7. Analyze how AI can optimize supply chain networks.

8. Evaluate the impact of logistics service alliances on distributor relationships.

9. Examine the influence of documentation on transportation efficiency.

10. Compare life-cycle cost analysis with traditional costing in logistics.

L-5 Evaluating (Critical Thinking and Judgment)

1. Evaluate the effectiveness of customer service in achieving competitive advantage.

2. Assess the use of benchmarking in improving SCM operations.

3. Judge the suitability of a fourth-party logistics provider for a multinational firm.

4. Critically evaluate the role of analytics in logistics performance measurement.

5. Evaluate the impact of geopolitical factors on global logistics operations.

6. Examine the effectiveness of CRM in minimizing internal supply chain issues.

7. Justify the use of digital transformation in supply chain optimization.

8. Assess the contribution of logistics to overall shareholder value.

9. Appraise the effectiveness of sustainable sourcing practices.

10. Critically evaluate pricing and revenue management strategies in transportation.

L-6 Creating (Innovation and Design Thinking)

1. Design a logistics model that enhances customer retention using digital tools.

2. Create a benchmarking strategy for a mid-size manufacturing firm.

3. Propose a green transportation plan for a logistics service provider.

4. Develop a cost-effective supply chain model using activity-based costing.

5. Create a plan for integrating AI in global supply chain operations.

6. Formulate a pricing strategy for a new logistics product offering.

7. Design a CRM-based logistics system for an e-commerce platform.

8. Build a model to reduce the bullwhip effect in FMCG supply chains.

9. Construct a global supply chain strategy for an apparel brand.

10. Propose a logistics performance scorecard using analytics-based indicators.

Chairperson
Board of studies (MBA)

R24MB402   **SERVICES MARKETING**   **4   0   0   4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the fundamental differences between goods and services, and the importance of segmentation, positioning, and innovation in services.
2. To explore various pricing models and communication strategies relevant to service-based businesses in the digital era.
3. To understand the implementation of service quality models, relationship marketing, and service recovery processes.
4. To study process design, people management, and physical evidence in service environments.
5. To apply service marketing concepts to sector-specific domains such as education, healthcare, hospitality, and gig economy.

Course Outcomes:

At the end of the course, students will be able to

| Course Code | Course Outcomes | Mapping with POs & PSOs | | | | | | | | | | Do K |
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	
R24MB402.1	Understand the nature of services, service classification, market segmentation, and the role of customer co-creation in service innovation and design.	3	2	2	2	2	1	1	2	3	3	L2, L3
R24MB402.2	Apply appropriate pricing and promotional strategies, including digital tools such as content and influencer marketing, to effectively communicate service value.	3	2	3	2	3	2	2	2	3	3	L3, L4
R24MB402.3	Analyze service quality dimensions, customer expectations, and strategies for service recovery, personalization, and relationship marketing.	3	3	3	2	3	2	1	2	3	3	L3, L5
R24MB402.4	Evaluate the effectiveness of service delivery elements such as physical evidence, service processes, employee management, and diversity practices.	3	2	3	2	2	3	2	2	3	3	L4, L5
R24MB402.5	Create sector-specific service marketing strategies, including for emerging areas like gig and sustainable services, based on sectoral characteristics and customer needs.	3	2	3	3	3	2	2	3	3	3	L3, L6

SYLLABUS

UNIT-I   **14 Hours**

Introduction to Services Marketing: Understanding Services, Differences between Goods and Services, Emerging Service Environment, Classification of Services, Service Market Segmentation, Targeting, and Positioning, Service Value Addition, Planning and Branding of Service Products, New Service Development, Role of Service Design Thinking, Customer Co-creation and Participation in Service Innovation. **COs–CO1**

Self-Learning Topics: Role of customer co-creation in Airbnb or Uber- Innovations in service branding (e.g., Zomato, Swiggy).

UNIT-II **13 Hours**

Introduction to Service Pricing Strategies, Monetary Pricing Objectives, Pricing and Demand, Marketing Communication in Services, Communication Objectives and Mix, Dynamic Pricing and Surge Pricing in Digital Services, Content Marketing and Influencer Strategies for Services.
COs–CO2

 Self-Learning Topics: Examples of surge pricing (e.g., Ola/Uber)- Influencer marketing in wellness or consulting services- Content marketing strategies used by SaaS brands.

UNIT-III **12 Hours**

Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL Model, Service Failures and Recovery Relationship Marketing, Customer Needs and Expectations, Strategic Responses to Intangibility Personalization in Service Delivery, Customer Empowerment and Self-service Technologies. **COs–CO3**

Self-Learning Topics: Use of SERVQUAL in hospital or bank settings - Self-service kiosks and their impact on customer experience

UNIT-IV **13 Hours**

Managing the Service Delivery Process: Managing Physical Evidence, Designing and Managing Service Processes, Managing People for Service Advantage, Service Blueprints and Process Mapping, Employee Experience and Internal Marketing, Managing Diversity and Inclusion in Service Teams. **COs–CO4**

Self-Learning Topics: Process mapping techniques in service industries- Internal marketing practices in hospitality- Case study on DEI (Diversity, Equity & Inclusion) in service teams

UNIT-V **14 Hours**

Marketing of Services in Sectors: Financial Services, Health Services, Hospitality (Travel, Hotels, Tourism), Professional Services, Public Utility Services, Educational Services, Green and Sustainable Services. Marketing Strategies for Gig and On-demand Services. **COs–CO5**

Self-Learning Topics: Green marketing in eco-tourism- Marketing strategies for ed-tech platforms- Digital platforms enabling on-demand service providers (e.g., Urban Company)

Board of Studies **:** Masters of Business Administration

Approved in BOS No **:** 02, 13th May, 2025

Approved in ACM No **:** 02

Text Books:

1. Lovelock, C. H., & Wirtz, J. (2016). *Services Marketing: People, Technology, Strategy*, Pearson Education.
2. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw-Hill Education.

3. Johnston, R., & Clark, G. (2017). *Service Operations Management: Improving Service Delivery*, Pearson Education.

References:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.

2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education

Web References:

1. https://www.hbr.org/topic/services-marketing
2. https://www.forbes.com/services-marketing
3. https://www.greenbiz.com/article/green-marketing

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	--	--
L2	17	--
L3	17	33
L4	49	17
L5	17	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define the term "services marketing".

2. List any five characteristics that differentiate services from goods.

3. What do you mean by service intangibility?

4. Recall any four service sectors operating in India.

5. Identify the core difference between inseparability and perishability in services.

6. What is meant by 'Service Value Addition'?

7. List four examples of service companies that utilize customer co-creation.

8. Define the term "Service Innovation".

9. What is meant by the classification of services?

10. List various elements of service branding.

L2 Understanding

1. Explain how services differ from physical products with suitable examples.

2. Describe the classification of services with illustrations.

3. Explain the concept of "Emerging Service Environment" in the Indian context.

4. Describe how service design thinking enhances the customer experience.

5. Explain the concept of customer participation in service innovation.

6. Summarize the importance of market segmentation in services.

7. Describe the steps involved in targeting and positioning a service brand.

8. Explain the role of branding in differentiating a service in a competitive market.

9. Describe how Airbnb uses customer co-creation to develop its services.

10. Interpret the meaning of new service development with examples.

L3 Applying

1. Apply the STP (Segmentation, Targeting, and Positioning) model to a hotel business.

2. Demonstrate the application of service design thinking in a restaurant business.

3. Use an example to illustrate how Swiggy adds value through service delivery.

4. Implement the idea of customer participation in a fitness service model.

5. Apply the branding strategy to position a professional consultancy service.

6. Create a classification of services for a mobile app offering online education.

7. Suggest ways to involve customers in new service development for Uber.

8. Apply concepts of innovation to improve customer experience in a digital banking service.

9. Use the concept of emerging service environments in creating a telehealth service.

10. Analyze the application of service planning techniques for Zomato's delivery model.

L4 Analyzing

1. Differentiate between goods and services using the 5I characteristics (Intangibility, Inseparability, Inventory, Inconsistency, and Involvement).

2. Analyze the impact of service value addition on customer loyalty.

3. Compare the service branding strategies of Uber and Ola.

4. Examine the role of customer participation in increasing brand loyalty in Airbnb.

5. Analyze how digital services are transforming service innovation.

6. Break down the elements of service planning in the hotel industry.

7. Compare customer co-creation strategies used in Zomato vs. Urban Company.

8. Identify and analyze the factors influencing the development of new services.

9. Distinguish between different types of service classifications with suitable examples.

10. Analyze how Swiggy ensures consistency in its service across geographies.

L5 Evaluating

1. Evaluate the success of co-creation strategies in enhancing customer experience in Uber.

2. Justify the importance of branding for service companies like Swiggy.

3. Assess the role of customer feedback in new service development.

4. Critically evaluate the segmentation strategies used by an online education platform.

5. Recommend whether service design thinking should be incorporated into all digital platforms.

6. Evaluate the branding approach of Zomato during its brand revamp campaigns.

7. Judge the effectiveness of targeting strategies used by different food delivery apps.

8. Appraise the role of planning in designing scalable services for hospitals.

9. Evaluate the current trends in service marketing post COVID-19.

10. Justify the use of value addition in gaining competitive advantage in service industries.

L6 Creating

1. Design a segmentation and targeting plan for a startup in the online fitness training industry.

2. Develop a service blueprint for launching a food delivery app in a new city.

3. Create a value proposition model for a telemedicine startup.

4. Formulate a branding strategy for a new professional coaching service.

5. Construct a new service development model for an ed-tech platform.

6. Design a service marketing campaign for eco-tourism using co-creation and sustainability.

7. Develop an innovative service classification for AI-powered consultation services.

8. Create a co-creation framework for customer feedback integration in Swiggy.

9. Propose a branding strategy for a startup like Urban Company to attract premium customers.

10. Build a plan to enhance service innovation through customer participation for a wellness brand.

Chairperson
Board of Studies (MBA)

R24MB403   **TOURISM AND HOSPITALITY MANAGEMENT**   4   0   0   4
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the fundamental concepts, types, and components of tourism and hospitality, and assess their economic, socio-cultural, and environmental impacts in the Indian context.

2. To explain the process of tourism planning at national and regional levels and evaluates strategies for sustainable tourism and destination branding.

3. To analyze key functions and operations in the hospitality industry including hotel management, revenue strategies, guest services, and human resource practices.

4. To apply marketing principles and digital technologies in promoting tourism destinations and managing hospitality services.

5. To evaluate the contemporary challenges, legal aspects, and emerging trends shaping the future of tourism and hospitality globally and in India.

Course Outcomes:

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs										Do K
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	
R24MB403.1	Analyze tourism and hospitality trends and their impact on the economy.	3	2	2	3	1	2	2	2	3	2	L2, L4
R24MB403.2	Develop strategic plans for sustainable and responsible tourism..	2	3	3	3	2	3	2	2	3	3	L3, L5
R24MB403.3	Apply marketing, operations, and HR principles in the context of hospitality services.	3	2	2	2	2	3	3	2	2	3	L2, L3
R24MB403.4	Understand and address challenges in destination management and customer service excellence.	2	2	2	3	2	3	3	2	2	3	L3, L4
R24MB403.5	Evaluate the role of technology and innovation in transforming the tourism sector.	3	3	3	2	2	2	2	3	3	3	L5, L6

SYLLABUS

UNIT-I   **14 Hours**

Introduction to Tourism and Hospitality: Concept and Definitions: Tourism, Hospitality, Leisure, Recreation - Evolution and Growth of Tourism Industry in India - Types of Tourism: Domestic, International, Religious, Medical, Eco, Adventure, MICE - Components of Tourism: Attraction, Accessibility, Accommodation, Amenities - Structure of Hospitality Industry: Hotels, Resorts, Homestays, Travel Agencies - Economic, Socio-cultural, and Environmental Impacts of Tourism - Role of Government and Tourism Boards (Incredible India, Ministry of Tourism, State Tourism)

COs–CO1

Self-Learning Topics: Global tourism trends - Comparative analysis of Incredible India vs. other national tourism campaigns

UNIT-II **13 Hours**

Tourism Planning Process: National and Regional Level - Sustainable Tourism Development: Principles and Practices - Role of Public-Private Partnerships in Tourism Infrastructure -
Destination Development and Branding - Community Participation in Tourism - Smart Tourism and Eco-Tourism **COs–CO2**

Self-Learning Topics: Best practices in sustainable tourism - Community-led tourism models in India

UNIT-III **12 Hours**

Hospitality Management: Introduction, Classification of Hotels and Star Rating Systems - Front Office, Housekeeping, Food and Beverage Services, Guest Relations - Hotel Operations Management: SOPs, Quality Assurance - Yield and Revenue Management in Hotels - HR in Hospitality: Staff Recruitment, Training, Service Orientation -Customer Experience Management and Complaint Handling -Hospitality Laws and Licensing in India. **COs–CO3**

Self-Learning Topics: Virtual hotel tours and SOP walkthroughs - Interview with hotel professionals on guest handling techniques - Licensing requirements for starting a homestay or boutique hotel

UNIT-IV **12 Hours**

Marketing and Technology in Tourism & Hospitality: Tourism and Hospitality Marketing Mix (7 Ps) - Digital Marketing Tools in Tourism: SEO, SEM, Social Media, Influencers - Destination Marketing Organizations (DMOs) - Brand Building and Positioning in Tourism - Role of IT in Hospitality: PMS (Property Management Systems), CRS, GDS - AR/VR Applications in Virtual Tourism - CRM and Loyalty Programs in Travel and Hotel Sectors **COs–CO4**

Self-Learning Topics: Tutorials on using digital tools (e.g., Google Ads, TripAdvisor analytics) - Explore real-world AR/VR tourism applications - Branding case study: Kerala Tourism's "God's Own Country" campaign

UNIT-V **13 Hours**

Contemporary Issues and Future Trends: Impact of COVID-19 on Indian and Global Tourism - Responsible Tourism and Ethics - Climate Change and Sustainability in Tourism - Crisis and Risk Management in Hospitality Legal and Regulatory Framework (visa rules, travel insurance, data privacy) - Role of International Organizations: UNWTO, WTTC - Emerging Concepts: Agritourism, Space Tourism, Voluntourism - Start-up Ecosystem in Indian Travel Tech Industry.

COs–CO5

Self-Learning Topics: Research emerging concepts like space tourism and voluntourism - Watch documentaries on tourism and sustainability - Analyze tourism start-ups in India.

Board of Studies : Masters of Business Administration

Approved in BOS No: 02, **13th** May, 2025

Approved in ACM No: 02

Text Books:

1. Goeldner, C. R., & Ritchie, J. R. B. (2011). *Tourism: Principles, Practices, Philosophies*, Wiley.
2. Sigala, M. (2019). *Social Media and Customer Engagement in the Hospitality Industry*, Routledge.
3. Swarbrooke, J., & Horner, S. (2007). *Business Tourism*, Butterworth-Heinemann.

Reference Books:

1. Tourism: Principles and Practice" *By: Cooper, Fletcher, Fyall, Gilbert & Wanhill* Pearson
2. "Tourism Management"n*By: S.M. Jha* Publisher: Himalaya Publishing House
3. "Hospitality Management: Strategy and Operations" *By: Michael Olsen, Joseph West, Eliza Ching-Yick Tsen* Publisher: Wiley

Web References:

1. https://www.adr.com/technology
2. https://www.ecotourism.org
3. https://www.hospitalitynet.org

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	--	--
L2	33	17
L3	33	33
L4	17	17
L5	17	17
L6	--	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

UNIT - I

1. Define tourism and differentiate it from hospitality, leisure, and recreation.
2. List and briefly explain various types of tourism practiced in India.
3. Describe the key components that form the backbone of the tourism industry.
4. What are the different types of accommodation facilities in the hospitality sector?
5. Analyze the impact of tourism on the Indian economy using recent data.

6. Evaluate the socio-cultural and environmental effects of mass tourism.

7. Explain the evolution of the tourism industry in India and highlight key milestones.

8. Compare the "Incredible India" campaign with another international tourism campaign.

9. Identify the role of state tourism boards in promoting domestic tourism.

10. Examine how travel agencies contribute to the tourism value chain.

UNIT - II

1. Explain the steps involved in tourism planning at the national level.

2. What are the core principles of sustainable tourism development?

3. Describe the role of PPPs (Public-Private Partnerships) in tourism infrastructure.

4. Analyze the branding strategies used for destination development.

5. Evaluate the success of community-based tourism models in India.

6. Assess the effectiveness of eco-tourism practices in Indian hill stations.

7. Discuss how smart tourism is shaping urban travel experiences.

8. Illustrate how stakeholder participation improves the planning of tourism projects.

9. Propose a sustainable tourism development plan for a coastal region.

10. Compare sustainable tourism practices of Kerala with those of an international destination.

UNIT - III

1. Define the star classification of hotels and describe the rating system.

2. What are the main functions of the front office and housekeeping in a hotel?

3. Describe the role of standard operating procedures (SOPs) in hotel operations.

4. Explain yield management and its importance in increasing hotel revenue.

5. Illustrate how hotels handle customer complaints and improve service quality.

6. What are the basic HR practices followed in the hospitality industry?

7. List the licenses required to start a homestay in India.

8. Apply customer experience principles to enhance guest satisfaction in a luxury hotel.

9. Develop a training plan for hotel staff focused on service orientation.

10. Examine the importance of quality assurance systems in hospitality operations.

UNIT - IV

1. Describe the 7Ps of the tourism and hospitality marketing mix.

2. Explain how SEO and SEM contribute to digital marketing in tourism.

3. Discuss the role of DMOs in promoting travel destinations.

4. Analyze the branding strategies of Kerala Tourism.

5. Evaluate the use of social media influencers in destination marketing.

6. Compare PMS, CRS, and GDS in terms of hospitality technology applications.

7. Explain how AR/VR is transforming the travel experience.

8. Examine the effectiveness of CRM and loyalty programs in hotel chains.

9. Analyze how technology is enabling virtual tourism post-COVID.

10. Apply marketing mix concepts to design a promotion campaign for a boutique resort.

UNIT - V

1. Evaluate the impact of COVID-19 on global and Indian tourism.

2. Assess the need for ethical practices in tourism development.

3. Critically analyze the role of tourism in contributing to climate change.

4. Propose a crisis management plan for a hotel facing a pandemic situation.

5. Design a model for implementing responsible tourism in tribal regions.

6. Evaluate the effectiveness of visa regulations and travel insurance policies.

7. Discuss the role of UNWTO and WTTC in shaping global tourism policies.

8. Develop a start-up idea in the Indian travel-tech ecosystem targeting niche tourism.

9. Examine the emerging trend of voluntourism and its socio-economic impact.

10. Create a marketing and operational plan for launching a space tourism venture in India.

Chairperson
Board of Studies (MBA)

| R24MB404 | GLOBAL MARKETING MANAGEMENT | 4 | 0 | 0 | 4 |

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the core concepts, components, and trends in digital marketing and how it differs from traditional marketing.
2. To explore various digital marketing channels and their usage for segmentation, targeting, acquisition, and retention.
3. To learn the structure and formulation of an effective digital marketing plan aligned with business goals.
4. To understand SEM, online ads, and payment models, and how to design effective landing pages and use advertising networks.
5. To explore social media strategies for engagement and loyalty, and analyze performance using digital tools.

Course Outcomes:

At the end of the course, students will be able to

Course Code	Course Outcomes	Mapping with POs & PSOs										DoK
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	
R24MB404.1	Understand the scope, significance, and environmental factors (cultural, political, legal, technological, and ethical) that influence global marketing decisions and consumer behavior across cultures.	3	2	2	3	3	2	1	2	3	2	L2, L4
R24MB404.2	Evaluate and select appropriate global market entry strategies including exports, alliances, and joint ven-tures, considering associated risks and success factors.	3	3	3	2	2	2	2	2	2	3	L3, L5
R24MB404.3	Apply global product management strategies including positioning, product lifecycle adaptation, innovation, and cultural alignment in international markets.	3	2	3	2	2	2	1	3	3	3	L3, L4
R24MB404.4	Design international marketing channel strategies by analyzing distribution patterns, logistics challenges, and intermediary selection in global trade.	2	2	3	2	2	2	2	3	2	3	L4, L6
R24MB404.5	Examine export marketing practices including export policies, pricing, documentation, EXIM procedures, and the impact of FTAs and government incentives on export strategies.	2	2	2	3	3	2	2	2	3	2	L2, L5

SYLLABUS

UNIT-I **13 Hours**

Introduction Global Marketing Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing international environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.Impact of Geopolitical Risks and Global Crises on Marketing, Sustainability and Ethical Issues in Global Markets - Global Consumer Behaviour: Cross-cultural Buyer Insights.

COs–CO1

Self-Learning Topics: Geopolitical risks on global marketing (e.g., trade wars, sanctions)-Research on how cultural differences influence buyer behavior in different regions- Study on sustainability practices in global marketing

UNIT-II **13 Hours**

Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms. Franchising, Licensing & Joint Ventures - Strategic Alliances and Consortia in Global Markets, Risk Assessment in Entry Strategies - Case Studies of Successful/Failed market entries. **COs–CO2**

Self-Learning Topics: Analysis of entry strategy choices for Indian firms expanding globally (e.g., Tata Group, Mahindra)- Research on risk assessment methods in entry strategies.

UNIT-III **14 Hours**

Global product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market. Role of Innovation and R&D in Global Product Success. Managing Global Product Portfolios. **COs-CO3**

Self-Learning Topics: Analysis of global brand strategies (e.g., Coca-Cola, McDonald's)- Exploration of innovation and R&D in global product management

UNIT-IV **14 Hours**

International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods. Role of Third-Party Logistics (3PL) in Global Trade, Cross-border Return and Reverse Logistics Strategies. **COs-CO4**

Self-Learning Topics: Research on the challenges faced by global brands in choosing distribution channels- Study of third-party logistics (3PL) providers and their role in global trade- Case studies of international branding strategies (e.g., Apple's global retail

UNIT-V **13 Hours**

Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India. Free Trade Agreements (FTAs) and their Impact. **COs–CO5**

Self-Learning Topics: Study of the EXIM policy of India and its impact on export activities-Analysis of export pricing strategies (e.g., cost-plus pricing, market-based pricing)- Research on Free Trade Agreements (FTAs) and their effects on global trade.

Board of Studies   **:** Masters of Business Administration

Approved in BOS No   **: 02, 13th May, 2025**

Approved in ACM No   **:** 02

Text Books:

1. Keegan, W. J., & Green, M. C. (2020). *Global Marketing*, Pearson Education.
2. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2019). *International Marketing*, McGraw-Hill Education.
3. Czinkota, M. R., & Ronkainen, I. A. (2021). *International Marketing*, Cengage Learning.
4. Varshney, R. L., & Bhattacharya, B. (2020). *International Marketing Management*, Sultan Chand & Sons.

Reference Books:

1. Keegan, W. J., & Green, M. C. (2020). *Global Marketing* (9th ed.). Pearson Education
2. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). *International Marketing* (18th ed.). McGraw Hill.
3. Hollensen, S. (2020). *Global Marketing* (8th ed.). Pearson.

Web References:

1. https://hbr.org/topic/global-marketing
2. https://www.trade.gov/market-entry-strategies
3. https://www.eximin.net
4. https://www.forbes.com/sites/forbesbusinesscouncil/2022/01/25/global-product-strategies/

Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	--	--
L2	17	17
L3	33	17
L4	33	33
L5	17	17
L6	--	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

UNIT - I

1. Define global marketing and explain its scope and significance.
2. How is international marketing different from domestic marketing?
3. Describe the influence of political and legal environments on global marketing strategies.
4. What is the role of technology in shaping modern global marketing?
5. Analyze the impact of geopolitical risks like trade wars on international marketing decisions.
6. Evaluate the ethical and sustainability issues faced by global marketers.

7. Describe how cultural differences affect global consumer behavior.
8. Explain the relevance of cross-cultural buyer insights in international business.
9. Examine the effects of global crises (e.g., pandemics, conflicts) on consumer trends.
10. Compare the marketing environments of two different regions using PEST analysis.

UNIT - II

1. Explain various types of exporting methods used by firms to enter global markets.
2. Describe the advantages and disadvantages of franchising and licensing as entry modes.
3. Analyze the strategic alliances and consortia in international business.
4. Identify and compare the risks associated with different foreign market entry strategies.
5. Evaluate the success of Tata Group's global entry strategies.
6. Explain how Indian firms are using joint ventures to expand internationally.
7. Propose a market entry plan for an Indian SME targeting Southeast Asia.
8. Assess the role of foreign manufacturing (with and without direct investment) in expansion.
9. Recommend an appropriate entry strategy for a new Indian fintech startup entering Europe.
10. Critically examine a failed global market entry and suggest what went wrong.

UNIT - III

1. Define international product positioning and its importance in global branding.
2. Describe the stages of the international product life cycle with examples.
3. Analyze how Coca-Cola aligns its product with local cultures across markets.
4. Explain how geographic expansion strategies affect product performance.
5. Evaluate the role of innovation and R&D in successful global product launches.
6. Examine the impact of culture on product design and branding in foreign markets.
7. Discuss the strategic alternatives for managing product portfolios globally.
8. How do brands maintain consistency while localizing their offerings?
9. Assess the product saturation levels in developed vs. emerging markets.
10. Analyze the product strategies of McDonald's in adapting to different cultures.

UNIT - IV

1. Analyze various international distribution structures and their characteristics.
2. Explain the challenges in selecting appropriate marketing channels in global trade.
3. How do distribution patterns differ between developed and developing countries?
4. Discuss the role of 3PL providers in international logistics.
5. Compare grey markets with official distribution channels in international marketing.
6. Design a global distribution strategy for a consumer electronics brand entering Africa.
7. Develop a return logistics plan for an e-commerce firm operating internationally.
8. Propose a branding and distribution plan for a startup entering the U.S. market.
9. Analyze the factors that affect the selection of foreign country intermediaries.
10. Create a strategy to manage cross-border supply chain challenges in the fashion industry.

UNIT - V

1. What is export marketing? Explain its scope in the Indian context.
2. Briefly describe the EXIM policy of India and its significance.
3. Describe the steps involved in export documentation.
4. Explain the difference between export costing and pricing.
5. Evaluate the effectiveness of government incentives in promoting Indian exports.
6. Discuss the impact of FTAs on India's trade relationships with ASEAN.
7. Recommend export pricing strategies for an Indian textile exporter.

8. Analyze the influence of global trade agreements on Indian SMEs.
9. Suggest improvements to streamline the export documentation process.
10. Assess the export assistance mechanisms available through DGFT and ECGC.

Chairperson
Board of Studies (MBA)

R24MB405   **LABOR WELFARE AND EMPLOYMENT LAWS**   4   0   0   4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand labour welfare concepts, principles, and standards.

2. Analyze welfare programmes and CSR-driven initiatives.

3. Examine major labour laws and digital compliance trends.

4. Evaluate industrial relations and dispute resolution laws.

5. Explore trade unions, wage laws, and social security reforms.

Course Outcomes

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB405.1	Understand the principles and approaches of labour welfare.	3	--	2	3	2	2	2	--	3	3	L1, L2
R24MB405.2	Evaluate various labour welfare programmes and their effectiveness.	3	3	2	3	--	2	2	2	3	3	L3, L5
R24MB405.3	Interpret key labour legislation and its modern developments.	3	3	2	3	3	2	2	--	3	3	L2, L5
R24MB405.4	Analyze industrial relations laws and dispute resolution mechanisms.	3	2	--	3	3	3	--	2	3	3	L4, L6
R24MB405.5	Examine trade union and wage-related laws including social security measures.	3	--	3	3	3	--	2	2	3	3	L2, L3

SYLLABUS

UNIT I   **14 Hours**

Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role, Impact of ILO on labour welfare in India – Recent developments in global labour welfare standards – Digital platforms supporting worker welfare – Sustainability and ESG impact on labour policies.   **CO's-CO1**

Self- Learning Topic: Foundations of Labour Welfare – Understand labour welfare principles, ILO influence, and digital & ESG trends in welfare.

UNIT II   **12 Hours**

Labour Welfare Programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives – Welfare Centres – Welfare Officers' Role, Status and Function – Signs of poor welfare – Measuring effectiveness of welfare programmes

through KPIs and analytics – Integration of mental health and well-being in welfare schemes – Role of CSR in modern labour welfare. **CO's-CO2**

Self- Learning Topic: Types & Effectiveness of Welfare Programmes – Explore statutory/non-statutory welfare, CSR role, KPIs, and mental well-being integration.

UNIT III   13 Hours

Labour Legislation: Objectives – Principles – Classification – Evaluation of Labour Legislation in India – Factories Act 1948: Definitions – Objectives of Act – Factory Inspectorate: Measures to be taken by Factories for Health, Safety and Welfare of Workers – Working Hours – Wage and Compensation – Provisions Relating to Hazardous Processes – Annual Leave with Wages – Special Provisions – Obligations by Employer and Employee – Offences and Penalties – Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act – Digitization of compliance and e-filing in labour legislation – Emerging challenges in gig and platform labour laws.

CO's-CO3

Self-Learning Topic: Key Labour Laws & Compliance Tools – Study Factories Act, Contract Labour Act, digitized compliance, and gig labour law challenges.

UNIT IV   14 Hours

Industrial Relations Legislation: Industrial Disputes Act 1947 – Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs – Wages for Strike and Lock-out Period – Change in Conditions of Service – Industrial Employment (Standing Orders) Act 1946: Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing Orders – Payment of Subsistence Allowance – Use of technology in dispute resolution (e-Arbitration) – Changing nature of employment contracts in hybrid work environments. **CO's-CO4**

Self-Learning Topic: Industrial Relations & e-Dispute Resolution –Learn Industrial Disputes Act, Standing Orders Act, e-Arbitration, and hybrid work implications.

UNIT V   13 Hours

Trade Unions Act 1926: Definitions – Scope and Significance – Characteristics – Types of Trade Unions – Reasons for Joining Trade Unions – Advantages and Disadvantages of Trade Unions – Legislations of Trade Unions – Rights and Privileges. Wage and Social Security Legislation: Payment of Wages Act 1936 – Minimum Wages Act 1948 – Payment of Bonus Act 1966 – Payment of Gratuity Act 1972 – Workmen's Compensation Act 1923 – Employees State Insurance Act 1948 – Maternity Benefit Act 1961 – Employees Provident Fund and Miscellaneous Provisions Act 1952 – Code on Wages 2019 – overview and integration of wage laws – Social security for gig and unorganized workers – Digitization of benefits delivery through e-SHRAM and EPFO portals.

CO's-CO5

Self-Learning Topic: Trade Unions & Social Security Laws – Cover Trade Unions Act, major wage and social security laws, gig worker welfare, and digital benefit systems.

 Board of Studies   : Masters of Business Administration

 Approved in BOS No: 02, 13th May, 2025

 Approved in ACM No: 02

Text Books:

1. Venkata Ratnam, C. S. (2006). Globalization and Labour: A Study of International Labour Standards, Oxford University Press.

2. Venkatesh, R., & Gopalakrishnan, N. (2013). Labour Welfare and Social Security, Himalaya Publishing House.

References Books:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.

2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.

3. Malik, P.L: ―Industrial Law‖, Eastern Book Company. Laknow,1977

4. Moorthy, M.V: ―Principles of Labour Welfare‖, Oxford University Press, New Delhi.

5. Pant, S.C: ―Indian Labour Problems‖, Chaitanya Pub. House. Allahabad.

Web References:

1. https://www.ilo.org/global/lang--en/index.htm

2. https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/default.aspx

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	17	--
L2	33	33
L3	17	17
L4	33	17
L5	--	16
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L-1 REMEMBERING

1. Define the concept of labour welfare and explain its scope.

2. List the principles and approaches of labour welfare.

3. What are the major agencies involved in labour welfare in India?

4. Write a note on the impact of ILO on Indian labour welfare.

5. Enumerate the different types of labour welfare programmes.

6. Define statutory and non-statutory welfare measures with examples.

7. State the objectives of the Factories Act, 1948.

8. List the key provisions under the Contract Labour (Regulation and Abolition) Act, 1970.

9. What are the different types of strikes as per the Industrial Disputes Act, 1947?

10. Mention the salient features of the Trade Unions Act, 1926.

L-2 UNDERSTANDING

1. Explain the philosophy of labour welfare with suitable illustrations.

2. Discuss how the Indian Constitution supports labour welfare initiatives.

3. Describe the role of the Central Board for Workers' Education in India.

4. Differentiate between intra-mural and extra-mural welfare measures.

5. Explain the duties and status of a Welfare Officer in an organization.

6. Interpret the key provisions of the Factories Act regarding health and safety of workers.

7. Explain the objectives and scope of the Industrial Employment (Standing Orders) Act, 1946.

8. Discuss the features of the Minimum Wages Act, 1948.

9. Explain the significance of the Code on Wages, 2019 in integrating wage-related laws.

10. Describe the benefits of the Employees Provident Fund and Miscellaneous Provisions Act, 1952.

L-3 APPLYING

1. Apply labour welfare principles to design a welfare policy for a textile manufacturing unit.

2. Prepare a report on how CSR can be integrated with labour welfare schemes in a corporate firm.

3. Illustrate the use of KPIs in evaluating the effectiveness of labour welfare programmes.

4. Apply the provisions of the Factories Act to a company dealing with hazardous processes.

5. Develop a checklist for compliance under the A.P. Shops and Establishments Act.

6. Demonstrate how e-filing and digital compliance have improved labour legislation enforcement.

7. Apply the Industrial Disputes Act to resolve a recent strike in a public-sector enterprise.

8. Propose a framework for resolving labour disputes using e-arbitration platforms.

9. Construct a hybrid employment contract considering current labour legislation.

10. Draft a model standing order for a mid-sized company under the Standing Orders Act.

L-4 ANALYZING

1. Analyze the role of different agencies in promoting labour welfare in India.

2. Compare statutory and non-statutory welfare measures in the context of Indian industries.

3. Analyze the limitations of the Contract Labour Act in the gig economy.

4. Evaluate the effectiveness of the Factories Act in ensuring worker safety.

5. Examine the challenges in implementing the Payment of Wages Act in unorganized sectors.

6. Analyze how industrial relations legislation addresses disputes in a hybrid work environment.

7. Compare the key features of the Payment of Bonus Act and Payment of Gratuity Act.

8. Analyze the relevance of social security laws for platform and gig workers.

9. Examine the evolution of labour legislation in India post-liberalization.

10. Distinguish between different types of trade unions and their legal privileges under the Trade Unions Act.

L-5 EVALUATING

1. Evaluate the impact of ILO recommendations on Indian labour legislation.

2. Critically assess the welfare officer's role in modern industrial environments.

3. Evaluate the effectiveness of digital platforms (e.g., e-SHRAM, EPFO) in benefit delivery.

4. Assess the current mental health and well-being programs as part of welfare measures.

5. Evaluate the benefits and drawbacks of the Code on Wages 2019 for workers and employers.

6. Critically evaluate the use of CSR in addressing labour welfare in large corporations.

7. Assess the adequacy of the current legislative framework in addressing platform-based labour.

8. Examine the effectiveness of e-arbitration in resolving industrial disputes.

9. Evaluate how ESG factors influence modern labour policies.

10. Critically assess the performance of India's social security schemes for the unorganized sector.

L-6 CREATING

1. Design a comprehensive digital welfare scheme for a gig economy workforce.

2. Create a CSR-driven labour welfare program including mental health and education.

3. Formulate a modern compliance model integrating digital filing systems for labour laws.

4. Propose an ESG-based policy framework for sustainable labour welfare.

5. Draft a model dispute resolution mechanism for hybrid workplaces using technology.

6. Construct a comprehensive legislative improvement plan to include gig workers under social security.

7. Develop a mobile app-based system to track and manage worker welfare KPIs.

8. Create a training module for welfare officers focusing on current labour welfare trends.

9. Design a national-level labour welfare index using analytics and real-time data.

10. Develop a blueprint for a trade union strategy aligned with digital and hybrid workspaces.

Chairperson
Board of Studies (MBA)

4R24MB406   INTERNATIONAL HUMAN RESOURCE MANAGEMENT   4   0   0   4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand strategic international HRM challenges in globalization.
2. Manage international assignments, expatriate selection, and DEI strategies.
3. Explore cross-cultural management and inclusive leadership.
4. Analyze global compensation, performance, and mobility.
5. Examine HRD's role in learning, productivity, and climate action.

Course Outcomes:

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB406.1	Understand the strategic challenges and role of international HRM in a globalized economy.	3	2	--	3	2	--	--	--	3	2	L1, L2
R24MB406.2	Manage international assignments, including expatriate selection and DEI strategies.	3	3	--	2	2	2	--	3	2	3	L3, L5
R24MB406.3	Explore cross-cultural management concepts and build inclusive leadership.	2	2	3	2	3	2	2	--	2	3	L2, L5
R24MB406.4	Analyze global compensation, performance management, and mobility issues.	3	2	2	2	3	--	2	--	2	3	L4, L6
R24MB406.5	Examine HRD's role in learning, productivity, and climate action within global organizations.	2	3	3	2	2	3	--	2	3	2	L5, L3

SYLLABUS

UNIT I   **14 Hours**

Introduction: A Global HR Perspective in New Economy – Challenges of Globalization – Implications of Managing People and Leveraging Human Resource – Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level – Role of digital transformation in Global HRM – Sustainable HRM and ESG compliance in global HR practices.   **CO's-CO1**

Self- Learning Topic: Global HRM & Digital Transformation – Explore the strategic role of HRM in globalization, digital HR practices, and sustainable HRM.

UNIT II   **13 Hours**

Managing International Assignments: Significance – Global HR Planning – Staffing policy – Training and development – Performance appraisal – International Labour relations – Industrial democracy – Positioning Expatriate – Repatriate – Factors of consideration – Strategies – Legal content of Global HRM – International assignments for Women – Problems – Use of AI and analytics

in expatriate selection and support – Diversity, equity, and inclusion (DEI) strategies in global assignments. **CO's-CO2**

Self- Learning Topic: Managing International Assignments – Study global HR planning, expatriate management, legal issues, DEI strategies, and AI in assignment management.

UNIT III **13 Hours**

Cross-Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity – Cross-Cultural Theories – Hofstede's Model – Kluckhohn-Strodtbeck Model – Andre-Laurent's Theory – Cultural Issues, Considerations, Problems – Skill-building methods – Cross-Culture Communication and Negotiation – Cross-Culture Teams – Talent crunch – Indian MNCs and Challenges – Remote and hybrid work cultures across geographies – Building inclusive leadership in cross-cultural teams. **CO's-CO3**

Self-Learning Topic: Cross-Cultural Management – Learn diversity management, cross-cultural theories (Hofstede, Kluckhohn), and leadership in global teams.

UNIT IV **13 Hours**

Compensation Management: Objectives – Importance – Concepts – Trends – Issues – Methods – Factors of Consideration – Models – Incentive methods – Approaches of Compensation in Global Assignments – Global compensation implications on Indian systems – Performance Management – Pay equity and transparency in international compensation – Global mobility cost management using HR tech platforms. **COS-CO4**

Self-Learning Topic: Global Compensation & Pay Equity – Understand compensation models, incentive methods, and global mobility cost management with HR tech.

UNIT V **14 Hours**

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Framework of HRD and Challenges – Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization – New Corporate Culture – Upskilling and continuous learning in global talent pipelines – HRD's role in climate action, green jobs, and ethical leadership. **CO's-CO5**

Self-Learning Topic: Global HRD Strategies & Challenges – Focus on creating HRD climates, upskilling, green jobs, and HR's role in quality of work life and climate action.

 Board of Studies **:** Masters of Business Administration
 Approved in BOS No: 02, 13th May, 2025
 Approved in ACM No : 02

Text Books:

1. Armstrong, M. (2020). Armstrong's Handbook of Human Resource Management Practice, Kogan Page.
2. Adler, N. J. International Dimensions of Organizational Behavior, Cengage Learning.
3. Gupta, S., & Singla, S. (2015). Human Resource Development in Global Perspective, Sage Publications.

Reference Books:

1. Nilanjan Sen Gupta: International Human Resource Management Text and Cases, Excel Books, New Delhi

2. Tony Edwards: International Human Resource Management, Pearson Education, New Delhi, 2012
3. Aswathappa K, Sadhana Dash: International Human Resource Management, TMH, New Delhi

Web References:

1. https://www.cipd.co.uk/knowledge/strategy/development/global-hr
2. https://www.paycor.com/blog/global-compensation-managemen
3. https://www.mercer.com/what-we-do/workforce-and-careers/international-assignments.html

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	17	--
L2	33	16
L3	17	17
L4	33	17
L5	--	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define Global HRM and explain its strategic role in the new economy.
2. List the key challenges of globalization on human resource management.
3. Explain the distinction between domestic HRM and international HRM.
4. Enumerate the various HR challenges at the international level.
5. Define expatriate and repatriate in the context of international HRM.
6. List the components of global HR planning.
7. What are the major considerations for staffing policies in international HRM?
8. Describe Hofstede's Cultural Dimensions and its importance in cross-cultural management.
9. Define sustainable HRM and ESG compliance in global HR practices.
10. State the importance of diversity, equity, and inclusion (DEI) strategies in global assignments.

L2 Understanding

1. Discuss the implications of globalization on managing people and leveraging human resources.
2. Explain the role of digital transformation in shaping global HRM practices.
3. Describe the significance of training and development in international assignments.
4. Explain the factors to be considered when positioning expatriates and repatriates in international HRM.
5. Discuss the importance of performance appraisal in managing international assignments.
6. Explain the concept of international labour relations and its role in global HRM.
7. Describe the challenges faced by women in international assignments and propose solutions.
8. Discuss how cross-cultural communication impacts international business negotiations.
9. Explain the concepts of diversity and managing diversity in cross-cultural teams.

10. Discuss the role of HRM in building inclusive leadership in a global workforce.

L3 Applying

1. Apply the concept of global HR planning to design a staffing strategy for an MNC expanding into a new market.

2. Develop a performance appraisal system for managing expatriates in an international assignment.

3. Propose a diversity, equity, and inclusion (DEI) strategy for a global organization.

4. Use Hofstede's model to analyze the cultural differences between two countries where your organization plans to expand.

5. Design a training and development program to support international assignees, considering the cultural context.

6. Apply the principles of sustainable HRM to improve HR practices in an organization with a global workforce.

7. Propose strategies for integrating AI and analytics in expatriate selection and support systems.

8. Design a compensation package for expatriates working in a different cultural setting.

9. Implement HR strategies to promote industrial democracy in a multinational organization.

10. Develop a repatriation plan for employees returning from long-term international assignments.

L4 Analyzing

1. Analyze the challenges faced by multinational companies in managing cross-cultural teams and propose solutions.

2. Analyze the key differences between domestic HRM and international HRM, and how these differences impact global HR practices.

3. Examine the impact of globalization on HRD and the quality of working life.

4. Evaluate the significance of AI and analytics in global HRM, particularly in expatriate selection and management.

5. Analyze the role of HRM in fostering sustainability and ethical leadership in a global environment.

6. Compare and contrast the compensation methods used in international assignments and their implications for Indian systems.

7. Analyze the cultural issues that arise when managing remote and hybrid work cultures across geographies.

8. Evaluate the effectiveness of cross-cultural communication in international HRM.

9. Examine the challenges faced by Indian MNCs in managing global HRM and suggest possible solutions.

10. Analyze the strategic role of HRD in supporting green jobs and climate action initiatives in a global setting.

L5 Evaluating

1. Evaluate the impact of globalization on HRM practices in Indian companies expanding abroad.

2. Critically assess the effectiveness of current DEI strategies in international assignments.

3. Evaluate the role of international HRM in fostering sustainable and ethical leadership practices.

4. Assess the challenges faced by HRM in managing expatriate performance across different cultures.

5. Evaluate the use of digital platforms in managing global mobility and expatriate compensation.

6. Critically evaluate the current global HRM practices and suggest improvements for managing diverse workforces.

7. Assess the role of HRM in mitigating the impact of the talent crunch through effective global HRD strategies.

8. Evaluate how HRD can contribute to the creation of new jobs and improve the quality of working life through globalization.

9. Critically assess the challenges and benefits of upskilling and continuous learning in global talent pipelines.

10. Evaluate the effectiveness of compensation and incentive models in global assignments and their impact on employee satisfaction.

L6 Creating

1. Design a strategic HRM framework to manage a global workforce effectively, considering the challenges of globalization.

2. Create a comprehensive training and development program for expatriates, focusing on cross-cultural communication and negotiation.

3. Design an AI-based system for expatriate selection and performance support in international assignments.

4. Develop a global HRD climate that fosters diversity, inclusion, and sustainable practices across borders.

5. Create a global compensation plan that aligns with international HR policies and market standards.

6. Propose a global mobility strategy that includes cost management, legal considerations, and HR tech platforms.

7. Design a comprehensive HR framework for integrating sustainable HRM and ESG compliance in global organizations.

8. Develop a model for managing remote and hybrid work cultures across multiple international locations.

9. Create an inclusive leadership development program tailored for cross-cultural teams.

10. Propose a global talent acquisition and retention strategy that addresses the challenges of a multicultural workforce.

Chairperson
Board of Studies (MBA)

R24MB407   **EMPLOYEE RELATIONS AND ENGAGEMENT**   4   0   0   4
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand IR concepts, evolution, and the impact of globalization, technology, and the gig economy on IR.

2. Learn about Trade Unions, Collective Bargaining (CB), and negotiation techniques with technology integration.

3. Analyze employee grievances and develop strategies for redressal using AI chatbots and emotional intelligence.

4. Explore industrial disputes, causes, preventive measures, and ADR techniques with legal reform insights.

5. Design employee engagement strategies using technology, DEI, and remote tactics for motivation and productivity.

Course Outcomes

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB407.1	Understand IR concepts, evolution, influencing factors, and the impact of globalization, technology, and the gig economy.	3	2	--	3	--	--	--	2	3	2	L1, L3
R24MB407.2	Apply Collective Bargaining principles, union recognition, negotiation techniques, and technology's role in CB.	3	3	2	2	2	--	--	--	3	3	L2, L4
R24MB407.3	Identify causes of grievances and apply redressal strategies, digital systems, and emotional intelligence.	2	3	--	2	3	2	2	--	2	3	L2, L4
R24MB407.4	Examine industrial disputes, causes, consequences, and ADR methods, considering recent legal reforms.	3	2	--	3	2	--	--	2	2	2	L2, L5
R24MB407.5	Design employee engagement strategies using technology, DEI principles, and remote engagement tactics.	2	2	3	2	3	3	2	2	3	3	L3, L6

SYLLABUS

UNIT I   **13 Hours**

Industrial Relations Management: Concept – Meaning and scope of IR – System framework –

Theoretical perspective – Evaluation – Background of Industrial Relations in India – Influencing factors of IR in enterprise and the consequences – Globalization and IR – Impact of technology, AI and gig economy on Industrial Relations – Recent Trends: Hybrid work, contract labour, digital unionism. **CO's-CO1**

Self- Learning Topic: Impact of globalization on labor markets, power shifts, and employment practices in India and globally.

UNIT II   14 Hours

Trade Unions: Introduction – Definition and objectives – Growth of Trade Unions in India – Union recognition – Union Problems – Employees Association – Collective Bargaining – Characteristics – Importance – Principles – The process of CB – Participation in the bargaining process – Essential conditions for the success of collective bargaining – Negotiating techniques and skills – Role of technology in collective bargaining – Revival of unionism in platform-based industries.   **CO's-CO2**

Self- Learning Topic: How digital platforms and AI tools enhance transparency and streamline collective bargaining.

UNIT III   13 Hours

Employee Grievances: Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry – Measures for dealing with Indiscipline – Standing Orders – Code of Discipline – Digital grievance handling systems – Use of employee feedback tools and AI chatbots for early redressal – Positive discipline approaches and emotional intelligence in disciplinary action.   **CO's-CO3**

Self-Learning Topic: The role of AI chatbots and employee feedback systems in modern grievance handling.

UNIT IV   12 Hours

Industrial Disputes: Meaning, nature and scope of industrial disputes – Causes and Consequences of Industrial Disputes – Prevention and Settlement of Industrial Disputes in India – Recent legal reforms and code changes in India – Alternative Dispute Resolution (ADR) methods: Mediation, Arbitration and Conciliation in digital environments.   **CO's-CO4**

Self-Learning Topic: Use of mediation, arbitration, and conciliation in resolving disputes via digital platforms.

UNIT V   12 Hours

Employee Engagement: Concept – Definition – Elements – Factors – Levels – Drivers of Employee Engagement – Measurement – Strategies – Technology-driven engagement platforms (Pulse surveys, HR analytics) – Gamification, well-being programs and DEI (Diversity, Equity & Inclusion) as drivers – The role of managers in engaging employees – Remote employee engagement strategies.

CO's-CO5

Self-Learning Topic: Use of digital platforms, pulse surveys, and well-being programs for driving engagement, including remote strategies.

Board of Studies   : Masters of Business Administration

Approved in BOS No: 02, 13th May, 2025

Approved in ACM No: 02

Text Books:

1. Keegan, W. J., & Green, M. C. (2020). *Global Marketing*, Pearson Education.
2. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2019). *International Marketing*, McGraw-Hill Education.
3. Czinkota, M. R., & Ronkainen, I. A. (2021). *International Marketing*, Cengage Learning.
4. Varshney, R. L., & Bhattacharya, B. (2020). *International Marketing Management*, Sultan Chand & Sons.

Reference Books:

1. C.S Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2011
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.

Web References:

1. https://www.ilo.org/global/topics/industrial-relations/lang--en/index.htm

2. https://www.labour.gov.in/

3. https://www.indiacode.nic.in/

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)
L1	17	--
L2	33	33
L3	17	16
L4	33	17
L5	--	17
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L-1 Remembering (Knowledge Level)

1. Define Industrial Relations (IR) and explain its scope.

2. What are the major theoretical perspectives in Industrial Relations?

3. Discuss the background and evolution of Industrial Relations in India.

4. List the factors influencing Industrial Relations in an enterprise.

5. Define Trade Unions and outline their objectives.

6. What are the causes of employee grievances?

7. Explain the concept of Industrial Disputes and their nature.

8. What is Employee Engagement? List the elements of Employee Engagement.

9. What is Collective Bargaining? State its importance and principles.

10. Explain the concept of positive discipline in Industrial Relations.

L-2 Understanding (Comprehension Level)

1. Discuss the impact of globalization on Industrial Relations in India.

2. Explain how technology, AI, and the gig economy are influencing Industrial Relations.

3. Describe the role of trade unions in the industrial relations framework.

4. Explain the collective bargaining process and its significance in employee relations.

5. What is the role of standing orders in maintaining discipline in an organization?

6. Describe the recent trends in Industrial Relations such as hybrid work and digital unionism.

7. Discuss the role of employee grievance redressal machinery in an organization.

8. Explain the causes and consequences of Industrial Disputes.

9. Discuss the importance of measuring Employee Engagement and its key factors.

10. Explain the legal reforms in Industrial Disputes and recent changes in the labor codes in India.

L-3 Applying (Application Level)

1. Apply the concept of globalization in the context of Industrial Relations in a multinational company.

2. Use the principles of collective bargaining to develop a bargaining strategy for a union in an organization.

3. Design an employee grievance redressal mechanism for a mid-sized organization.

4. Develop a strategy for preventing and settling industrial disputes in a manufacturing company.

5. Apply technology-driven platforms for measuring and improving Employee Engagement in a remote working environment.

6. Illustrate how emotional intelligence can be applied in handling disciplinary actions.

7. Create a digital grievance handling system for improving employee relations in a large organization.

8. Develop a framework for managing industrial disputes through Alternative Dispute Resolution (ADR) methods.

9. Design a collective bargaining agreement for a workers' union in a service sector.

10. Use HR analytics tools to measure and improve employee engagement in a global organization.

L-4 Analyzing (Analysis Level)

1. Analyze the impact of hybrid work models on Industrial Relations in modern organizations.

2. Examine the consequences of industrial disputes on an organization and its stakeholders.

3. Analyze the factors leading to the failure or success of collective bargaining negotiations.

4. Compare the effectiveness of traditional versus digital grievance redressal systems.

5. Analyze the role of trade unions in platform-based industries and the challenges they face.

6. Examine how the legal reforms in labor codes in India affect industrial dispute resolution.

7. Analyze the significance of technology in transforming the employee grievance redressal process.

8. Investigate the role of managers in driving employee engagement in remote teams.

9. Analyze the role of emotional intelligence in fostering positive industrial relations.

10. Examine the factors that influence employee engagement in a remote or hybrid work environment.

L-5 Evaluating (Evaluation Level)

1. Evaluate the effectiveness of the grievance redressal system in a given organization.

2. Critically evaluate the role of trade unions in enhancing employee relations and improving productivity.

3. Assess the effectiveness of Alternative Dispute Resolution (ADR) in resolving industrial disputes.

4. Evaluate the impact of AI-driven grievance redressal systems on employee satisfaction.

5. Evaluate the role of Collective Bargaining in improving the working conditions of employees.

6. Assess the role of employee feedback tools and AI chatbots in handling grievances.

7. Evaluate the impact of digital unionism on traditional trade unions and their strategies.

8. Assess the challenges and benefits of implementing Employee Engagement strategies in hybrid work environments.

9. Evaluate the role of well-being programs and DEI initiatives as drivers of Employee Engagement.

10. Evaluate the changes in industrial relations management practices in India due to recent labor reforms.

L-6 Creating (Synthesis Level)

1. Design a comprehensive Industrial Relations framework for a large manufacturing company that includes grievance redressal, collective bargaining, and dispute resolution processes.

2. Create a collective bargaining proposal for a trade union that includes the key demands, negotiation strategies, and potential outcomes.

3. Develop a model for employee engagement that integrates well-being programs, diversity, equity, and inclusion (DEI) initiatives, and remote work strategies.

4. Create a digital platform for trade unions to engage with workers and resolve disputes effectively.

5. Design a set of guidelines for maintaining discipline and addressing indiscipline in the workplace using emotional intelligence.

6. Develop a training program for HR managers to handle grievances using AI-powered tools.

7. Design a strategy for implementing Alternative Dispute Resolution (ADR) methods in a multinational corporation with a diverse workforce.

8. Create a plan for reviving unionism in platform-based industries that addresses both employee needs and technological advancements.

9. Develop a framework for measuring and improving employee engagement using technology-driven platforms in a global organization.

10. Design an employee grievance handling process that incorporates both traditional and digital tools for optimal outcomes.

Chairperson
Board of Studies (MBA)

R24MB408   **GLOBAL FINANCIAL MANAGEMENT**   4   0   0   4
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the evolution of the international monetary and financial systems.
2. To explore the concept of foreign exchange risk and its management tools.
3. To examine international financial markets and instruments.
4. To analyze foreign investment decisions, multinational capital budgeting, and associated risks.
5. To gain insights into international accounting, reporting practices, and performance measurements.

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB408.1	Understand the development of international monetary systems and exchange rate regimes.	3	2	--	2	--	--	--	2	3	2	L2, L4
R24MB408.2	Apply techniques to manage foreign exchange exposures and analyze role of central banks.	3	3	--	3	2	--	--	--	2	3	L3, L5
R24MB408.3	Describe features of international financial markets and instruments.	2	3	2	--	--	--	--	2	2	3	L2, L3
R24MB408.4	Analyze foreign investment decisions including FDI, capital budgeting, and risk analysis.	3	3	3	2	3	--	--	--	3	3	L4, L5
R24MB408.5	Evaluate international accounting practices and their implications on MNC performance.	2	2	--	2	3	--	2	2	3	2	L5, L6

SYLLABUS

UNIT-I   **15 Hours**

International Monetary and Financial System: Historical Development of International Financial Systems, Evolution; Breton Woods Conference and, Overview of Various Exchange Rate Regimes and Their Evolution, European Monetary System, South East Asia Crisis and Current Trends.

Self - learning topics: Role of IMF in Modern Currency Crises, Modern Exchange Rate Mechanisms (e.g., Currency Pegs, Crawling Pegs), Impact of Crypto currency and Stable coins on Monetary Systems   **CO's- CO1**

Unit - II: **14 Hours**

Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts, Role of Central Banks and Financial Institutions in Managing Exchange Rate Risk.   **CO's- CO2**

Self learning topics: Use of AI and Machine Learning in Forex Risk Management, Crypto-

Derivatives and Their Role in Hedging, Case Study: RBI's Role in Forex Market Stabilization.

Unit - III: **13 Hours**

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds, Foreign Bonds, and Process of Issue of GDRs and ADRs, Understanding the Role of Euro Deposits in International Finance.**CO's- CO3**

Self -learning topics: Sustainability-linked Bonds and ESG Financing in Global Markets, Digital Euro and Central Bank Digital Currencies (CBDCs), Recent Developments in Eurobond Markets Post-Brexi

Unit - IV: **12Hours**

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; the Concept of Multinational Capital Budgeting and Its Challenges, Valuation in International Acquisitions and Mergers, Adjusting for Risk in Foreign Investment, Economic and Political Risks in Foreign Direct Investment

Self -learning topics: Cross-border M&A Trends in Emerging Markets, Behavioral Finance in FDI Decisions, Impact of Political Economy on Global Capital Flows.   **CO's- CO4**

Unit – V: **14 Hours**

International Accounting and Reporting: Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting. Techniques for Performance Measurement in Multinational Corporations, Understanding the Role of IFRS (International Financial Reporting Standards) in Global Accounting.   **CO's- CO5**

Self learning topics: Avoidance through Transfer Pricing – Tax Global Policy Responses, AI in Multinational Performance Measurement, Transition Challenges to IFRS in Developing Countries

Board of Studies   **:** Masters of Business Administration

Approved in BOS No : 02,13th May, 2025

Approved in ACM No : 02

Text Books:

1. Keegan, W. J., & Green, M. C. (2020). *Global Marketing*, Pearson Education.
2. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2019). *International Marketing*, McGraw-Hill Education.
3. Czinkota, M. R., & Ronkainen, I. A. (2021). *International Marketing*, Cengage Learning.
4. Varshney, R. L., & Bhattacharya, B. (2020). *International Marketing Management*, Sultan Chand & Sons.

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2. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.

Web References:

1. https://www.eib.org/en/infocentre/press/releases/all/2020/2020-071-euro-bonds-post-brexit
2. https://www.bain.com/global-investment-strategy
3. https://www.ifrs.org/standards/

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	--	--
L2	34	17
L3	34	17
L4	16	16
L5	16	34
L6	--	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 – REMEMBERING

1. Define the Bretton Woods System and explain its objectives.

2. What is an exchange rate? List different types of exchange rate regimes.

3. What do you mean by foreign exchange exposure? Name its types.

4. Define forward contracts and list their characteristics.

5. What are Eurobonds? List their key features.

6. Define GDRs and ADRs. Give examples.

7. What is FDI? Mention any four motives behind FDI.

8. What is multinational capital budgeting?

9. What is transfer pricing?

10. Define IFRS. Why is it important in international accounting?

L2 – UNDERSTANDING

1. Explain how the European Monetary System works.

2. Describe the impact of the South East Asian Crisis on global financial systems.

3. Explain accounting exposure and how it is measured.

4. Differentiate between currency swaps and futures.

5. Describe the process of loan syndication in international markets.

6. Explain the role of Euro Deposits in global finance.

7. Discuss challenges involved in capital budgeting for MNCs.

8. Explain how economic and political risks affect FDI.

9. Explain how transfer pricing affects performance measurement.

10. Describe the relevance of IFRS in multinational financial reporting.

L3 – APPLYING

1. Apply the concept of exchange rate regimes to assess currency stability.

2. Demonstrate how operating exposure impacts a firm's cash flows.

3. Using a real-world example, explain how futures are used to hedge forex risk.

4. Illustrate the issuance process of ADRs for an Indian company.

5. Apply the concept of floating rate instruments in an international loan setting.

6. Prepare a capital budgeting statement for an FDI project using NPV.

7. Analyze a case where a multinational company faced political risk in foreign investment.

8. Develop a model for transfer pricing that minimizes tax liability.

9. Demonstrate the role of IFRS in consolidating financial statements.

10. Show the impact of foreign currency transactions on profit statements.

L4 – ANALYZING

1. Compare fixed vs. flexible exchange rate regimes with pros and cons.

2. Analyze the economic causes behind the South East Asian currency crisis.

3. Compare internal and external techniques of forex risk management

4. Analyze the effectiveness of forward contracts vs options for exposure management.

5. Break down different types of international bonds with key differences.

6. Analyze the risk-return trade-off in Eurobonds vs foreign bonds.

7. Analyze factors influencing multinational investment decisions.

8. Examine the effect of country risk on international capital budgeting.

9. Distinguish between IFRS and local GAAP in terms of impact on reporting.

10. Analyze performance evaluation metrics in MNCs using IFRS.

L5 – EVALUATING

1. Evaluate the effectiveness of the Bretton Woods system in promoting global financial stability.

2. Evaluate the role of the IMF in managing modern currency crises.

3. Assess the role of the RBI in stabilizing India's forex market.

4. Justify the use of futures over options in managing transaction exposure.

5. Evaluate the strategic importance of ADRs and GDRs for Indian companies.

6. Evaluate loan syndication as a financing option for infrastructure projects.

7. Assess the impact of political risk on FDI decision-making.

8. Evaluate techniques used to adjust risk in multinational budgeting.

9. Critically evaluate how transfer pricing can be used as a tax avoidance tool.

10. Assess the benefits and limitations of IFRS adoption in developing countries.

L6 – CREATING

1. Design a modern international financial system addressing the failures of previous regimes.

2. Propose a currency risk mitigation strategy for a multinational company entering an emerging market.

3. Formulate a new hedging model combining internal and derivative-based techniques

4. Create a structured framework for issuing Eurobonds from India.

5. Develop an investment decision-making model that integrates economic and political risk.

6. Design a dashboard for multinational capital budgeting decisions incorporating sensitivity analysis.

7. Propose a multinational performance measurement system using AI-based analytics.

8. Draft a strategy for smooth IFRS adoption for an MNC in a developing country.

9. Create an ethical model for handling transfer pricing in global firms.

10. Develop an integrated reporting system for multinational entities under IFRS.

Chairperson
Board of Studies (MBA)

R24MB409	**FINANCIAL RISK MANAGEMENT**	4	0	0	4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the concept, nature, and types of risk in financial and business contexts.

2. To apply VaR and CaR for measuring and managing financial risk.

3. To learn non-insurance risk management methods and regulatory practices like ALM and Capital Adequacy.

4. To gain knowledge of derivatives—forwards, futures, swaps, and options—for risk mitigation.

5. To use BOPM and BSOPM models to price and manage financial options.

Course Outcomes:

At the end of the course, students will be able to:

Course Code	Course Outcomes (COs)	Mapping with POs and PSOs										Do K
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	
R24MB409.1	Explain the fundamental concepts, sources, types, and indicators of risk in financial and business environments, and outline the risk management process.	3	3	2	2	2	3	1	1	2	2	L1, L3
R24MB409.2	Apply risk measurement techniques such as Value at Risk (VaR) and Cash Flow at Risk (CaR) to evaluate and manage financial risks.	3	3	3	2	2	3	1	2	2	2	L3, L-4
R24MB409.3	Analyze non-insurance methods of risk management and assess regulatory tools like Asset-Liability Management (ALM) and capital adequacy norms.	3	3	3	2	3	2	1	2	2	2	L2, L3
R24MB409.4	Evaluate the use of derivative instruments—forward contracts, futures, swaps, and options—for hedging and enhancing portfolio returns.	3	3	3	3	3	2	1	2	2	2	L3, L4
R24MB409.5	Compute and interpret option values using pricing models such as the Binomial Option Pricing Model (BOPM) and the Black-Scholes Option Pricing Model (BSOPM).	3	3	3	2	3	3	1	2	2	2	L5, L6

SYLLABUS

UNIT I : 14 Hours

The concept of Risk: Nature, need and scope, 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. Emerging trends in risk dynamics due to digital transformation and cyber security threats. Risk management approaches and methods. A Comprehensive view of risk in financial institutions. Role of board governance and regulatory frameworks in enterprise wide risk oversight. Risk reporting process – internal and external. **CO's–CO1**

Self Learning Topics: Digital Risks & Cyber security – Study how digital transformation and cyber security threats impact modern risk management.

UNIT II: 12 Hours

Value at risk (VaR): The concept, computation, 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 Adequacy. Management of interest rate risk, liquidity risk, Introduction to operational risk and reputational risk and their management. Application of Artificial Intelligence (AI) and Machine Learning (ML) in risk prediction and mitigation.

CO's–CO2

Self Learning Topics: AI & ML in Risk Management – Learn how artificial intelligence and machine learning are used to predict and mitigate financial risks.

UNIT III: 14 Hours

Techniques and Tools of Risk Management: Forward contracts and Futures contracts .The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market. Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk. Limitations of Forward contract. Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Real-life case studies on derivative misuse and lessons learned. Integration of futures contracts in dynamic hedging strategies. **CO's–CO3**

Self-Learning Topics: Derivative Misuse Case Studies – Analyze real-world failures in derivative trading and key lessons for risk control.

UNIT IV: 13 Hours

Techniques and Tools of Risk Management: SWAPS Definition, types of swaps. Interest rate swaps, Currency swaps. Interest rate Swaps: Mechanics of Interest rate swaps. Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Comparison of swaps with other derivative tools in complex portfolios. Risk exposure management using hybrid swaps and structured products. **CO's–CO4**

Self-Learning Topics: Hybrid Swaps & Structured Products – Understand how advanced swaps are used to hedge complex financial exposures.

UNIT V: **12 Hours**

Techniques and Tools of Risk Management: Options Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. Use of options in corporate risk strategy and structured finance. Evaluation of option Greeks and their practical applications in portfolio risk management. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Schools option pricing model (BSOPM) assumptions. **CO's–CO5**

Self-Learning Topics: Option Greeks in Risk Strategy – Explore the role of Delta, Gamma, and other Greeks in managing portfolio risk.

Board of Studies: Master of Business Administration

Approved in BOS No: 02, 13th, May, 2025

Approved in ACM No: 02

Text Books:

1. "Principles of Risk Management and Insurance" by George E. Rejda and Michael McNamara.

2. "Financial Risk Management: A Practical Guide to Managing Market and Credit Risk" by Steve L. Allen.

Reference Books:

1. Khan MY., "Indian Financial System",Tata McGraw Hill, NewDelhi, 2004.

2. Srivastava, RM.,"Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005.

Web References:

1. https://www.investopedia.com/terms/r/risk-management.asp
2. https://www.rmahq.org/?gmssopc=1

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	16	--
L2	17	17
L3	51	34
L4	17	16

L5	--	16
L6	--	17
Total (%)	100	100

Sample Short and Long Answers questions of Various Cognitive Levels

L1: Remember

1. Define risk and explain the different types of risk with examples.

2. List and describe the steps in the risk management process.

3. What is Value at Risk (VaR)? Explain its concept and applications in risk management.

4. Enumerate the various participants in the derivatives market and their roles.

5. Define swaps and explain the types of swaps used in risk management.

6. Explain the basic features of options and their types.

7. State the role of board governance in risk oversight.

8. What is Asset-Liability Management (ALM)? Describe its evolution and purpose in financial institutions.

9. Define the Black-Scholes Option Pricing Model (BSOPM). State its assumptions.

10. List and explain various non-insurance methods of risk management.

L2: Understanding

1. Explain how digital transformation has changed the risk landscape and what new risks have emerged.

2. Describe the process of measuring and evaluating risk with real-life examples.

3. Summarize the process of back-testing and stress testing in VaR models.

4. Differentiate between forward contracts and futures contracts with examples.

5. Explain the mechanics of interest rate swaps and how they help reduce borrowing costs.

6. Describe the concepts of "in-the-money", "at-the-money", and "out-of-the-money" options.

7. Discuss the role of AI and ML in predicting financial risks.

8. Illustrate the working of futures clearing houses and margin requirements.

9. Explain how market risk and product market risk differ.

10. Describe the concept of cash flow at risk (CaR) and its application in risk management.

L3: Applying

1. Apply the VaR model to calculate the potential loss for a given investment portfolio.

2. Show how a company can use forward contracts to hedge against commodity price risk.

3. Illustrate how interest rate swaps are used to manage exposure to interest rate fluctuations.

4. Demonstrate the use of options in managing portfolio risk in volatile markets.

5. Use the Binomial Option Pricing Model (BOPM) to price a simple call option.

6. Apply the concept of ALM to manage mismatches between assets and liabilities in a financial institution.

7. Illustrate how loss control and risk transfer techniques can be applied to a manufacturing firm.

8. Show how futures pricing converges with spot prices and its implications for hedging.

9. Use the Black-Scholes model to estimate the price of a European call option.

10. Apply structured swaps in designing a hedging strategy for multinational corporations.

L4: Analysing

1. Compare and contrast the valuation techniques for forward and futures contracts.

2. Analyze the role of regulatory frameworks in managing financial institution risks.

3. Examine the structure and benefits of hybrid swaps in risk management strategies.

4. Analyze a real-world derivative misuse case and extract lessons for managing financial risk.

5. Compare the assumptions and applicability of the Binomial Option Pricing Model (BOPM) and the Black-Scholes model (BSOPM).

6. Differentiate between operational and reputational risks, providing real-life examples.

7. Examine the internal vs external risk reporting processes in financial institutions.

8. Analyze how VaR and CaR models complement each other in making investment decisions.

9. Evaluate the convergence of spot and futures prices and the role of basis in hedging strategies.

10. Compare interest rate swaps and currency swaps in terms of their mechanics and usage for risk management.

L5: Evaluating

1. Evaluate the effectiveness of the VaR model in managing financial market risk and its limitations.

2. Critically assess the use of futures contracts as a tool for risk hedging.

3. Justify the need for capital adequacy norms in the banking sector and their impact on risk management.

4. Assess the effectiveness of AI in enterprise-wide risk prediction and decision-making.

5. Evaluate the role of options in corporate risk strategy and their utility in portfolio management.

6. Justify the choice of derivatives as risk management tools in a diversified investment portfolio.

7. Critically assess the role of governance in managing systemic risk within large financial institutions.

8. Evaluate the use of swaps and options for long-term hedging against interest rate and currency risk.

9. Assess how financial institutions can improve their risk management frameworks using non-insurance methods.

10. Evaluate the impact of regulatory frameworks on the overall risk management process in financial markets.

L6: Creating

1. Design a comprehensive risk management framework for a financial institution focusing on market and credit risk.

2. Develop a hedging strategy using forward contracts and options for an exporter exposed to foreign exchange risk.

3. Create an AI-powered risk model that can predict credit risk based on historical data.

4. Construct a risk management case study that shows how options can be used to reduce downside risk in a portfolio.

5. Design a stress-testing framework for liquidity risk in a large commercial bank.

6. Propose a comprehensive ALM strategy to manage mismatches between assets and liabilities in a non-bank financial company (NBFC).

7. Draft a training module on the use of digital tools for risk management, focusing on cybersecurity.

8. Develop a multi-derivative portfolio strategy to hedge against market volatility and interest rate changes.

9. Create a simulation model to evaluate the risk exposure of an organization using hybrid swaps.

10. Draft a risk management policy for a corporation, incorporating both traditional risk management tools and modern technologies like AI.

Chairperson
Board of Studies (MBA)

R24MB410   **CORPORATE FINANCE**   **4   0   0   4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the structure and functioning of the Indian capital market and industrial finance.
2. To equip students with knowledge of short-term working capital financing instruments and estimation techniques.
3. To apply advanced techniques for investment appraisal in risky environments.
4. To evaluate financing decisions using simulations and advanced financial models.
5. To understand and analyze corporate governance, ethics, and CSR in financial decision-making.

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	DoK
R24MB410.1	Analyze the basic problems of industrial finance and evaluate various sources of finance in India.	3	2	--	3	2	--	--	--	3	2	L4, L5
R24MB410.2	Estimate working capital requirements and evaluate short-term financing instruments.	3	3	2	--	--	--	--	--	2	3	L3, L5
R24MB410.3	Apply DCF methods and risk analysis techniques such as simulation, sensitivity analysis, and decision trees.	3	3	2	2	--	--	--	--	2	3	L3, L4
R24MB410.4	Evaluate financing decisions in the context of simulation, option pricing, and agency cost theories.	3	3	--	2	2	--	--	--	3	3	L5, L6
R24MB410.5	Analyze corporate governance practices and understand the ethical and CSR responsibilities of finance professionals.	2	2	--	3	3	2	2	2	3	--	L4,L5

SYLLABUS

UNIT-I: **13 Hours**

Industrial Faineance: Indian Capital Market – Basic problem of Industrial Finance in India. Equity–Debenture financing– Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance from international sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units.   **CO's-CO1**

Self-Learning Topics: SEBI Guidelines for Capital Market Instruments, EXIM Bank Schemes, Industrial Sickness and BIFR Framework

UNIT II: **12 Hours**

Short Term - Working Capital Finance: Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper – Public deposits and inter corporate investments. **CO's- CO2**

Self-Learning Topics: RBI Guidelines on Working Capital Finance, Instruments like CPs and ICDs in Practice

UNIT III: 13 Hours

Advanced Financial Management: Appraisal of Risky Investments - certainty equivalent of cash flows and risk adjusted discount rate - risk analysis in the context of DCF methods using Probability information – nature of cash flows - Sensitivity analysis - Simulation and investment decision, Decision tree approach in investment decisions. **CO's- CO3**

Self-Learning Topics: Application of Simulation in Excel, Monte Carlo Methods in Investment Appraisal

UNIT IV: 14 Hours

Financing Decision: Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency - Financing decision in the Context of option pricing model and agency costs - Interdependence of investment-financing and Dividend decisions.

COs- **CO4**

Self-Learning Topics: Black-Scholes in Financing Decisions, Real Options in Corporate Finance

UNIT V: 12 Hours
Corporate Governance - SEBI Guidelines - Corporate Disasters and Ethics - Corporate Social Responsibility - Stakeholders and Ethics - Ethics, Managers and Professionalism. **CO's**- **CO5**
Self-Learning Topics: Case Studies on Corporate Failures, CSR Compliance under Companies Act 2013

Board of Studies : Masters of Business Administration

Approved in BOS № : 02, 13ᵗʰ May, 2025

Approved in ACM № : 02

Text Books:

1. Kee Khan, M. Y., & Jain, P. K. (2021). Financial Management (8th ed.), McGraw-Hill Education.
2. Pandey, I. M. (2022). Financial Management (11th ed.), Vikas Publishing House.
3. Brealey, R. A., Myers, S. C., & Allen, F. (2020). Principles of Corporate Finance (13th ed.), McGraw-Hill Education.

Reference Books:

1. Brealey, R. A., Myers, S. C., & Allen, F. (2020). Principles of Corporate Finance (13th ed.), McGraw-Hill Education.
2. Pandey, I. M. (2022). Financial Management (11th ed.), Vikas Publishing House.

Web References:

1. https://www.eximbankindia.in/
2. https://corporatefinanceinstitute.com/resources/valuation/sensitivity-analysis/
3. https://www.investopedia.com/terms/r/realoption.asp

Internal Assessment Pattern

Cognitive Level	Internal Assessment # 1 (%)	Internal Assessment # 2 (%)

L1	--	--
L2	--	--
L3	34	34
L4	34	16
L5	32	34
L6	--	16
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1–Remembering

1. Define industrial finance and list its major sources.

2. What is working capital? Mention its components.

3. Define risk-adjusted discount rate.

4. What is a decision tree in investment analysis?

5. State the role of SEBI in industrial finance.

6. What is corporate governance?

7. Define simulation in financial decision-making.

8. List any four short-term financing tools.

9. What is the purpose of EXIM Bank?

10. Define ethics in financial management.

L2 – Understanding

1. Explain the basic problems of industrial finance in India.

2. Describe the advantages and disadvantages of debenture financing.

3. Explain the approach of commercial banks in estimating working capital.

4. Discuss the concept of certainty-equivalent cash flows.

5. Describe the role of commercial banks in financing exports.

6. Explain the significance of simulation in financing decisions.

7. Discuss interdependence of investment and financing decisions.

8. Explain corporate social responsibility with examples.

9. Describe the concept of risk in DCF-based investment appraisal.

10. Explain the importance of ethics in financial decision-making

L3 – Applying

1. Estimate working capital requirements for a small manufacturing firm.

2. Apply sensitivity analysis to a hypothetical investment project.

3. Use decision tree analysis to evaluate two investment projects.

4. Prepare a case for financing a sick industrial unit.

5. Show how simulation can help in resolving cash inadequacy.

6. Illustrate the use of public deposits in short-term financing.

7. Apply the risk-adjusted discount rate method in project appraisal.

8. Use agency cost theory in evaluating financing decisions.

9. Illustrate the use of inter-corporate deposits with an example.

10. Apply SEBI guidelines to an equity financing scenario..

L4 – Analyzing

1. Analyze the pros and cons of equity vs. debt financing.

2. Compare sensitivity analysis and simulation in financial decision-making.

3. Analyze cash flow patterns and their nature in risky investments.

4. Differentiate between working capital financing sources.

5. Analyze the failure of a sick unit and propose a finance-based solution.

6. Examine the probability of cash insolvency for a given firm.

7. Analyze interdependence of investment and dividend decisions.

8. Differentiate between ethical and unethical financial practices.

9. Examine the stakeholder approach to corporate governance.

10. Analyze the financing strategy of an export-oriented company.

L5 – Evaluating

1. Evaluate the impact of SEBI guidelines on industrial finance.

2. Critically evaluate the effectiveness of commercial paper as a funding source.

3. Assess the relevance of CSR in today's corporate environment.

4. Evaluate risk in investment using simulation and decision trees.

5. Assess the agency cost theory in modern financial management.

6. Evaluate the methods for estimating working capital.

7. Assess the usefulness of export financing by EXIM Bank.

8. Critically examine the role of corporate governance in financial performance.

9. Evaluate the probability model for cash insolvency.

10. Judge the effectiveness of ethics training for finance professionals.

. L6 – Creating

1. Design a financial rehabilitation plan for a sick industrial unit.

2. Develop a decision tree for evaluating three investment alternatives.

3. Create a cash flow simulation model in Excel.

4. Prepare a case study on inter-corporate investments.

5. Design a code of ethics for a financial management firm.

6. Propose a CSR initiative aligned with a company's financial goals.

7. Create a working capital plan for a new venture.

8. Formulate a financing decision model using option pricing concepts.

9. Develop a strategic plan integrating investment, financing, and dividend policies.

10. Design an effective governance framework for a mid-sized company.

Chairperson
Board of Studies (MBA)

R24MB411   FINANCIAL ANALYTICS   4 0 0 4
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the fundamentals of financial data analytics and its tools.
2. To apply statistical concepts to financial datasets.
3. To analyze financial securities and apply visualization techniques.
4. To build and optimize investment portfolios using data science.
5. To simulate trading strategies using predictive and probabilistic models.

Course Outcomes:

At the end of the course, students will be able to:

Course Code	Course Outcomes (COs)	Mapping with POs and PSOs										DoK
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	
R24MB411.1	Analyze and process financial datasets using R and statistical techniques.	3	2	2	2	2	1	-	-	-	1	L2
R24MB411.2	Apply time series models and investment metrics such as Sharpe ratio.	3	3	2	2	3	1	-	-	-	2	L3
R24MB411.3	Construct optimized portfolios using clustering and regression.	3	3	3	2	3	2	-	-	1	2	L4
R24MB411.4	Interpret market sentiments and simulate trading strategies using models like Black-Scholes.	3	2	3	2	3	1	-	-	2	3	L4, L5
R24MB411.5	Predict financial outcomes using binomial and classification models.	3	3	2	3	3	2	-	-	2	2	L3, L5

SYLLABUS

Unit-I: **14 Hours**

Financial analytics: Concept and Practices- Data science - What is R and its application - Language features: functions-- Assignment-- Arguments and types. Financial Statistics: Concept and mathematical expectation - Probability - Mean; SD and Variance - Skewness and Kurtosis - Covariance and correlation - Capital Asset Pricing model. Introduction to Python for Financial Analytics (alongside R programming)**,** Monte Carlo Simulations in Financial Forecasting.   **COs-CO1**

Self learning topics: Applications of R in Financial Modeling, Exploratory Data Analysis (EDA) techniques using R, Monte Carlo Simulation in Finance

Unit-II: **14 Hours**

Financial analytics: Concept and Practices- Data science - What is R and its application - Language features: functions-- Assignment-- Arguments and types. Financial Statistics: Concept and mathematical expectation - Probability - Mean; SD and Variance - Skewness and Kurtosis -

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Covariance and correlation - Capital Asset Pricing model. Housing and Euro Crisis" with "Impact of COVID-19 and Post-pandemic market behavior", Housing and Euro Crisis" with "Impact of COVID-19 and Post-pandemic market behavior"   **COs- CO2**

Self learning topics: Impact of Global Financial Crises on Investments, Advanced Time Series Decomposition Techniques, Multi-factor models for Sharpe Ratio optimization.

Unit-III: **12 Hours**

Markowitz means - variance optimization - Optimal Portfolio of two risky assets - Data mining with Portfolio optimization-Cluster Analysis - K -means Clustering and Algorithm -Covariance and Precision matrices - Usage of Regression. Principal Component Analysis (PCA) for Portfolio Optimization, Chart analytics" with "Algorithmic Trading and High-Frequency Trading Basics".

                                                                                                   COs- CO3

Self learning topics: Principal Component Analysis (PCA) for Portfolio Reduction, Hierarchical Clustering for Portfolio Management, Application of Machine Learning Regression Models in Finance.

Unit-IV: **12 Hours**

Ganging the market Sentiment: Mark ov Regime Switching model - Bayesian reasoning - Beta distribution. Stimulating Trading Strategies: Foreign exchange markets - Chart analytics - Initialization and finalization - Bayesian Reasoning within Positions. Black - Scholes model and option - Implied volatility: Black - Scholes model: Concept and applications - Derivation - Algorithm for - Implied volatility, Applications of Reinforcement Learning in Trading Strategies, Chart analytics" with "Algorithmic Trading and High-Frequency Trading Basics".   **COs- CO4**

Self learning topics: Application of Hidden Markov Models in Finance, Advanced Bayesian Networks for Stock Price Prediction, Real-world Case Studies on Options Trading Strategies.

Unit-V: **14 Hours**

Prediction using fundamentals and binomial model for options: Best income statement Portfolio- obtaining Price Statistics - combining the income statement with Price statistics - Prediction uses classification trees and Recursive Partitioning. Applying Computational finance - risk Neutral Pricing and No Arbitrage - High Risk - Free Rate Environment, Application of XGBoost and Random Forest for Financial Predictions, Predictive Modeling with Ensemble Techniques in High Risk-Free Rate Environment   **COs- CO5**

Self learning topics: Ensemble Methods for Financial Predictions (Bagging & Boosting), Application of XG Boost in Financial Analytics, Predictive Analytics in High Volatility Markets. .

Board of Studies   : Masters of Business Administration
Approved in BOS № : 02, 13ᵗʰ May, 2025
Approved in ACM № : 02

Text Books:

1. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). An Introduction to Statistical Learning (2nd ed.), Springer.
2. Provost, F., & Fawcett, T. (2013). Data Science for Business, O'Reilly Media.
3. Géron, A. (2019). Hands-On Machine Learning with Scikit-Learn, Keras & TensorFlow (2nd ed.), O'Reilly.

Reference Books:

1. Winston, Operations Research, Cengage, ND.
2. Financial Analytics withR_MarkJ.Bennets, Cambridge University Press.

Web References:

1. https://towardsdatascience.com/
2. https://quantstart.com/articles/hidden-markov-models-in-trading/
3. https://cran.r-project.org/web/packages/PortfolioAnalytics/

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	--	--
L2	33	--
L3	33	17
L4	34	50
L5	--	33
L6	--	--
Total (%)	100	100

Sample Short and Long Answers questions of Various Cognitive Levels

UNIT I

1. Define Financial Analytics and explain its importance.
2. What is R programming? List its key features.
3. Explain the concept of Mathematical Expectation in Finance.
4. Illustrate Mean, Standard Deviation, and Variance with examples.
5. Apply R programming to calculate the covariance and correlation between two assets.
6. Show how to implement assignment operations and argument passing in R.
7. Analyze the significance of Skewness and Kurtosis in Financial Data.
8. Differentiate between Covariance and Correlation with practical examples.
9. Critically evaluate the role of Capital Asset Pricing Model (CAPM) in portfolio selection.
10. Create a simple R program to compute Beta of a stock based on CAPM assumptions.

UNIT II

1. Define Bond and Stock investments with examples.
2. What are Securities Datasets? Give examples.
3. Explain the process of plotting multiple time series data in finance.
4. Discuss the concept of Time Series Stationary.
5. Apply ARIMA model to predict stock prices.
6. Demonstrate the calculation of Sharpe Ratio using financial datasets.

7. Analyze the relationship between Time Periods and Annualizing returns.

8. Differentiate between Housing Crisis and Euro Crisis impacts on investments.

9. Evaluate the importance of Sharpe Ratio in ranking investment candidates.

10. Create a visualization comparing two securities based on Sharpe Ratio growth.

UNIT III

1 Define Markowitz Mean-Variance Optimization.

2. What is K-means Clustering in the context of finance?

3. Explain the concept of Precision Matrices.

4. Describe the process of constructing an Optimal Portfolio of Two Risky Assets.

5. Apply K-means clustering to segment a set of financial assets.

6. Demonstrate portfolio optimization with a real dataset using R.

7. Analyze the role of Covariance matrices in portfolio optimization.

8. Compare the effectiveness of Data Mining versus Traditional Optimization in Portfolio Management.

9. Evaluate the impact of regression analysis on investment decisions.

10. Create an optimized portfolio using clustering and regression techniques.

UNIT IV

1. What is Markov Regime Switching Model?

2. Define Implied Volatility.

3. Explain the role of Bayesian Reasoning in financial decision making.

4. Describe the application of Beta Distribution in stock predictions.

5. Apply Bayesian Reasoning within Trading Positions.

6. Implement the Black-Scholes model for European Option Pricing.

7. Analyze market behavior using the Regime Switching model.

8. Differentiate between Black-Scholes model assumptions and real-world practices.

9. Critically evaluate the usefulness of Implied Volatility for traders.

10. Create a trading strategy using Bayesian models and implied volatility calculations.

UNIT V

1. What is Risk Neutral Pricing?

2. Define the concept of No Arbitrage in Financial Markets.

3. Explain the Binomial Model for Option Pricing.

4. Discuss the need for combining Income Statement with Price Statistics.

5. Apply classification trees to predict stock price movements.

6. Demonstrate recursive partitioning with a sample financial dataset.

7. Analyze how a High Risk-Free Rate Environment affects portfolio construction.

8. Differentiate between prediction models using Fundamentals vs. Technical data.

9. Evaluate the efficiency of the Binomial Model compared to the Black-Scholes Model.

10. Build a predictive financial model combining classification trees and recursive partitioning.

Chairperson
Board of Studies (MBA)

R24MB412   **HR ANALYTICS**   4   0   0   4

(Master of Business Administration)

Course Objectives:

1. Understand the role and value of HR Analytics in organizations.
2. Apply HR Analytics frameworks and maturity models.
3. Analyze HR data using tools and techniques.
4. Develop HR metrics, dashboards, and scorecards.
5. Evaluate business impact of HR initiatives using analytics.

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	Dok
R24MB412.1	**Understand** HR Analytics concepts and evolution.	3	--	2	2	2	--	--	2	3	3	L1, L4
R24MB412.2	**Apply** frameworks to assess HR practices.	3	2	2	--	--	--	--	2	3	3	L3, L5
R24MB412.3	**Analyze** and manage HR data effectively.	3	2	--	--	--	--	--	2	3	3	L1' L3
R24MB412.4	**Create** HR metrics, dashboards, and scorecards.	3	--	2	--	--	2	2	2	3	3	L4, L6
R24MB412.5	**Evaluate** HR's impact on business outcomes.	3	2	2	2	2	--	--	2	3	3	L5'

SYLLABUS

UNIT I: 12 Hours

HR Analytics in Perspective: Role of Analytics, Importance and Strategic Use of Data in HR, Defining HR Analytics, Understanding the Evolution: HR Analytics as the Third Wave in Value Creation, HR Measurement journey in tune with HR maturity journey, Understanding the organizational system (Lean Management Principles), Locating the HR challenge in the system, Positioning HR Analytics for Organizational Impact, Valuing HR Analytics in the organizational system, Common HR Analytical Challenges, Case Studies.   **Co's-CO1**

Self-Learning Topics: Learn how to forecast employee outcomes like attrition or performance using predictive models.

UNIT II: 14 Hours

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Contrasting Strategic HR Metrics with Industry 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, Five Key Elements of a Robust Analytics Framework.   **Co's-CO2**

Self-Learning Topics: Explore best practices for handling sensitive HR data responsibly and ethically.

UNIT III: **13 Hours**

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Core Uses and Applications of HR Analytics, Insight into Data Driven HRA: Typical data sources, Common Analytical Questions (e.g., from employee surveys), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques to Frame the Right Questions, Building support and interest, Obtaining data, Cleaning data (exercise), Enhancing Data Through Supplementation.   **Co's-CO3**

Self-Learning Topics: Self-learn the basics of R or Python programming to analyze and visualize HR data.

UNIT IV: **14 Hours**

HR Matrics: Defining metrics, HR Demographics and Relevant Data Points, data sources and requirements, Types of data, tying data sets together, Challenges in Data Collection and Integration, ethics of measurement and evaluation, Human capital analytics continuum. HR Dashboards: Statistical software used for HR analytics: MS-Excel, IBM-SPSS, IBM AMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, QlikView, and Fusion Charts.

                                                                                                              Co's-CO4

Self-Learning Topics: Develop skills to create dynamic dashboards for HR reporting and decision-making.

UNIT V: **12 Hours**

HR Scorecard: Assessing HR Program, engagement and Turnover, Financial Implications of HR Analytics, Linking HR Data to operational performance, HR Data and stock performance, Creating HR Scorecard, Designing and Aligning HR Metrics with Strategic Objectives, develop an HR measurement system, guidelines for implementing a HR Scorecard.   **Co's-CO5**

Self-Learning Topics: Understand how to align HR analytics with broader organizational performance indicators.

Board of Studies   : Masters of Business Administration

Approved in BOS No: 02,13th May, 2025

Approved in ACM No: 02

Text Books:

1. Fitz-Enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM.
2. Marr, B. (2012). Key Performance Indicators (KPI): The 75 Measures Every Manager Needs to Know, Pearson Education.
3. Bassi, L., & McMurrer, D. (2016). HR Analytics Handbook, McBassi & Company.

Reference Books:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics:

   Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.

2. Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.

3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.

Web References:

1. https://towardsdatascience.com/
2. https://www.tableau.com/learn/whitepapers
3. https://www.analyticsinhr.com/

Internal Assessment Pattern

Cognitive Level	Internal Assessment #1(%)	Internal Assessment #2(%)
L1	33	17
L2	--	--
L3	33	17
L4	17	17
L5	17	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 –Remembering

1. Define HR Analytics and explain its importance in HRM.
2. List and describe the phases of the HR measurement journey.
3. What is the LAMP framework in HR Analytics? Briefly explain.
4. Define Lean Management principles and their role in HR systems.
5. What are the typical sources of HR data used in analytics?
6. List different HR metrics and explain their purpose.
7. Explain the evolution of HR Analytics as the third wave of value creation.
8. What is an HR Scorecard? Describe its components.
9. List five key elements of a robust analytics framework.
10. Define workforce scorecards and state how they differ from HR scorecards.

L2 –Understanding

1. Explain the strategic use of data in HR decision-making.
2. Discuss how HR Analytics can be positioned for organizational impact.
3. Explain the HR Maturity Framework from level 1 to 5.
4. Describe the differences between HR scorecards and traditional metrics.
5. Interpret how HR Analytics contributes to operational performance.
6. Explain the role of case studies in understanding HR challenges.
7. Illustrate the concept of HR Demographics with relevant examples.
8. Describe how the HCM:21 framework supports HR decision-making.
9. Explain the ethical concerns associated with HR data collection.
10. Describe how dashboards help visualize HR data for management.

L3 –Applying

1. Apply the LAMP framework to a case of employee retention.
2. Develop a small HR dashboard using MS Excel or any HR software.
3. Apply HR Analytics to evaluate employee engagement levels.
4. Construct a maturity model for an HR department of a small company.
5. Use the Talentship framework to assess strategic workforce planning.
6. Demonstrate how to clean HR data before analysis.
7. Apply HR metrics to evaluate training effectiveness in an organization.
8. Develop an HR analytics model using data from an employee survey.
9. Build a use-case to connect HR Analytics to employee turnover reduction.
10. Use benchmarking metrics to compare HR performance across companies.

L4 – Analyzing

1. Analyze the HR measurement journey in tune with the HR maturity model.
2. Compare and contrast different HR analytics frameworks.
3. Analyze key data issues found during HR data integration.
4. Differentiate between operational and strategic HR analytics.
5. Examine the challenges of tying multiple HR data sources together.
6. Analyze the impact of HR analytics on organizational culture.
7. Examine the relevance of predictive analytics in employee performance.
8. Compare HR Scorecard and Workforce Scorecard using case examples.
9. Break down the analytics value chain and explain each stage.
10. Analyze a case study that uses HR analytics to address attrition.

L5 – Evaluating

1. Critically evaluate the strategic use of HR dashboards in organizations.
2. Assess the effectiveness of the Talent ship framework in HR planning.
3. Evaluate how HR Analytics influences stock and financial performance.
4. Justify the use of advanced analytics in HR decision-making.
5. Evaluate the benefits and limitations of benchmarking HR metrics.
6. Judge the usefulness of data visualization tools like Tableau in HR.
7. Evaluate how ethical principles guide data collection in HR.
8. Assess the effectiveness of using HR analytics in reducing recruitment costs.
9. Evaluate the performance of HR using a sample HR Scorecard.
10. Defend the need for integrating HR analytics into strategic planning.

L6 – Creating

1. Create a new HR Scorecard model aligned to company strategy.
2. Design a data visualization dashboard for tracking employee turnover.
3. Develop a comprehensive HR metrics system for a manufacturing firm.
4. Construct a case-based predictive model for employee attrition.

5. Create an HR analytics maturity model for a mid-sized company.
6. Design a process to integrate HR analytics into workforce planning.
7. Formulate a framework for connecting HR initiatives to ROI.
8. Build a workflow for collecting, cleaning, and analyzing HR data.
9. Design a performance evaluation system using HR analytics.
10. Construct a research model to evaluate the impact of HR analytics on productivity.

Chairperson
Board of Studies (MBA)

R24MB413 **ECONOMETRICS AND BUSINESS FORECASTING** 4 0 0 4
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand the fundamental concepts and classifications of economic relationships and econometric modeling.

2. Develop and apply simple and multiple regression models using Ordinary Least Squares (OLS) and understand their statistical properties.

3. Explore and model stationary time series data, identify stochastic processes like ARMA and GARCH models, and understand co-integration and error correction mechanisms.

4. Analyze deterministic trends, stationary concepts, and forecasting techniques including random walk models.

5. Apply Box-Jenkins methodology for modeling and forecasting both stationary and non-stationary time series, and interpret the results in economic contexts.

Course Outcomes

At the end of the course, students will be able to

Course Code	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	Dok
R24MB4 13.1	Differentiate between stochastic and non-stochastic economic relationships and understand econometric modeling frameworks.	3	2	2	-	-	1	-	2	2	3	L1, L2
R24MB4 13.2	Apply and interpret simple and multiple linear regression models using OLS estimators, including hypothesis testing and model specification analysis.	2	3	2	2	-	2	-	3	2	3	L2, L3
R24MB4 13.3	Analyze stationary time series data using ARMA, ARCH, GARCH models, and understand co-integration and VAR models.	3	3	2	2	-	1	-	3	2	3	L3, L4
R24MB4 13.4	Develop forecasting models based on deterministic trends and stochastic processes; distinguish between stationary and random walk models	3	2	2	2	-	2	2	3	3	3	L4, L5
R24MB4 13.5	Apply the Box-Jenkins approach for identifying, estimating, and forecasting economic time series data, including seasonal and non-seasonal patterns.	3	2	3	1	1	2	2	3	3	3	L5, L6

SYLLABUS

UNIT-I **10 Hours**

Introduction: Broad classification of economic relations, stochastic and non-stochastic relations, econometrics versus mathematical economics, econometrics versus statistics, concepts of econometric and mathematical models and their essential ingredients, functions of econometrics.

CO's-CO1

Self -Learning Concepts: essential steps of an empirical study.

UNIT-II   12 Hours

The simple linear regression model: Ordinary least squares (OLS) estimators and their properties, goodness of fit and tests of hypotheses, effect of changing scale and units of measurement of variables. testing of hypotheses, testing individual coefficients, testing several coefficients jointly, testing linear combination of coefficients, computing R2, R2 and F-statistic when there is no intercept term, effect of omitting intercept term.   **CO's-CO2**

Self- Learning Topic: effect of inclusion of irrelevant and exclusion of relevant variable in the model.

UNIT-III   14 Hours

Stationary time series models: Stochastic difference equation models, ARMA models, stationary, the autocorrelation function, the partial autocorrelation function, sample autocorrelations of stationary series, Box-Jenkins model selection, and seasonality. Trends and Volatility, ARCH process, GARCH model, ARCH-M model

Introduction to VAR model, estimation and identification, the Impulse response function, structural VAR, Co-integration and Error Correction Models, Testing for co-integration, The Engle Granger methodology.   **CO's-CO3**

Self- Learning Topic: Johansen methodology, ARDL bounds-testing approach

UNIT-IV   13 Hours

First Generation Forecasting Model

The Deterministic Trend/Deterministic Seasonal (DTDS) Model, Some Important Concepts Leading up to Box-Jenkins Modeling, Mean, Variance, and Autocorrelation in Time Series Definition of Covariance Stationary.   **CO's-CO4**

Example of a Stationary Time Series: the AR (1) model

    i. AR (1) Time Series Model $yy_{tt} = \emptyset 0 + \emptyset 1 yy_{tt-1} + aa_{tt}$ when $|\emptyset 1| < 1$

    ii. Mean, Variance, Auto covariance, and Autocorrelation

    iii. The Special Case of $\emptyset 1 = 1$. The Random Walk model.

    iv. The Random Walk Model in not Stationary.

    v. Differing Prediction Profiles for the two cases: $|\emptyset 1| < 1$ versus $\emptyset 1 = 1$

Self- Learning Topic: Do Stock Prices follow a Random Walk

UNIT-V   12 Hours

Box Jenkins Models for Stationary: Non-Seasonal Time Series, Some Simple Box-Jenkins Models and Their, Identification Tools, Pattern Table, Sample Counterparts, Information Criteria, P/Q Box, Box-Jenkins Models – Forecasting for Stationary, Non-Seasonal Time Series, Box-Jenkins Models for Non-Seasonal, Stochastically-Trending Time Series, Box-Jenkins Models for Seasonal, Stochastically-Trending Time Series.   **CO's-CO5**

Self- Learning Topic: Application to Economic Time Series

Board of Studies: Master of Business Administration

Approved in BOS No: 02, 13th May, 2025

Approved in ACM No: 02

Text Books:

1. Wooldridge, J. M. (2019). *Introductory Econometrics: A Modern Approach* (7th ed.). Cengage Learning.
2. Brockwell, P. J., & Davis, R. A. (2016). *Introduction to Time Series and Forecasting* (3rd ed.). Springer.
3. Enders, W. (2014). *Applied Econometric Time Series* (4th ed.). Wiley.

Reference Books:

1. Berndt, E.R. (1991) ―The Practice of Econometrics‖, Reading, Mass: Addison Wesley,

2. Gujrati, Damodar, N. (1995), Basic Econometrics, Mc Graw Hill, New Delhi.

3. Intriligator, M., R.G. Bodkin, and C. Hsiaq. (1996), Econometric Models, Techniques and Applications. Prentice Hall,

4. Johnson, J. (1984), Econometric Methods. New York: Mc Graw-Hill.

Web References:

1. https://otexts.com/fpp3/
2. https://stats.oarc.ucla.edu/
3. https://www.econometrics-with-r.org/

Internal Assessment Pattern

CognitiveLevel	InternalAssessment#1(%)	InternalAssessment#2(%)
L1	17	--
L2	33	--
L3	33	17
L4	17	33
L5	--	33
L6	--	17
Total (%)	**100**	**100**

Sample Short and Long Answers questions of Various Cognitive Levels

L1 Remembering

1. Define stochastic and non-stochastic economic relations with examples.
2. State the assumptions of the Ordinary Least Squares (OLS) method.
3. What is stationary in time series analysis?
4. Define the Random Walk Model and state its key properties.
5. List the main steps of the Box-Jenkins modeling approach.

L2 Understanding

1. Differentiate between econometrics and mathematical economics.
2. Explain the effect of omitting an intercept term in a regression model.
3. Describe the difference between AR, MA, and ARMA models.
4. Explain why the Random Walk model is considered non-stationary.
5. Describe the use of ACF and PACF in identifying ARIMA models.

L3 Applying

1. Identify the essential ingredients of an econometric model using a real-world example.
2. Use OLS to estimate a simple linear regression model based on given data.
3. Apply the Box-Jenkins methodology to identify an ARMA model for a given time series dataset.
4. Apply differencing to a random walk model to transform it into a stationary series.
5. Apply AIC and BIC criteria to select the best ARIMA model from competing models.

L4 Analyzing (Analysis Level)

1. Analyze the functions of econometrics in empirical economic studies.
2. Analyze the impact of including irrelevant variables in a regression model.
3. Analyze the impulse response function in a VAR model and interpret its economic meaning.
4. Analyze the behavior of a time series modeled by a seasonal ARIMA process.

L5 Evaluating

1. Evaluate the suitability of Engle-Granger methodology for testing co-integration between two series.
2. Evaluate whether stock prices follow a random walk using empirical data.
3. Evaluate the effectiveness of Box-Jenkins models in forecasting economic variables such as GDP growth.

L6 Creating

1. Create a forecasting model based on a deterministic trend for monthly inflation rates.
2. Design a seasonal ARIMA model for forecasting quarterly tourism arrivals.
3. Design a basic econometric model for studying the impact of education on income.

Chairperson
Board of Studies (MBA)