O P JINDAL UNIVERSITY

School of Management

Scheme & Syllabus

of

Master of Business Administration

[MBA]

Program Code: 02PG010

(Two Years Full Time Programme as Per NEP)

From Academic Session 2024-25

Program Outcomes (PO)

1. **Domain Knowledge:** Attain profound knowledge in discipline with advanced concepts of management to design the methodology suitable for encountering and applying the managerial knowledge to solve real-life complex problems.

2. **Critical Thinking:** Able to take informed action on the basis of accurate and valid assumptions looking at the ideas and decisions from diversified managerial perspectives.

3. **Communication:** Able to communicate and present managerial facts with clarity, conciseness and correct manner in both oral and written form.

4. **Leadership and Team Work:** Able to demonstrate the leadership and work collaboratively as part of a team in different team roles.

5. **Ethics:** Attain the managerial knowledge and skills to identify ethical behaviour and truthful actions in all aspects and demonstrate standard professional ethics.

6. **Lifelong Learning:** Ability to seek new knowledge and skills to inculcate the habit of self-learning throughout life and adapting to the dynamic business environment.

7. **Research:** Acquire research skills to identify and analyse problems, formulate hypothesis, evaluate and validate results using appropriate tools, draw logical conclusions and ability to communicate the findings in appropriate manner.

8. **Innovation and Entrepreneurship:** Ability to develop entrepreneurial skills with precision, analytical mind, innovative thinking, creative thoughts and systematic approach.

Program Specific Outcomes

1. **PSO-1:** Instil fundamental managerial skills of marketing management, human resource management, financial management and production and operation management.

2. **PSO-2:** Ability to apply theoretical knowledge of management to resolve complex practical problems.

3. **PSO-3:** Ability to work in multi-disciplinary environment through planning, organizing and coordinating for achieving effective results.

4. **PSO-4:** Ability to adopt the rapid changing business environment through applications of managerial skills.

Programme Structure

FIRST SEMESTER

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+ (P/2)
				L	T	P	PRE		ESE	Total Marks	
							Mid Sem	TA			
1	MGT24-M-101	Core	Management Concepts & Behavioral Science	2	1	-	20	30	50	100	3
2	MGT24-M-102	Core	Managerial Accounting	2	1	-	20	30	50	100	3
3	MGT24-M-103	Core	Managerial Economics	2	1	-	20	30	50	100	3
4	MGT24-M-104	Core	Operations Management	2	1	-	20	30	50	100	3
5	MGT24-M-105	Ability Enhancement	Quantitative Techniques in Management	2	1	-	20	30	50	100	3
6	MGT24-M-106	Skill Development	Business Communication	2	1	-	20	30	50	100	3
7	MGT24-M-107	Skill Development	Business Computing	1	-	2	10	15	25	50	2
				13	6	2	130	195	325	650	20

SECOND SEMESTER

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+ (P/2)
				L	T	P	PRE		ESE	Total Marks	
							Mid Sem	TA			
1	MGT24-M-201	Core	Marketing Management	2	1	-	20	30	50	100	3
2	MGT24-M-202	Core	Financial Management	2	1	-	20	30	50	100	3
3	MGT24-M-203	Core	Human Resource Management	2	1	-	20	30	50	100	3
4	MGT24-M-204	Ability Enhancement	Business Research Methods	2		2	20	30	50	100	3
5	MGT24-M-205	Core	Business Analytics	2	1	-	20	30	50	100	3
6	MGT24-M-206	Ability Enhancement	Operation Research	2	1	-	20	30	50	100	3
7	MGT24-M-207	Skill Development	Managing Self	2	-	-	-	25	25	50	2
				14	5	2	120	205	325	650	20

THIRD SEMESTER

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+ (P/2)
				L	T	P	PRE		ESE	Total Marks	
							Mid Sem	TA			
1	MGT24-M-301	Core	Legal Aspects of Business	2	1	-	20	30	50	100	3
2	MGT24-M-302	Ability Enhancement	Entrepreneurship & Innovation	2	1	-	20	30	50	100	3
3		DSEC	Major Elective-I	2	1	-	20	30	50	100	3
4		DSEC	Major Elective-II	2	1	-	20	30	50	100	3
5		DSEC	Minor Elective-I	2	1	-	20	30	50	100	3
6	MGT24-M-303	Skill Development	One Thing & Extreme Ownership	2	-	-	10	15	25	50	2
7	MGT24-M-304	Skill Development	Summer Internship Project	1	2	-	-	50	50	100	3
				13	7	-	110	215	325	650	20

THIRD SEMESTER ELECTIVES

Course Code	Specialization	Course Title
MGT24-M- MKT-301	Marketing	Consumer Behaviour
MGT24-M- MKT-302	Marketing	Digital & Social Media Marketing
MGT24-M- FIN-301	Finance	Security Analysis & Portfolio Management
MGT24-M- FIN-302	Finance	Management of Financial Institutions
MGT24-M- HR-301	Human Resource	Strategic Human Resource Management
MGT24-M- HR-302	Human Resource	Industrial Relations & Labour Laws
MGT24-M- BA-301	Business Analytics	Data Mining
MGT24-M- BA-302	Business Analytics	Business Intelligence& Visualization

FOURTH SEMESTER

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks					Credits: L+T+ (P/2)
				L	T	P	PRE		ESE	Total Marks		
							Mid Sem	TA				
1	MGT24-M-401	Core	Strategic Management	2	1	-	20	30	50	100		3
2	MGT24-M-402	Core	Global Business Management	2	1	-	20	30	50	100		3
3			Major Elective-I	2	1	-	20	30	50	100		3
4			Major Elective-II	2	1	-	20	30	50	100		3
5			Minor Elective-I	2	1	-	20	30	50	100		3
6	MGT24-M-403	Skill Development	Managing Self & Others	2	-	-	10	15	25	50		2
7	MGT24-M-404	Skill Development	Major Project	1	2	-	-	50	50	100		3
				13	7	-	110	215	325	650		20

FOURTH SEMESTER ELECTIVES

Course Code	Specialization	Course Title
MGT24-M- MKT-401	Marketing	B2B & Services Marketing
MGT24-M- MKT-402	Marketing	Marketing Analytics
MGT24-M- FIN-401	Finance	Financial Derivatives
MGT24-M- FIN-402	Finance	Financial Analytics
MGT24-M- HR-401	Human Resource	Compensation Management
MGT24-M- HR-402	Human Resource	Human Resource Analytics
MGT24-M- BA-401	Business Analytics	AI & Machine Learning for Business
MGT24-M- BA-402	Business Analytics	Social media & Web Analytics

Year-1, Semester-I

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+(P /2)
				L	T	P	PRE		ESE	Total Marks	
							Mid Sem	TA			
1	MGT24-M-101	Core	Management Concepts & Behavioral Science	2	1	-	20	30	50	100	3
2	MGT24-M-102	Core	Managerial Accounting	2	1	-	20	30	50	100	3
3	MGT24-M-103	Core	Managerial Economics	2	1	-	20	30	50	100	3
4	MGT24-M-104	Core	Operations Management	2	1	-	20	30	50	100	3
5	MGT24-M-105	Ability Enhancement	Quantitative Techniques in Management	2	1	-	20	30	50	100	3
6	MGT24-M-106	Skill Development	Business Communication	2	1	-	20	30	50	100	3
7	MGT24-M-107	Skill Development	Business Computing	1	-	2	10	15	25	50	2
				13	6	2	130	195	325	650	20

Programme:	MBA	Semester:	I
Name of the Course:	Management Concepts & Behavioural Science	Course Code:	MGT24-M-101
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The aims of this course are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyse and understand the environment of the organization

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the basics concepts of management.
CO2	Demonstrate the roles, skills and functions of manager.
CO3	Demonstrate a thorough knowledge and understanding of organizational behaviour at individual, group and organizational level.
CO4	Relate real work life organizational behaviour issues & concerns.

Syllabus

Unit - I: Introduction to Management

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

Unit - II: Functions of Management

Planning -concept, significance, types; Organizing -concept, principles, theories, types of organizations, authority, responsibility, power, delegation. Decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

Unit - III: Introduction to OB

Understanding Human Behaviour, Conceptual framework for understanding individual behaviour as an input-output system, biological foundation of Behaviour, The dynamics of people and Organization; Comprehensive organizational behaviour model; Determinants of organizational effectiveness; Biographical characteristics of individual behaviour.

Unit - IV: Individual, Group & Organizational Dynamics

Personality, Perception, Motivation, Leadership, Emotional Intelligence, Learning. Importance and Need for group formation, Intra-group & Inter-group processes and behaviour, Team building. Organizational Culture & Climate, Organizational Structure & Job Design, Conflict.

Text Books:

1. L.M. Prasad - Principles and Practice of Management, Sultan Chand
2. Robbins S.P., Organizational Behaviour, New Delhi, PHI.
3. Luthans Fred: Organizational Behaviour, TMH New Delhi
4. Davis Keith, Human Behaviour at Work, TMH, New Delhi

Reference Books:

1. Stoner, Freeman, Gilbert - Management, PHI.
2. Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai

CO-PO & PSO Correlation

Course Name: Management Concepts & Behavioural Science											
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			1		3		2	
CO2:	2	2			2				2	2		
CO3:	1			2		2		1	2	3	2	3
CO4:	1	2						2	2		2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Managerial Accounting	Course Code:	MGT24-M-102
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The aims of this course are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyse and understand the environment of the organization.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the applicability of the concept of accounting to the managerial decisions
CO2	Apply critical thinking and problem-solving skill for preparation of final accounts with adjustment entries
CO3	Analyse the Financial Statement with financial data in the organization
CO4	Evaluate how the concepts of accounting and costing could integrate while identification and resolution of problems

Syllabus

Unit - I: Introduction to Accounting

Meaning and nature of accounting; Need, objectives and functions of accounting; Types of accounting; Concepts and Conventions of accounting standards-Indian and IFRS; Accounting equation- Practical Problems.

Unit - II: Preparation of Books of Accounts

Journal, Ledger and Trial Balance; Final Accounts; Trading account; Profit and loss account; Balance Sheet with adjustments; Practical Problems.

Unit - III: Financial Statements Analysis

Concept, Components and application of financial statements; Meaning and concepts of Cash Flow and Fund Flow Statement; Practical Problems; Meaning and Objectives of Financial Statements Analysis; Tools of Financial Statements Analysis, Comparative statements, Common size statement, Trend Analysis, Ratio analysis- Practical Problems

Unit-IV: Introduction to Management Accounting

Meaning, Nature, Functions and Objectives of Management accounting, Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost volume-profit analysis, Break-even analysis. Decisions regarding sales-mix make or buy decisions and discontinuation of a product line - Practical Problems.

Text Books:

1. Financial Accounting S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari Vikas Publishing House Pvt. Ltd. 6e, 2018

2. Accounting for Management-Text & Cases S.K. Bhattacharya & John Dearden Vikas Publishing House Pvt. Ltd. 3e, 2018

3. Garrison, R., Noreen, E., Brewer, P. and Mardina, R., Managerial Accounting, McGraw-Hill Irwin , Second Edition, 2018

4. Accounting for Managers J.Made Gowda Himalaya Publishing House 1e, 2007

Reference Books:

1. Financial Accounting for Management N. Ramachandran, Ram Kumar Kakani McGraw Education (India) Private Limited 4e., 2016

2. Management Accounting: Text, Problems and Cases M Y Khan, P K Jain Tata McGraw-Hill Education 7e, 2017

3. Horngren, C. T., Datar, S. M., Rajan, M. V., Cost Accounting: A Managerial Emphasis, Prentice Hall, 14 th Edition 2019

CO-PO&PSO Correlation

Course Name: Managerial Accounting												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			1		3		2	
CO2:	2	2			2				2	2		
CO3:	1		2	2		2		1	2	3	2	3
CO4:	1	2						2	2		2	

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Managerial Economics	**Course Code:**	MGT24-M-103
Credits:	3	**No of Hours:**	45
Max Marks:	100	**L-T-P:**	2-1-0

Course Description: To familiarizes the students with various micro and macroeconomic behaviour in an organizational setup which will facilitate in the decision-making process.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
CO2	Understand the concepts of demand, supply, and market equilibrium and they will be able to analyze the impact of movements in supply and Demand on price and quantity.
CO3	Analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy
CO4	Apply cost functions and production functions on determining the price and output decisions under different market conditions.

Syllabus

Unit-I: Demand and Supply Analysis
Nature and scope of Managerial Economics, Role of Managerial Economics in Decision Making, Determinants of demand, Law of demand, Law of supply, Elasticity of Demand and Supply, Demand Estimation and Forecasting Elasticity in Decision Making

Unit - II: Production Function & Cost Analysis
Short Run and Long Run Analysis of Production Function, Derivation of Short Run and Long Run, Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Theory of Cost: Fixed and Variable, Average cost, sunk (Controllable and uncontrollable cost), Cost Curves, Economies of Scale & Scope, Output Maximisation & Cost Minimisation, Cost Estimation.

Unit - III: Market Structure Analysis
Market, Types of market competition; Pricing under Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly; Shut down condition of firm,

Unit - IV: Macroeconomic Policy
National Income; Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

Text Books:

1. H.L Ahuja – Advanced Microeconomics
2. S.P.S. Chauhan-Micro Economics An Advanced Treatise-PHI
3. P.L.Mehta - Managerial Economics- Sultan Chand

4. Peterson, Jain - Managerial Economics- Pearson
5. Shapiro - Macro Economics, Tata McGraw Hill

Reference Book:

1. R. Froyen- Macro Economics, Pearson

CO-PO & PSO Correlation

Course Name: Managerial Economics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3				2	2		2	3		
CO2:			3		2					2	3	
CO3:	2			3				2			2	3
CO4:		2				2	3			3	2	

Note:1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Operations Management	Course Code:	MGT24-M-104
Credits:	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course introduces concepts and fundamentals of basic operations management for decision making in business. It deals with the basics of design and operations of systems for production of goods and services. It will explore the approaches and analyse strategic decisions in operations management with a focus on designing products and processes, allocating scarce resources to strategic alternatives, and long-range capacity and facility planning.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand concepts of operations management to gain competitive advantage in the marketplace.
CO2	Plan and analyse the resources used in executing the functions of production and service organizations.
CO3	Apply the operations strategies with emerging concepts using project-based approaches.
CO4	Evaluate the advantages of operations strategies in developing the robust and sustainable production and operations systems.

Syllabus

Unit - I: Operations System Design
Introduction, Functions and Approaches of OM, Operations Strategy, Productivity, Production Systems and Service Systems, Designing an Operations System, Process Selection, Planning and Analysis and Facility Layout, Location.

Unit - II: Capacity and Planning
Master production schedule, Production Planning & Scheduling, Inventory Management, Materials and Manufacturing Resource Planning, Capacity Requirement Planning, Aggregate Capacity Planning.

Unit - III: Quality Management
Philosophy and concept of Product-, Process- and Service-Quality, Dimensions of Quality, Costs of Quality, Quality Management System, JIT, LEAN, TQM, Six Sigma, SPC, SQC, Quality Circle, 7 QC tools, ISO, OHSAS, Quality Awards & Recognition.

Unit - IV: Supply Chain Management
Logistics and Supply Chain Management, Drivers of Supply Chain, Planning Strategy, Production, Warehousing, SRM and CRM sides of the Supply Chain.

Text Books:

1. Stevenson Williams J, Operations Management, McGraw Hill Education.
2. Operation & Supply Chain Management – Russel & Taylor – Wiley.
3. Operations Management – Norman Gaither & Greg Frazier – CENGAGE

Reference Books:

1. Production and Operations Management – S N Chary – McGraw Hill
2. Total Quality Management – Besterfields - Pearson
3. Service Management – James A. Fitzsimmons & Mona J. Fitzsimmons. McGraw Hill
4. Supply Chain Management – Strategy, Planning and Operation – Sunil Chopra, Peter Meindl& D V Kalra - Pearson

CO-PO & PSO Correlation

Course Name: Operations Management												
	Program Outcomes								**PSOs**			
Course Outcomes	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2	1	3		3	3			3		3	2
CO2:	1	2		2	2				2		3	
CO3:			2	2			3	2		2		3
CO4:	1	1	1	1	2	2	2	3	3		3	2

Note: 1: Low, 2: Moderate, 3:High

Programme:	MBA	Semester:	I
Name of the Course:	Quantitative Techniques in Management	Course Code:	MGT24-M-105
Credits:	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course will introduce concepts and fundamentals of basic quantitative techniques for decision making in business. These techniques include data collection, description, and presentation and analysis, etc. Emphasis will be placed on application of these tools in solving business problems in various business fields like finance, production, operations, transportation, marketing, etc.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the definition of Statistics and also describes the descriptive statistics.
CO2	Understand the nature of correlation in data set and apply for proper decision making.
CO3	Apply the concept of variation for framing the financial decisions in business and daily life.
CO4	Execute various forecasting methods of business in startups.

Syllabus

Unit-I: Introduction to Statistics
Definition and Relevance, Characteristics, Functions and Limitations of Statistics, Scope and Application of Statistics, Types of Data and Data Collection Methods, Classification and Tabulation of Data, Frequency and Frequency Distribution, Overview of Descriptive and Inferential Statistics.

Unit-II: Measures of Central Tendency and Dispersion
Measures of Central tendency (Statistical Averages); Calculation of Mean, Median and Mode, Characteristics, Uses, Advantages and Disadvantages of each measure of central tendency, Position of Mean, Median and Mode for symmetrical distribution and skewed distribution. Measures of Dispersion- Meaning, Interpretation and Properties of Range, Quartile Deviation and Mean Deviation. Standard Deviation and Variance.

Unit-III: Correlation and Regression
Correlation and Regression analysis: Correlation- Meaning and Type, Interpretation of Scatter Plot, Karl Pearson's Correlation Coefficient and its Properties, Spearman's Rank Correlation Coefficient, Simple linear regression model, Regression Coefficient, least square method, Standard Error of Estimate.

Unit-IV: Business Forecasting

Business Forecasting -Objectives of Forecasting in business, Characteristics of Business Forecasting, Steps in Business Forecasting. Theories of Business Forecasting, Methods of Business Forecasting, Advantages and Limitations of Business Forecasting.

Text Books:
1. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
2. Quantitative Methods for Business by Anderson, Sweeney, Williams, Camm, Martin, 12th Edition

Reference Books:
1. Fundamentals of Business Statistics by Dr. J.K. Thukral, Taxmann's Publications, 4th Edition.
2. Business Statistics 17th Edition, by M. P. Gupta, and S. P. Gupta, Publisher: Sultan Chand and Sons

CO-PO&PSO Correlation

Course Name: Quantitative Techniques in Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2	2				2	2		2		2
CO2:	2	2	2			2	3		2		2	
CO3:	2	2					3	2	2	2		
CO4:	2	2		1		2	2	2			2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Business Communication	Course Code:	MGT24-M-106
Credits:	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course enables students to understand the basic principle of communication and enables them describe various ways of employment communication as well as develop the understanding and skill of presentation.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts of Business communication in the organization.
CO2	Analyse the complexities associated with organizational communication, written as well as verbal.
CO3	Write effective and concise letters and memos.
CO4	Discuss and use the tools and structure of Corporate Communication and functions.

Syllabus

Unit-I: Introduction

Definition and classification of communication, purpose of communication, 7 C's of communication, importance of communication in management, Communication Process, Cross-cultural Communication; Corporate Communication; Ethics in Business Communication; Role of social media in communication

Unit - II: Business Correspondence, Written Communication

Purpose of writing, pros & cons of written communication, Principles of effective writing, Introduction to business letters, Types of business letter, Structure and Layout of business letter, Writing Cover Letter, Thank You Letter, Letter of Complaint, Buffers, Notice, Circular and Memos, Email writing etiquette.

Unit - III: Business Proposals and Reports

Proposal writing; Reports: Definition & purpose, types of business reports, reports writing structure; Careers and Résumés.

Unit - IV: Oral Communication Skills for Business

Oral Communication, principles of successful oral communication, Grapevine, Listening Skills. Effective Listening; Business Presentations and Public Speaking; Conversations; Interview, Group Discussions, Team Presentations.

Text Books:

1. Meenakshi Raman and Prakash Singh, Business communication, Oxford University Press

2. Lesikar, Flatley, Rentz and Pande N., Business Communication: Making Connections in a Digital World, Tata McGraw Hill

Reference Books:

1. Sharma R.C., Mohan Krishna, Business Correspondence and Report Writing, Tata McGraw Hill
2. Lesikar and Flatley, Basic Business Communication, Tata McGraw Hill

CO-PO & PSO Correlation

Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		2			3			2	3		
CO2:	2	2	2		2	2				2		2
CO3:			2			2		2		3	2	
CO4:		2	2		2	2				2		2

Note:1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Business Computing	Course Code:	MGT24-M-107
Credits:	2	No of Hours:	30
Max Marks:	50	L-T-P:	1-0-2

Course Description: This course is designed to provide students with a working knowledge of computer concepts and essential skills necessary for work and communication in today's society.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the functions of Computer
CO2	Use MS Office for Business
CO3	Analyse common business functions and identify, design, and develop appropriate information technology solutions
CO4	Explain the working of important application Software

Syllabus

Unit - I: Introduction to Computer Systems

Basic Computer Organization, Differentiating between Data & Information, Types of Computers. Operating systems; Storage devices; Application of Computer in Business, Computer Languages.

Unit - II: Introduction to MS-Office

MS-Word: Overview: Page Setup, Margins, Tabs, Header and Footer. MS-Power-point: Overview, Working with themes, Charts, Graphics and Tables. MS-Excel: Overview, Working with spreadsheet, Formatting Cells, Formulas and Functions, Graphs, Conditional Formatting, Sorting and Filtering Data.

Unit - III: Introduction to Networking

Networking Basics, Topologies, Software, Basics of Internet, Bandwidth Issues, E- mail, Browser and Search Engine.

Unit - IV: Software and Data Management

System Software, Application Software, Programming Software, open-source software, DBMS: Introduction, Functions and Advantages of DBMS and RDBMS.

Text Books:

1. Introduction to Computers, Peter Norton, TMH Publications, Seventh ed.

2. Computer Fundamentals, P.K. Sinha, Priti Sinha, BPB Publications, Fourth Edition

Reference Books:

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi

2. June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay

3. Suresh K. Basandra, Computer Today, Galgotia Publications Pvt. Ltd.

4. White, Data Communications & Computers Network, Thomson Learning Bombay

CO-PO & PSO Correlation

Course Name: Business Computing												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2				3		2	3	2		
CO2:	2		3	2	2		2		2	3		
CO3:		2	3		2	2		2		2	3	2
CO4:	2	3	2	2		2	2	3	2		2	3

Note: 1: Low 2.: Moderate 3: High

Year - 1, Semester - II

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+ (P/2)
				L	T	P	PRE		ESE	Total Marks	
							Mid Sem	TA			
1	MGT24-M-201	Core	Marketing Management	2	1	-	20	30	50	100	3
2	MGT24-M-202	Core	Financial Management	2	1	-	20	30	50	100	3
3	MGT24-M-203	Core	Human Resource Management	2	1	-	20	30	50	100	3
4	MGT24-M-204	Ability Enhancement	Business Research Methods	2		2	20	30	50	100	3
5	MGT24-M-205	Core	Business Analytics	2	1	-	20	30	50	100	3
6	MGT24-M-206	Ability Enhancement	Operation Research	2	1	-	20	30	50	100	3
7	MGT24-M-207	Skill Development	Managing Self	2	-	-	-	25	25	50	2
				14	5	2	120	205	325	650	20

Programme:	MBA	Semester:	II
Name of the Course:	Marketing Management	Course Code:	MGT24-M-201
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description:
The course aims to acquaint the students with the concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Remember and comprehend basic marketing concepts
CO2	Understand marketing Insights on application of basic marketing concepts
CO3	Analyse Business/ Consumer Markets and able to Identify & evaluate Market Segments and Targeting
CO4	Apply and develop Marketing Strategies and Plans

Syllabus

Unit - I: Overview of Marketing
Concept, Scope & Importance of marketing, Core marketing concept, Types of Market, Elements of Marketing mix, Marketing strategies & plan, customer value and the value delivery process.

Unit - II: Targeting the Marketplace

Market segmentation, Targeting and Positioning: Meaning, Basis for segmentation. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Consumer behavior- meaning, Consumer decision making process, Factors influence the consumer decision making.

Unit - III: Product, Branding & Pricing
Types of products, Product mix and product line decision, New product development process, Product Life Cycle strategy, Branding, Branding strategies, Packaging and labeling, Pricing objectives, methods and strategies.

Unit - IV: Managing Promotion & Distribution
Promotion: Promotion-mix, Advertising, Sales promotion, Personal selling, Publicity and Public relations, Channel management- levels of channel, types of channels, channel management strategy, Current trends in wholesaling and retailing, Emerging Trends and Issues in Marketing, Ethics in Marketing.

Text Books:

1. S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
2. Kotler Philip & Armstrong, Principles of Marketing, Pearson Education./PHI

Reference Books:

1. Arun Kumar, N Meenakshi, Marketing Management,VIKAS
2. Grewal and Levy, Marketing, McGraw Hill Publication, New Delhi
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGraw Hill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

CO-PO & PSO Correlation

Course Name: Marketing Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			2				1	3		2	2
CO2:		1	3		1		2			3	2	
CO3:	3				2			2	3		2	2
CO4:			1			1		2		2		

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Financial Management	Course Code:	MGT24-M-202
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course helps students to learn the core concepts of corporate finance. It deals important topics like cost of capital, capital budgeting, capital structure, etc. It deals with financial decision making and financial analysis.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Understand basics of time value of money and valuation.
CO2	Compare and select a capital budgeting technique.
CO3	Analyse cost of capital and understanding risk & return.
CO4	Create optimal capital structure and dividend policy.

Syllabus

Unit - I: Introduction to Finance

Finance & its scope, Financial Decisions, Discounted cash flow concept, time value of money, annuity, perpetuity, growing annuity and perpetuity, Valuation of securities, valuation of equity, estimation of discounting rate, valuation of bond, yield to maturity.

Unit -II: Investment and Financing Decision

Concept of Opportunity Cost, Cost of Debenture, Preference, and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, CAPM Model, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analysing Projects.

Unit -III: Financial Decision:

Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

Unit- IV: Dividend Relevance:

Dividend Policy, Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis.

Text Books:

1. Ross, Westerfield, Jaffe –Corporate Finance, Mc Graw Hill Publication

2. Brealey, Myers–Principles of Corporate Finance, Mc Graw Hill Publication

Reference Books:

1. Prasanna Chandra–Financial Management, Mc Graw Hill Publication

2. Sharpe,W.F.(1964).Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442.

CO-PO & PSO Correlation

Course Name: Financial Management												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3	3	2	2	2	2	2	2	3			2
CO2:	3	2			2	3		2	3	2	3	2
CO3:	3	2	2			2	2	2	2	2	2	3
CO4:	3	3		2		2		2		3	2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Human Resource Management	Course Code:	MGT24-M-203
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The course facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices. The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Have an understanding of the basic concepts, functions and processes of human resource management.
CO2	Be aware of the role, functions and functioning of human resource department of the organizations.
CO3	Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior.
CO4	Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy.

Syllabus

Unit- I: Introduction to Human Resource Management

Nature and scope of HRM, HRM functions, HRM models, understanding concepts of Personnel Management, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.

Unit - II: Acquiring HR

Human Resource Planning, Job Analysis, Recruitment, Selection, Placement and Socialization – Induction & Orientation

Unit- III: Managing HR

Training and Development, Performance Appraisal, Career Planning, Job Evaluation & Compensation Management

Unit-IV: Maintaining HR

Quality of Work life, Work Life Balance, Employee Welfare, Employee Empowerment & Engagement, Overview of Industrial Relations

Text Books:

1. Aswathappa. K, Human Resource Management - Text & Cases, (6th Edn.), McGraw Hill, New Delhi

2. Dessler G, Human Resource Management, Pearson Education, India

Reference Books:

1. Mathis R L and Jackson J H, Human Resource Management, (10th Edn.) Cengage Learning, Indian Print

2. Snell S and Bohlander G, Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition

CO-PO & PSO Correlation

Course Name: Human Resource Management												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2			3		2		1	3		2	
CO2:		2		1						2		2
CO3:	3								3		2	
CO4:			1		2		1			3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Business Research Methods	Course Code:	MGT24-M-204
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-0-2

Course Description: This course is designed to equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of managerial decision making.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.
CO2	Formulate research problem and develop a sufficiently coherent research design.
CO3	Apply of measurement & scaling techniques as well as analyse the Data.
CO4	Write & develop independent thinking for critically analyzing research reports.

Syllabus

Unit - I: Introduction to Research and Research Design
Concept of Research, Types of Research, Characteristics of Good Research; Research Process; Problem Identification, Formulation of Business Research Objectives. Research Designs: Exploratory, Descriptive and Causal Research Designs.

Unit - II: Sampling Design and Data Collection
Sampling Design: Fundamentals of Sampling Design, Non-probability and Probability Sampling, Sample Size Determination. Introduction to Primary & Secondary Data, Methods of Primary Data Collection, Methods of Secondary Data Collection, Advantages & Disadvantages of Data Collection, Questionnaire Design Measurement & Scaling Techniques.

Unit - III: Statistical Software and Data Analysis
Understating the interface of SPSS and MS EXCEL for data preparation and analysis. Descriptive Statistics: Univariate analysis, Correlation; Inferential Statistics: Hypothesis Testing Process, Large Sample Test, Small Sample Test, Parametric and Non-Parametric Test.

Unit - IV: Interpretation & Report Writing

Data Interpretation: Techniques of Interpretation; Report Writing: Key Elements in Report Writing, Generic layout of a Research Report.

Text Books:

1. C.R. Kothari: Research Methodology (2016), New Age International Publishers
2. Cooper and Schindler: Business Research Methods, 9th Edition, TMH

Reference Books:

1. Gupta and Kapoor, Fundamentals of Applied Statistics (2014), Sultan Chand & Sons
2. Sancheti S. C. and Kapoor, V. K, Statistics - Theory Methods and Applications, Sultan Chand and sons, New Delhi
3. K.N. Krishnaswamy, A.I. Sivakumar, M. Mathirajan (2011), Research Methodology, Pearson
4. Zeikmukund, Business Research Methods, Drden Press

CO-PO & PSO Correlation

Course Name: Business Research Methods												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2				3	2	2	3	2		
CO2:	2		3		2		2			3		
CO3:		2	3		2	2		2		2	3	
CO4:	2	3		2		2	2		2			3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Business Analytics	**Course Code:**	MGT24-M-205
Credits	3	**No of Hours:**	45
Max Marks:	100	**L-T-P:**	2-1-0

Course Description: This course is designed to expose students to basic concepts of Business Analytics and make them understand the Role of Business Analyst in Business.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Have an understanding of concepts of Business Analytics
CO2	Apply the concepts of Machine Learning
CO3	Analyse the implications of Analytics in various Functional Areas
CO4	Assess and Evaluate data using different Tools

Syllabus

Unit- I: Introduction and Applications of Analytics

Definition, Types - Descriptive, Predictive and Prescriptive Analytics, Ethics in Data Management, Business Analytics for Decision Making. Applications of Analytics in various functional areas – Finance, Marketing, Human Resources and Operations.

Unit- II: Machine Learning

Machine Learning - Definition, Machine Learning workflow, Models – CRISP DM & SEMMA, Types - Supervised, Unsupervised and Reinforcement learning, Managerial applications of Machine Learning.

Unit- III: Fundamentals of Business Intelligence and Data Visualization

Business Intelligence – Concept and Architecture, Role and significance in Business. Fundamentals of Visualization, Introduction to Visualization tool (Tableau), Data ingestion, Working with visualization tool, Dash boarding, Story telling

Unit- IV: Tools Used in Data Analytics

Conceptual overview of Data Analytics tools: Excel, Power BI, R programming for Data Analytics, Python for Data Analytics.

Text Books:

1. R N Prasad & Seema Acharya, Fundamentals of Business Analytics, Wiley

2. Essentials of Business Analytics: An Introduction to the methodology and its application, BhimasankaramPochiraju, Sridhar Seshadri, Springer

3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

4. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly

Reference Books:

1. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

2. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India

CO-PO & PSO Correlation

Course Name: Business Analytics												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2	3	2				2	2	2	3	2	
CO2:	2	2	3			2				2		3
CO3:	3		2	2		2	3	2			3	
CO4:	2	3	2			2		2	2	3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Operations Research	Course Code:	MGT24-M-206
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The basic objective is to make the student familiarize with the concepts of operations research under the various scenario. This concept of operations research outlines the practical problem for distinct business firm under linear and non-linear decision model. Main objectives of this subject are to design and formulate an effective mathematical model to find the best possible outcome with various resource constraints.

Course Outcomes: After Completion of the course students will be able to:

CO Number	Course Outcome
CO1	Understand and explain the practical uses of operation research in dealing with the competitive market scenario.
CO2	Examine the mathematical model in form of linear programming problem for optimizing the outcomes.
CO3	Evaluate the concept of transportation model. Apply different approaches for finding out the optimal allocation to optimize the total cost of transportation.
CO4	Execute the concept of decision making in uncertain or risky situation.

Syllabus

Unit-I: Introduction of Operation Research

The Origins, Nature of Operations Research, The Impact of Operations Research, Algorithms and OR Courseware. Defining the Problem and Gathering Data, formulating a Mathematical Model, Deriving Solutions from the Model, Testing the Model, preparing to Apply the Model, Implementation, Problems.

Unit-II: Introduction to Linear Programming

Prototype Example, The Linear Programming Model, Assumptions of Linear Programming, Simplex Method, Duality of problem, Sensitivity analysis, Additional Examples, Some Case Studies, Displaying and Solving Linear Programming Models on a Spreadsheet, Formulating Very Large Linear Programming Models.

Unit-III: Transportation and Assignment Problems

The Transportation Problem, Model development of Transportation Problem, Different methods for finding initial solution of Transportation Problem, Optimal Solution of Transportation Problems, Special Cases in Transportation Problems. The Assignment Problem- Formulation of assignment problems, Hungarian Methods for solving balanced and unbalanced problems, Maximisation problems, Problems with restrictions.

Unit-IV: Decision Theory

Decision Making - Factors Influencing Decision Making, Types of Decision Making Environment, Decision Making Under Uncertainty- Optimism (maximax or minimin) criterion, Pessimism (maximin or minimax) criterion, Equal probabilities (Laplace) criterion, Coefficient of optimism (Hurwicz) criterion and Regret (salvage) criterion. Decision Making Under Risks-Baye's criterion.

Text Books:

1. Introduction to Operations Research, SIE | 10th Edition by Frederick S. Hillier , Gerald J. Lieberman

2. Gupta P.K., Hira D.S. (2007). Operations research. Ram Nagar, New Delhi: S.Chand& Company Ltd.

Reference Books:

1. Sivarethinamohan R. (2008). Operations research. West Patel Nagar, New Delhi: Tata McGraw-Hill Publishing Company Ltd.

2. Taha H. A., (2011). Operations research: An introduction. Panchsheel Park, New Delhi: Dorling Kindersley Pvt. Ltd.

CO-PO & PSO Correlation

Course Name: Operations Research												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2		2		2	2	2	3		2	
CO2:	2	2	2						2	2		
CO3:	2	2					2		2	2		
CO4:	2	2	2	2		2	2	2	3	2	3	3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Managing Self	Course Code:	MGT24-M-207
Credits	2	No of Hours:	30
Max Marks:	50	L-T-P:	2-0-0

Course Description: This course will focus on concepts of 'Managing Self' like perception, positive attitude, right value and vision. Students will also learn goal setting, action planning, self-motivation and confidence building. Students will also be taught methods of becoming good and assertive communicators. This will enable them to perform better during job interviews and group discussions. This course will also concentrate on techniques of Facing Interviews, Group Discussion and Resume building, etc.

Course Outcomes: After Completion of the course students will be able to:

CO Number	Course Outcome
CO1	Utilizing effective verbal and non-verbal communication techniques in formal and informal settings
CO2	Understanding and analyzing self and devising a strategy for self-growth and development
CO3	Adapting a positive mindset conducive to growth through optimism and constructive thinking
CO4	Making appropriate and responsible decisions through various techniques like SWOT, Simulation and Decision Tree

Syllabus
Unit - I

Personal growth and improvement in personality, Perception, Positive attitude, Values and Morals, High self-motivation and confidence, Grooming.

Unit - II

Goal setting and action planning, Effective and assertive communication, Decision making, Time management, Presentation Skills, Happiness, risk-taking and facing unknown.

Unit- III

Resume Building/ Cover Letter, Occupational Research, Group discussion (GD) and Personal Interviews Concept and Practice.

Reference Books:
1. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, Organizational Behaviour (2018), 18th ed., Pearson Education
2. Tracy, Brian, Time Management (2018), Manjul Publishing House
3. Hill, Napolean, Think and grow rich (2014), Amazing Reads
4. Scott, S.J., SMART goals made simple (2014), Createspace Independent Pub
5. https://www.hloom.com/resumes/creative-templates/

6. https://www.mbauniverse.com/group-discussion/topic.php
7. Rathgeber, Holger, Kotter, John, Our Iceberg is melting (2017), Macmillan
8. Burne, Eric, Games People Play (2010), Penguin UK
9. https://www.indeed.com/career-advice/interviewing/job-interview-tips-how-to-make-a-great- impression

CO-PO & PSO Correlation

Course Name: Managing Self												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:				3	3	2	1	2		2		2
CO2:	1	2	3		2	1			1	2		3
CO3:	1	1		3	2	3	2	2		2	3	
CO4:				3	3	2	2	1	1	2		2

Note: 1: Low 2.: Moderate 3: High

Guidelines for End-term Evaluation

Internal Evaluation: 25 marks

End-term Evaluation: 25 marks

General Guidelines:

1. The end-term evaluation timetable will be shared with the students.
2. The Evaluation pattern of end-term evaluation will consist of 2 assessments with a total of 50 marks:
    I. Extempore based on the list of 30 topics mentioned below. (15 marks)
    II. Viva based on the scenario, in the manner of the sample questions provided.(10 marks)
3. The prescribed University Uniform is mandatory to appear for the external evaluation.
4. All requests and doubt clarification need to be put across to your respective trainers before the commencement of the end end-ter. Clarification and modification on the day of the scheduled exam will not be entertained.

I. Guidelines for Extempore (15 marks)

1. Students will be provided with a list of 30 topics. On the day of the examination, Students will be required to pick one topic from the lot and

speak on it for 2 minutes. A maximum of 3 minutes will be provided for preparation.

2. The list of Topics is as follows:
    i. Social media is making us unsocial
    ii. Bullying and social media
    iii. The need for gender inclusion
    iv. Artificial Intelligence: the good, the bad and the worst
    v. Academic scores are not a good measure of intelligence
    vi. Perception forms reality
    vii. Unemployment in India: is it a myth?
    viii. The cinema and its role in society
    ix. Bank frauds: who's responsible?
    x. Importance of value education
    xi. Changing Indian music
    xii. The significance of a person's handwriting
    xiii. Traffic problems: ways to improve
    xiv. Ayushman Bharat Yojana
    xv. The place of religion in your life
    xvi. The status of women: has it changed?
    xvii. Childhood
    xviii. Newspaper reading as a habit
    xix. Ways to a healthier brain
    xx. TV commercials should be banned
    xxi. Morning walk versus evening walk
    xxii. Real learning takes place through experience
    xxiii. Time and tide wait for none
    xxiv. Winning vs. participation: which one is important?
    xxv. Morals are not for the 21st century
    xxvi. Dreams versus Goals
    xxvii. Bicycle: the best mode of transport?
    xxviii. Happiness is a state of mind
    xxix. Is lying a necessary evil?
    xxx. Do motivational speakers help anyone?

3. Evaluation will be done on the basis of Communication skills (grammar and sentence structure), body language (gestures, postures and eye contact), Confidence, and Content.
4. The extempore should include an introduction of the student and their programme.

II. Guidelines for Viva Voce (10 marks)
1. The Students will be required to draw two questions from the lot and answer the questions within the stipulated time frame of a maximum of 1 minute for each question.
2. The questions will be scenario-based soft skills-related questions like the sample questions given below.

3. Evaluation will be done based on Communication, Content, Confidence and Body Language.
4. Viva Voce will be conducted immediately after the extempore by the student.
5. Scenario-based questions in the likeness of the following shall be asked:
    a. If there is one member of your team who is not willing to partake in any of the allotted tasks, what are you going to do?
    b. What changes have you observed in your overall personality this year?
    c. If given a chance to change something in you/the world/our country, what would you change?
    d. If you were a dessert, what dessert would you be and why?
    e. If you were elected the Prime Minister of India, what would you do?
    f. How do you decide what is wrong and what is right?
    g. If you are presented with a problem, how do you solve it?
    h. Talk about a time when someone criticized you? How did you handle it?
    i. How do you convince your friends to do something that you want to do? What are your strategies?
    j. What is happiness to you? Talk about the happiest moment of your life.
    k. How do you set goals for yourself?
    l. When you are feeling low, how do you motivate yourself?
    m. It is not easy to forgive people. Are you able to forgive people for their mistakes?
    n. If you are presenting any topic in front of an audience, what are major aspects you will look at?
    o. If you have a lot of work to do, how do you prioritize which one to finish first?

Year - 2, Semester - III

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+(P/2)
				L	T	P	PRE		ESE	Total Marks	
							Mid Sem	TA			
1	MGT24-M-301	Core	Legal Aspects of Business	2	1	-	20	30	50	100	3
2	MGT24-M-302	Ability Enhancement	Entrepreneurship & Innovation	2	1	-	20	30	50	100	3
3		DSEC	Major Elective-I	2	1	-	20	30	50	100	3
4		DSEC	Major Elective-II	2	1	-	20	30	50	100	3
5		DSEC	Minor Elective-I	2	1	-	20	30	50	100	3
6	MGT24-M-303	Skill Development	One Thing & Extreme Ownership	2	-	-	10	15	25	50	2
7	MGT24-M-304	Skill Development	Summer Internship Project	1	2	-	-	50	50	100	3
				13	7	-	110	215	325	650	20

THIRD SEMESTER ELECTIVES

Course Code	Specialization	Course Title
MGT24-M- MKT-301	Marketing	Consumer Behaviour
MGT24-M- MKT-302	Marketing	Digital & Social Media Marketing
MGT24-M- FIN-301	Finance	Security Analysis & Portfolio Management
MGT24-M- FIN-302	Finance	Management of Financial Institutions
MGT24-M- HR-301	Human Resource	Strategic Human Resource Management
MGT24-M- HR-302	Human Resource	Industrial Relations & Labour Laws
MGT24-M- BA-301	Business Analytics	Data Mining
MGT24-M- BA-302	Business Analytics	Business Intelligence& Visualization

Programme:	MBA	Semester:	III
Name of the Course:	Legal Aspects of Business	**Course Code:**	MGT24-M-301
Credits	3	**No of Hours:**	45
Max Marks:	100	**L-T-P:**	2-1-0

Course Description: This course offers lectures along with relevant cases to impart teaching and learning to develop problem solving techniques .It focus on practical legal knowledge of general business law issues, with knowledge of the legal environment in which a consumer and businesses operates. An understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively

Course Outcomes: After Completion of the course students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the basic concept of business legislations and identify the fundamental legal principles behind contractual agreements
CO2	Analyse the problems of partnership firm and acquire problem solving techniques and to be able to present coherent, concise legal argument.
CO3	Apply sale of goods laws for conduction of smooth business
CO4	Develop legal thinking for smooth establishment of business concern

Syllabus

Unit - I: The Indian Contract Act, 1872
Nature of Contract, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Performance of Contract, Discharge of Contract, Contingent and Quasi contracts , Remedies for Breach of Contract. Special Contract: Indemnity and Guarantee.

Unit - II: The Sale of Goods Act, 1930
Formation of Contract of Sale, Sale and Agreement to Sell   Distinction, Conditions & warranties, Transfer of ownership, Performance of the Contract of Sale, Rights of unpaid seller, Rights of buyer.

Unit - III: The Indian Partnership Act, 1932& LLP 2008
The Partnership Act, 1932: Definition, Partnership, Formation of Partnership, Relations of Partner, duration of Partnership, registration of Firm, Procedure of Registration of Firms, effects of Non-Registration, Dissolution of a firm , Limited Liability Partnership Act 2008, Essential features, characteristics of LLP, Incorporation and differences with other forms of organizations.

Unit - IV: The Companies Act (Amendment), 2013& The Patent Law

The Companies (Amendment) Act, 2013: Company – Definition, Meaning, Features and Types of companies, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Appointment of director including woman Director. Patent Law: Application for Patents, Procedure for grants of Patents, Working of Patents, Compulsory licenses and Revocation, Renewal of lapsed Patents.

Unit - V: The Consumer Protection Act, 2019&Information Technology Act, 2000

The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Consumers dispute Redressal Forums – District, State & National Forum, Rights of Consumers , Information Technology Act, 2000: Digital signature, electronic governance, electronic records and cyber laws.

Text Books:

1. Business Legislations for Management, M.C. Kuchhal , Vikas Publication

2. Elements of Mercantile Law, N.D.Kapoor, Sultan Chand & Sons

3. Business and Corporate Laws,P.C. Tulsian, S.Chand

4. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage Learning

Reference Books:

1. Business Law, S.D. Geet, NIrali Prakashan

2. Business Law, S.S. Gulshan, G.K. Kapoor, New Age International Publishers

CO-PO&PSO Correlation

Course Name: Legal Aspects of Business												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3	2		2		2	2		2	3		
CO2:	2		2	2			3		3	2		
CO3:	2				2			3			2	2
CO4:	2					2			2		3	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Entrepreneurship & Innovation	Course Code:	MGT24-M-302
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The aim of this course is to facilitate the development of skills and a knowledge base that will enhance the student's ability to more effectively understand, interpret and implement entrepreneurial acts and new venture creation. The objective is to prepare students to start and nurture their own businesses.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcomes
CO1	Understand the mind-set, characteristics and skills of an entrepreneur and analyse the role of a robust entrepreneurial culture on economic development of a nation.
CO2	Evaluate the business ideas to convert them into opportunities, evaluate the role of innovation in creating entrepreneurial ventures and analyse the role of IPR in protecting the innovation.
CO3	Create a business plan for a start-up venture and evaluate various sources of capital for funding the venture.
CO4	Understand the process of launching and growing the new venture.

Syllabus

Unit - I: Introduction to Entrepreneurship

Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioural; entrepreneurial challenges

Unit-II: Innovation and Business

Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process. Innovation and the Business Idea, Opportunities Recognition, Identifying and Evaluating business opportunities, Characteristics of business opportunities and feasibility.

Unit - III: The Business Plan and Model for Start-ups

The Business Plan: creating and starting the venture, Business Model, The Marketing Plan, The Organizational Plan, The Financial Plan, and The Operations Plan.

Unit-IV: Funding the Venture

Financing Entrepreneurial activity, Implementation of the decision to adopt Sources of Capital.

Text Books:

1. Robert D. Hisrich, Mathew J. Manimala, Michael P. Peters and Dean A Shepherd, Entrepreneurship, 9thedition, McGraw Education, 2014, New Delhi
2. Entrepreneur's Tool Kit: Tools & Techniques to launch and grow your business, Harvard business school press
3. Entrepreneurship by Rajeeb Roy, Oxford University Press.
4. Entrepreneurship Development by Vasant Desai, Himalaya Publishing House, New Delhi.

Reference Books:

1. Timmons, J.A, New Venture Creation: Entrepreneurship for the 21st century. McGraw-Hill.
2. Poornima M. Charantimath, "Entrepreneurship Development and Small Business Enterprise", Pearson Education.

CO-PO & PSO Correlation

Course Name: Entrepreneurship & Innovation												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2			3				3	2		
CO2:		3					3	2			3	2
CO3:		3		2	2					3	2	
CO4:		3		2		2			3	2		3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	One Thing & Extreme Ownership	Course Code:	MGT24-M-303
Credits:	2	No of Hours:	30
Max Marks:	50	L-T-P:	2-0-0

Course Objectives: The objective of this course is to make the students understand the tools and techniques of personal effectiveness that produces extraordinary results and extreme ownership, so essential for corporate leaders of today. It will also help to understand how the habit to succeed can be incorporated in one's life to overcome the hurdles.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the tools and techniques of personal effectiveness
CO2	Learn the habit to succeed can be incorporated in one's life to overcome the hurdles.
CO3	Analyse the concepts of one thing and extreme ownership
CO4	Create extraordinary results and extreme ownership

Syllabus

Unit - I: The ONE Thing - The Lies and the Truths

The ONE Thing, The Domino Effect. The Lies: Everything Matters Equally, Multitasking, A Disciplined Life, Will power is always on Will-call, A balanced life, Big is bad The Truth: The focusing question, The Success Habits, The Path to Great Answers.

Unit - II: The ONE Thing - Extraordinary Results

Extraordinary Results: Live with purpose, Live by priority, Live for productivity, The Three Commitments, The Four Thieves, Putting the ONE Thing to work: GPS and 411.

Unit - III: Extreme Ownership – Winning the War Within

Extreme Ownership, No Bad Teams Only Bad Leaders, Believe, Check the Ego

Unit - IV: Extreme Ownership – The Laws of Combat and Sustaining Victory

Cover and Move, Simple, Prioritize and Execute, Decentralized Command. Plan, leading up and down the chain of command, Decisiveness amid uncertainty, Discipline Equals Freedom - The Dichotomy of Leadership

Text Books:

1. The ONE Thing, Gary Keller and Jay Papasan, John Murray publishers
2. Extreme Ownership, Jocko Willink and Leif Babin

Reference Books:

1. The 10X Rule: The Only Difference Between Success and Failure, Grant Cardone, Wiley

2. Navy SEAL Mental Toughness: A Guide To Developing An Unbeatable Mind, Chris Lambertsen

3. Leadership Strategy and Tactics: Field Manual, Jocko Willink

CO-PO&PSO Correlation

Course Name: One Thing & Extreme Ownership												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3		2		3						2	3
CO2:		3				1	3	2	3	2		
CO3:	2	2	1			2			2			2
CO4:					2		1	2		3	3	

Note:1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Summer Internship Project	Course Code:	MGT24-M-304
Credits:	3	No of Hours:	45
Max Marks:	100	L-T-P:	1-2-0

Course Description:

Each student shall have to undergo a practical training for a period of 6-8 weeks during the vacation after the end of Second Year. Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Department before the commencement of the end semester examination for the third semester. The evaluation of the project report along with the related viva-voce shall be conducted by a panel consisting of internal faculties and an external examiner appointed by the University.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Identify areas of interlink between theoretical and practical knowledge.
CO2	Able to identify and analyse the research topic.
CO3	Able to implement the theoretical knowledge in practical field
CO4	Able to report the research findings in an effective manner.

Syllabus

After completing second semester, the students will be required to undergo 6-8 weeks training with any organization / firm / company etc. where they learn the practical aspects of management. After the training the student is required to submit the report of training to the institution / department after the start third semester and the report will be evaluated by examiners followed by viva voce/presentation for ESE examination. The training report should show what student has learnt during the training period. The TA marks will be awarded on the basis of presentation.

CO-PO&PSO Correlation

Course Name: Summer Internship Project												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1		1			3	2		2		2	
CO2:	2	2			2				2	2		
CO3:			3			2				3	3	
CO4:				3			2					2

Note: 1: Low 2.: Moderate 3: High

SPECIALIZATION- MARKETING

Programme:	MBA	Semester:	III
Name of the Course:	Consumer Behaviour	Course Code:	MGT24-M- MKT-301
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The reason of learning of this course is to expose the students to get the knowledge of consumer behaviour and train them to how to behave with the consumer. The students will learn the techniques and models of consumer behaviour.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Comprehend the various theories and models of consumer behaviour applications in developing marketing strategies
CO2	Analyse and evaluate consumer behaviour from a sustainable perspective.
CO3	Critically assess and evaluate different consumer research methods and their application in business and research.
CO4	Plan, design and manage consumer through various models.

Syllabus

Unit - I:
Introduction to Consumer Behaviour Meaning and scope of consumer behaviour; Motivation, perception, attitude and leaning; motivation theories and their application; measurement of motivation and motivation research; meaning and application of perception; perceptual selection, perceptual organization, application of absolute and differential threshold in consumer behaviour.

Unit - II:

Personality, meaning and nature of personality; theories of personality (with emphasis on measurement of big five traits) and their application in consumer behaviour; self-concept and consumer research; attitudes and their characteristics; functions of attitude, models of attitudes; measurement of attitudes definition, models and application of learning in consumer behaviour.

Unit - III:

Influences on Consumer Behavior Culture and Characteristics of Culture, Values, Subcultures, Cross-cultural Influence, Social Class and Group Influences on Consumer Behavior. Group

Influences, Types of Reference Groups, Nature of Reference Groups, Applications of Reference Group Influences, Conformity to Group Norms and Behavior, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences.

Unit - IV:

Decision-Making in Consumer and Organizational Markets Types of Consumer Decisions, Models of Consumer Decision-making; consumer decision making process; Meaning, scope and Characteristics of Organizational Buyers; models of consumer behaviour (Nicosia model, H-S model).

Text Books:
1. Consumer Behaviour, Leon G Schiffman, Joseph Wisenblit, S Ramesh Kumar, Pearson Education India
2. Consumer Behaviour, Roger D. Blackwell, Paul W. Miniard , James F. Engel , Zillur Rahman, Cengage India Private Limited, 2014

Reference Books:
1. Consumer Behaviour: Building Marketing Strategy, Del I Hawkins, David L Mother baugh and Amit Mookerjee, McGraw Hill Education
2. Consumer Behaviour: Buying Having and Being, Michael R Solomon, Pearson Education India

CO-PO& PSO Correlation

Course Name: Consumer Behaviour												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		2		3		2				3	
CO2:	2	3		2		3		2	3	2		2
CO3:			3	3	2		3			3	3	
CO4:	2		2			2		2			2	3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Digital & Social Media Marketing	Course Code:	MGT24-M- MKT-302
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course will acquaint the learners to create a structured digital marketing plan and budget, Identify the correct measures to set objectives and evaluate digital marketing, Review and prioritize the strategic options for boosting customer acquisition, conversion, and retention using digital marketing.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Develop an understanding of digital and social media marketing practices.
CO2	Acquire the skill to acquire and engage consumers online.
CO3	Build organizational competency by way of digital marketing practices and cost considerations.
CO4	Evaluate latest digital practices for marketing and promotion.

Syllabus

Unit - I: Introduction to Digital Marketing

Introduction & origin of Digital Marketing. Traditional v/s Digital Marketing. Digital Marketing Strategy, The P-O-E-M Framework, The Digital landscape, Digital Advertising Market in India. Skills required in Digital Marketing. Digital Marketing Plan, Legal Issues in Digital Marketing.

Unit - II: Social Media Marketing

Introduction to Blogging, Create a blog post for your project. Social-media marketing, Introduction to Facebook, Twitter, Google, LinkedIn, YouTube, and Instagram; their channel advertising and campaigns, Analytics & Measurement Google Analytics Digital Marketing KPIs Attribution.

Unit - III: Acquiring & Engaging Users through Digital Channels

Understanding Search Engines, Search engine marketing, Search Engine Optimization: Meaning, Common SEO techniques, basics of Keyword search, Basics of Email Marketing, Email Marketing tools, Email Deliverability & Email Marketing automation.

Unit - IV: Designing Organization for Digital Success

Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.

Text Books:

1. Digital Marketing by Seema Gupta, McGraw Hill Education

2. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015)

Reference Books:

1. MoutsyMaiti: Internet Mareting, Oxford University Press India

2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013)

3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014)

4. Tracy L. Tuten& Michael R. Solomon: Social Media Marketing (Sage Publication

CO-PO & PSO Correlation

Course Name: Digital & Social Media Marketing												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2			2		3		1	3		2	2
CO2:		1	3		1		2			3	2	
CO3:	3			2	2			2	3		2	2
CO4:		2	1			1		2		2		

Note: 1: Low 2.: Moderate 3: High

SPECIALIZATION- FINANCE

Programme:	MBA	Semester:	III
Name of the Course:	Security Analysis & Portfolio Management	Course Code:	MGT24-M- FIN-301
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Understand basics of investment management-risk and return.
CO2	Describe risk and its measures.
CO3	Evaluate own optimal portfolio.
CO4	Apply asset pricing models to generate returns.

Syllabus

Unit – I:

Risk and return, holding period return, Average returns: arithmetic, geometric and dollar-weighted, effective annual return, return over a time period, return under different scenarios, measures of risk.

Unit – II:

Risk premium, risk aversion, investor's degree of risk aversion, Sharpe ratio, inflation and interest rates, nominal and real interest rates, risk and return of a portfolio, capital allocation line, diversification and portfolio risk, systematic and unsystematic risk, three rules of two risky assets portfolio.

Unit – III:

Mean-variance criterion, portfolio optimization, Markowitz model, efficient frontier, optimal portfolio with a risk-free asset, the preferred complete portfolio and the separation property, security characteristic line. Capital asset pricing model, assumptions, implications of assumptions, market portfolio, market risk premium, beta.

Unit – IV:

Security market line, alpha stock, CAPM and the single index model, Arbitrage Pricing theory, Multifactor model, Fama-French Model, Using CAPM and multifactor models for investment decision making, Efficient Market Hypothesis, forms of market efficiency, tests for each form.

Text Books:

1. Bodie, Kane & Marcus –Investments, McGraw-Hill Publications
2. Reilly & Brown-Investment Analysis and Portfolio Management –Cengage Publications

Reference Books:

1. Sharpe, Alexander & Bailey–Investments-Prentice Hall of India

2. Markowitz, H. (1952). Portfolio selection. The journal of finance, 7(1),77-91

3. Sharpe,W.F.(1964).Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442

CO-PO & PSO Correlation

Course Name: Security Analysis & Portfolio Management											
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	2	2	2	2	2	2	3		2	3
CO2:	3	2			2	3		2		2	3	
CO3:	3	2	2			2	2	2	3		2	
CO4:	3	3		2		2		2	3	3		2

  Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Management of Financial Institutions	Course Code:	MGT24-M- FIN-302
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Understand the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.
CO2	Develop and identify thorough grasp of Money Market and its Instrument, Capital Market, Merchant Banks and Mutual fund.
CO3	Analyse, discover and survey merchant banking, Financial Market, Depository Receipt, hire purchase and leasing system and explain the credit rating process adopted by the various institution.
CO4	Discuss Mutual Fund works, synthesis and develop many idea of Investment like Depository Receipt, Venture Capitalist and Angel Investing.

Syllabus

Unit-I:

Introducing various components of the Indian financial system: financial markets, financial institutions, financial services. Classification of the Indian financial market, characteristics and functions of the financial market, introducing the money market and capital market. Introduction to primary market, functions of primary market, Underwriting, methods of floating new issue, Principal steps of a public issue, Issue pricing, Case on IPO, what is a stock exchange, recognition of stock exchanges, listing of stocks, registration of brokers, online trading system, demutualization of stock exchanges. stock market trading, requirements for a retail investor to trade in stock market.

Unit-II:

Money market - call money market, major characteristics of call money market, operations in the call money market, participants of call money market, purpose of call money market, Certificate of Deposits, features of CDs, RBI guidelines on CDs, format of CDs, payment of certificate, reporting, Commercial Bill, types of commercial bills, operations in bill market, New Bill Scheme 1970, Commercial Paper, features of Commercial Papers, RBI Guidelines on commercial papers, issuing and paying agent, Treasury Bills, types of treasury bills, operations and participants.

Unit-III:

Merchant Banking, Origin, merchant banking in India, scope of merchant banking, categories of merchant banks, services of merchant banks, merchant banks in the market making process, Credit Rating, Importance of credit rating, factors affecting rating, instruments for rating, credit rating agencies and ratings, emerging avenues of rating services, Leasing, origin and development, classification, difference between Operating and Financial Lease, advantages & disadvantages of leasing, Hire Purchase, difference between leasing and hire-purchase, cases on leasing.

Unit-IV:

Mutual Fund, History, classification, structural arrangement, Net Asset Value, Advantages of investing in mutual funds, Depository Receipts, ADRs and GDRs, mechanism, features of depository receipts, Government Securities Market, features of government securities, terms and conditions applicable to government securities, types of government securities, repos, Primary Dealers, Retail Debt Market, Venture Capital, features, scope of venture capital, methods of venture financing in India, venture capital players in India, case on venture capitalism. Angel Investing.

Text Books:

1. Jeff Madura - Financial Institutions and Markets, Cengage Publications

2. Bhole and Mahakud, Financial Institutions and Markets, McGraw Hill Publications

Reference Book:

1. Gordon and Natarajan - Financial Markets and Services, Himalaya Publications.

CO-PO & PSO Correlation

Course Name: Management of Financial Institutions												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2	3						2	2	2	2	
CO2:	2	2	2					2		2		3
CO3:		3			2		3	2		3	2	2
CO4:		2					2	2	2	2	3	3

Note: 1: Low 2.: Moderate 3: High

SPECIALIZATION- HUMAN RESOURCE

Programme:	MBA	Semester:	III
Name of the Course:	Strategic Human Resource Management	**Course Code:**	MGT24-M- HR-301
Credits	3	**No of Hours:**	45
Max Marks:	100	**L-T-P:**	2-1-0

Course Description: This subject provides an understanding of the strategic contribution of the Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategic dimension so as to illustrate the concept of competitive advantage applied to human resources.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Understand the links between strategic human resource management and business strategy.
CO2	Assess the strategic contribution of employee participation and involvement to strategic HRM and organisational performance.
CO3	Evaluate the theory of HRM and its links with organizational theory.
CO4	Create Solutions to decision making problems with different forms of strategic HRM.

Syllabus

Unit - I: Introduction to Strategic HRM
Definition of Strategic HRM, Basis of strategic HRM, Evolution of Strategic HRM, Distinctive Human Resource Practices, Theoretical Perspectives on Strategic HRM, Strategic Fit: A Conceptual Framework.

Unit - II: The Practice of Strategic HRM and Talent Management
HR Strategies; The Strategic role of HR; Impact of HR on Organizational Performance, Impact of Strategic HRM Concepts on Practice; Strategic HRM in action. Talent Management Strategy; Learning and Development Strategy; Reward Strategy; Employee Relations Strategy.

Unit- III: HR Strategies-I
Human Capital Management Strategy; The link between Human Capital Management and Business Strategy, Developing a Human Capital Management Strategy; High-performance strategy; Organization Development Strategy.

Unit - IV: HR Strategies-II

Engagement and Organizational Commitment, The Significance of Engagement, Engagement and Discretionary behaviour, Factors that influence Engagement, Strategies for enhancing Engagement, Measuring Engagement; Knowledge Management Strategy, Employee Resourcing Strategy.

Text Books:

1. Armstrong Michael, Strategic Human Resource Management: A Guide to Action, Kogan Page.
2. Agarwala Tanuja, Strategic Human Resource Management, Oxford University Press.

Reference Books:

1. Mahey C and Salman G., Strategic Human Resource Management, Oxford Blackwell.
2. Mello Jeffrey A., Strategic Human Resource Management, Thompson Press Publishing.
3. Srinivas R. Kandula, Strategic Human Resource Development, Prentice Hall of India.

CO-PO & PSO Correlation

Course Name: Strategic Human Resource Management											
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2		2		2	2		3	2	2	
CO2:	2		2		3	2		2		3		2
CO3:		3		2		2	2		2	2	3	
CO4:	2	3	2			2		2		3		2

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Industrial Relations & Labour Laws	Course Code:	MGT24-M- HR-302
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The objective of this course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Understand the concepts, functions and the importance of various industrial relation.
CO2	Analyse the process of workers' participation in management and grievance settlement mechanisms.
CO3	Implement labour laws strategies.
CO4	Evaluate various laws and implement in real life processes.

Syllabus

Unit- I: Introduction to Industrial Relations
Meaning and Objectives, Importance and approaches to Industrial Relations, Developing sound industrial Relations, Ethical Approaches to Industrial Relations. Procedure, Emergence and objectives of Labor laws and socio –economic environment.

Unit- II: Techniques to Industrial Relations
Worker's participation in Management - Meaning, objectives, Essential Conditions, forms, Reasons for limited success and suggestions for improvement; Collective Bargaining - Meaning, Functions, Process and Prerequisites; Grievance - Definition, and Grievance Handling, Grievance Redressal Machinery, Disciplinary procedures- Meaning, Need and Procedure; Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926.

Unit- III: Introduction to Labour Laws
Labour Law Origin - Purpose - Role of the State - Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy. Factories Act, 1948, Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act 1947; Contract Labour (Regulation & Abolition) Act, 1970.

Unit- IV: Employee Benefits and Social Security related Laws

Payment of Gratuity Act, 1972: Provident Fund Act 1952, Workmen's Compensation Act 1923, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, The Apprentices Act 1961.

Text Books:

1. C.S. Venkata Ratnam Industrial Relations, Oxford Higher Education
2. Malik, P.L Industrial Law-Eastern Book company
3. Mamoria, C.B. Dynamics of Industrial Relations, Himalaya Publishing House

Reference Books:

1. Bagri, P.R. Law of Industrial Disputes, Kamal Law House
2. Kumar, H.L. Labour Laws - Everybody Should Know, Universal Law Publishing Company
3. Malhotra, O.P. Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.

CO-PO&PSO Correlation

Course Name: Industrial Relations & Labour Laws											
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3		2				2		3		3	
CO2:		2			1					3		3
CO3:	2			2		3	2		3		2	
CO4:		3	3					3		2		2

Note:1: Low 2.: Moderate 3: High

SPECIALIZATION- DATA ANALYTICS

Programme:	MBA	Semester:	III
Name of the Course:	Data Mining	Course Code:	MGT24-M- BA-301
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The basic aim of this course is to familiarize the students with the basics of Data Mining & Business Intelligence and its utility in Business Analytics.

Course Outcomes: After completion of the course students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the basics concepts of Data Mining.
CO2	Apply data normalization techniques to build data bases
CO3	Develop skills to understand the tasks and techniques of data mining
CO4	Appreciate the conceptual foundation of Data mining and its various platforms

Syllabus:

Unit - I: Introduction
Data Mining tasks, Data Mining versus Knowledge Discovery in Databases, Relational databases, Data warehouses, Transactional databases, Object oriented databases, Spatial databases, Temporal databases – Text and Multimedia Databases, Heterogeneous Databases, Mining Issues, Metrics, Social implications of Datamining.

Unit - II: Data Processing
Why Pre-process the data, Data cleaning, Data Integration, Data Transformation, Data Reduction, Data Discretization.

Unit - III: Data Mining Techniques, Classification and Prediction
Association Rule Mining, The Apriori Algorithm, Multilevel Association Rules, Multidimensional Association Rules, Constraint Based Association Mining. Issues regarding Classification and Prediction, Decision Tree induction, Bayesian Classification, Back Propagation, Classification Methods, Prediction, Classifiers accuracy.

Unit - IV: Clustering Techniques
Cluster Analysis, Clustering Methods, Hierarchical Methods, Density Based Methods, Outlier Analysis.

Text Books:

1. J. Han and M. Kamber, 2001, Data Mining: Concepts and Techniques, Morgan Kaufmann, New Delhi.
2. Popover Pang, Michael Steinbach, Vipin Kumar (2016). Introduction to Data Mining, Pearson.

Reference Books:

1. M. H.Dunham, 2003, Data Mining : Introductory and Advanced Topics , Pearson Education, Delhi.
2. S.N. Sivananda and S. Sumathi, 2006, Data Mining, Thomsan Learning, Chennai.

CO-PO & PSO Correlation

Course Name: Data Mining												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2	2				2	3			2		
CO2:	2					2	3	2		3		
CO3:	2	2	2				3			3	2	
CO4:	2		2			2	3			2	2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Business Intelligence & Visualization	Course Code:	MGT24-M- BA-302
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course introduces students to data analysis and visualization in the field of exploratory data science using various data visualisation tools.

Course Outcomes: After completion of the course students will be able to:

CO Numbers	Course Outcomes
CO1	Use data analysis tools for data modelling and visualisation
CO2	Summarise and transform, merge and reshape data
CO3	Create informative visualization and summarize data sets.
CO4	Analyze and manipulate time series data

Syllabus:

Unit - I: Introduction to Business Intelligence
BI definitions and concepts, BI Frame work, Basics of Data integration. Introduction to Business Metrics and KPI, Concept of dash board and balance score card. Introduction to Tool for Business Intelligence.

UNIT 2: Concepts of Data Visualization
Data Types, Introduction to Data Visualization, The Visualization Imperative, Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labelling, Column chart with 45-degree labelling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables, Effectiveness of Visual Encodings, Estimation, Edward Tufte's Design Principles.

Unit - III: Use of TABLEAU for Data Visualization
Introduction of TABLEAU for data visualization, Installing Tableau, Menus and Toolbar, Converting Excel Data into Tableau Desktop, Creating types of Charts, Scatter Plots Creation, Basic Functions.

Unit - IV: Power BI
Introduction to Power BI, stalling Power BI, Menus and Toolbar, Creating and Formatting Tables, Formatting Dashboard and preparing Reports, Designing Insights and Creating custom Reports, Creating Maps and Designing Images.

Text Books:

1. Learning Tableau", Joshua N. Milligan
2. "Mastering Microsoft Power BI", Brett Powell.
3. O'Neil, C., & Schutt, R. (2013). Doing Data Science: Straight Talk from the Frontline O'Reilly Media.
4. Loshin D, "Business Intelligence", First Edition, Elsevier Science, 2003.

Reference Books:

1. McKinney, W.(2017). Python for Data Analysis: Data Wrangling with Pandas, NumPy and IPython. 2nd edition. O'Reilly Media
2. "R Graphics Cookbook", Winston Chang, O'Reilly

CO-PO & PSO Correlation

Course Name: Business Intelligence & Visualization												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3					2	3		3		2	
CO2:	2	2				2	3			2	3	2
CO3:	2	2	2			2	2	1	2	3		
CO4:	2	1			1	2	2			3	2	2

Note: 1: Low 2.: Moderate 3: High

Year-2, Semester-4

FOURTH SEMESTER

S. No.	Course Code	Course Type	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+ (P/2)
				L	T	P	PRE		ESE	Total Marks	
							Mid Sem	TA			
1	MGT24-M-401	Core	Strategic Management	2	1	-	20	30	50	100	3
2	MGT24-M-402	Core	Global Business Management	2	1	-	20	30	50	100	3
3			Major Elective-I	2	1	-	20	30	50	100	3
4			Major Elective-II	2	1	-	20	30	50	100	3
5			Minor Elective-I	2	1	-	20	30	50	100	3
6	MGT24-M-403	Skill Development	Managing Self & Others	2	-	-	10	15	25	50	2
7	MGT24-M-404	Skill Development	Major Project	1	2	-	-	50	50	100	3
				13	7	-	110	215	325	650	20

FOURTH SEMESTER ELECTIVES

Course Code	Specialization	Course Title
MGT24-M- MKT-401	Marketing	B2B & Services Marketing
MGT24-M- MKT-402	Marketing	Marketing Analytics
MGT24-M- FIN-401	Finance	Financial Derivatives
MGT24-M- FIN-402	Finance	Financial Analytics
MGT24-M- HR-401	Human Resource	Compensation Management
MGT24-M- HR-402	Human Resource	Human Resource Analytics
MGT24-M- BA-401	Business Analytics	AI & Machine Learning for Business
MGT24-M- BA-402	Business Analytics	Social media & Web Analytics

Programme:	MBA	Semester:	IV
Name of the Course:	Strategic Management	Course Code:	MGT24-M-401
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course is to make the students understand how managers coordinate different functional areas, resources, and systems inside a company and align them with the external environment to enhance overall performance. The students will gain knowledge of strategic management tools and frameworks and apply them to real business.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts of various schools of thought for the formulation of strategies and their importance in the corporate world.
CO2	Analyse the process of strategy formulation by applying various tools of strategy making.
CO3	Demonstrate how to pursue strategies.
CO4	Evaluate various strategies and create strategies independently for companies to gain a competitive advantage over competitors.

Syllabus

Unit - I:
The Importance of Strategic Management, Schools of thought in Strategic Management, Strategic Intent, Process and Roles, The Fit Concept and the Configurational Perspective in Strategic Management, Dimensions and Levels of Strategy.

Unit - II:
Environmental Analysis, Porter 5 forces model, Value chain analysis, SWOT analysis, Formulation of strategy, Grand strategy.

Unit - III:
Implementation of strategy, Method of pursuing strategy, 7's framework, Balance Score Card, types of implementation, corporate restructuring.

Unit - IV:
Strategic evaluation, types of evaluation, importance of evaluation, process of evaluation, strategic control, types of strategic control, MBO and Strategic management, leadership and strategic management.

Text Books:

1. Strategic Management by Azhar Kazmi & Adela Kazmi, Fourth Edition, Tata-Mcgraw-Hill
2. Strategic Management by A.Nag, First Edition, Vikash Publishing

Reference Books:
1. Strategic Management-The Indian Context by R.Srinivasan, PHI
2. Business Policy & Strategic Management by P.Subha Rao, Himalaya Publishing

CO-PO& PSO Correlation

Course Name: Strategic Management											
	Program Outcomes								**PSOs**			
Course Outcomes	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3		3		2	2	2	3	2	3		3
CO2:	2			2	3	1		3	3	3	2	
CO3:		2	2				3				3	2
CO4:		3		2	2	3		2		3		

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Global Business Management	Course Code:	MGT24-M-402
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course is to make the students understand how managers coordinate different functional areas, resources, and systems inside a company and align them with the external environment to enhance overall performance. The students will gain knowledge of strategic management tools and frameworks and apply them to real business.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Understand the concepts of globalization and difference in the political, economic and legal systems of different countries.
CO2	Demonstrate effective understanding of overseas markets, international agreements, international trade and investment.
CO3	Demonstrate analytical skills in identification and resolution of international business management issues.
CO4	Exhibit the ability to integrate economics, geo-politics, legal and cultural dimensions necessary for multi-national operations.

Syllabus

Unit - I: Globalization & International Business

Concept of Globalization, Factors Influencing Globalization, Measuring Globalization, Support & Criticism of Globalization; Concept of International Business, Multinational Enterprises, Global E-Business, Reasons for International Business Expansion, Domestic versus International Business; Theories of International Trade.

Unit - II: Balance of Payments & Institutional Framework for International Business

International Trade Patterns & Balance of Payments; International Trade Procedures and Documentation, International Economic Institutions, Organizations for International Trade Promotion, Institutional Framework for International Trade in India; World Trade Organization; Foreign Direct Investment.

Unit - III: Effects of Environments in International Business

The Concept of Culture, Comparison of Cross-cultural Behaviour, Cultural Orientation in International Business; Political and Legal Environment; Managing Across Cultures; Technological Environment; Economic Environment.

Unit - IV: International Business Strategy & Structure

International Strategic Management; International Organisational Structure; International Strategic Alliances; Integration Between Countries; Institutional Support to International Business.

Text Books:
1. Joshi R. M., International Business, Oxford University Press
2. Aswathappa K., International Business, McGraw Hill

Reference Books:
1. John D. Daniels & Lee h. Radebaugh, International Business, Environment & Operations, Prentice Hall
2. Hill Charles WL, Tomas G, Hult M &Mehtani Rohit, International Business (Competing in the Global Marketplace), Tata McGraw Hill

CO-PO & PSO Correlation

Course Name: Global Business Management												
	Program Outcomes								**PSOs**			
Course Outcomes	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3	2			2				2	2		2
CO2:	2	3	2		2	2		3		2	3	2
CO3:		2	2		2			2		2	2	
CO4:	2	2	3		2				2	3		2

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Managing Work & Others	Course Code:	MGT24-M-403
Credits	2	No of Hours:	30
Max Marks:	50	L-T-P:	2-0-0

Course Description: In this course, students will be taught to develop and become team players for creativity and innovation in the organization they work in. Students will be taught methods to develop cordial relations using the "Johari Window", which will help them in managing change in their organizations. Since they would be entering the world of work, special emphasis will also be given to manners, etiquettes, negotiation, stress and conflict management. Finally, students will be rigorously prepared for facing various selection tools like – GD, PI and resume preparation.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Communicating effectively in a variety of public and interpersonal settings
CO2	Applying concepts of change management for growth and development by understanding the inertia of change and mastering the Laws of change
CO3	Analysing scenarios, synthesizing alternatives and thinking critically to negotiate, resolve conflicts and develop cordial interpersonal relationships
CO4	Functioning in a team and enabling other people to act while encouraging growth and creating mutual respect and trust

Syllabus:

Unit-I

Creativity and Innovation- Concept & Theory, Creativity and Innovation- Activity, Understanding self and others (Johari window) - Concept & Theory, Understanding self and others (Johari window) – Activity, Stress Management, Managing Change for competitive success.

Unit-II

Handling feedback and criticism- Models & Theory, Handling feedback and criticism- Activity, Conflict management -Models & Theory, Conflict management- Case study and Activity.

Unit-III

Development of cordial interpersonal relations at all levels, Negotiation, Importance of working in teams in modern organisations, Manners, etiquette and net etiquette.

Unit- IV

Job Seeking Process and Tools, Occupational Research- Assignment & Presentation, Group discussion (GD)- Concept, Group discussion (GD)- Practice, Personal Interview- Concept, Frequently asked questions (FAQ's), Personal Interview- Practice

Reference Books:

1. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, Organizational Behavior (2018), 18th ed., Pearson Education

2. Burne, Eric, Games People Play (2010), Penguin UK

3. Carnegie, Dale, How to Win Friends and Influence People (2004), RHUK

4. Rathgeber, Holger, Kotter, John, Our Iceberg is melting (2017), Macmillan

5. Steinburg, Scott, Netiquette Essentials (2013), Lulu.com

6. https://www.hloom.com/resumes/creative-templates/

7. https://www.mbauniverse.com/group-discussion/topic.php

CO-PO & PSO Correlation

Course Name: Managing Work & Others												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:				3	3	2	1	2		2		2
CO2:	1	2	3		2	1			1	2		3
CO3:	1	1		3	2	3	2	2		2	3	
CO4:				3	3	2	2	1	1	2		2

Note: 1: Low2.: Moderate 3: High

Instructions for End-term Evaluation

End-Term: 50 marks (2 assessments of 25 marks each).

Team Presentation (Public Speaking) and Viva: Conducted on date sheet shared

End Term Evaluation	Total Marks (50)
Team Presentation	25 marks
Viva	25 marks

General Instructions:

1. The Evaluation pattern of end-term evaluation will consist of a presentation followed by Viva. The total mark allotted for the evaluation is 50.

    I. **Team Presentation** (25marks)

    II. **Viva** by External Evaluator (25 marks)

2. Uniform is mandatory. Dress needs to be formal as prescribed by the respective school.

3. No student will be entertained for External Evaluation after the scheduled exam date.

I. Instructions for TEAM PRESENTATION (25 marks)

1. The students will be divided into teams of 3 as per enrolment number.

2. The teams will then choose a topic out of the list of 20 topics as shared in the guidelines and present it on the day of evaluation. Teams need to ensure that all members are given equal parts to speak during the presentation.

3. The list of points that need to be covered during the presentation is as follows:

    1) **Introduction**: Names of team members, Program name, Introduction of the topic, Topic bifurcations, etc. need to be included in the introduction.

    2) **Main Content**: The what/why/how etc. of the topic needs to be covered appropriately.

    3) **Conclusion/Summary**

4. Total time allotted for the presentation is 5 minutes followed by approximately 5 minutes Viva.

5. Evaluation will be based on the following:

    - Creativity (Ideas presented) and Interpersonal Relations (Eye contact & body language)

    - Communication skills (clarity, confidence, concreteness of points)

    - Handling stress and change

    - Professional mannerisms during the presentation

    - Teamwork (Proper content distribution, flow and coherence)

6. The presentation shall be in Oral mode where the students can make use of traditional teaching aids like Whiteboard and marker, Flipcharts, diagrams, etc.

II. Guidelines for Viva

1. After the presentation of the case study by students, Viva will be conducted by the external evaluator.

2. This cross-examination will include (but not be limited to) questions that will be from the topic presented. The external evaluator may ask questions (direct or scenario-based) related to any soft skills as per the course curriculum.

3. Evaluation will be done on the basis of:

   - Appropriateness of the answers as per the query

   - Communication skills

   - Handling stress and change

   - Professionalism

   - Presence of mind and Innovation

III. Topics for the presentation:

1. The power of media in a war-driven world.

2. Equity, not Equality, is the need of the hour.

3. Social media and its role in Body shaming

4. Good and Bad effects of Stress on human behavior

5. Blended learning is the future

6. Bilingualism and its Pros & Cons

7. Mass media's role in portraying gender stereotypes

8. Strategies for India to become a Super-Power

9. 5G technology: boon or bane?

10. The world after Covid-19 pandemic

11. Aliens and UFOs: Are they real?

12. Are Electric vehicles the future of transportation

13. Visual Resumes: New way to present yourself

14. A World without War and Weapons

15. A juvenile criminal is still a criminal!

16. The New Education Policy: Does it deliver?

17. FDI in India: Is it worth?

18. Saving money: best investment practices

19. Television and Violence: Are they linked?

20. India and its role as a world leader

- Further instructions regarding the Exam schedule shall be communicated by the respective class trainer.

- Any query or doubt needs to be clarified from the trainer before the scheduled date of evaluation.

- Any student missing the evaluation on the scheduled date shall not be entertained later.

Programme:	MBA	Semester:	IV
Name of the Course:	Major Project	Course Code:	MGT24-M-404
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	1-2-0

Course Description: The aim of this course is to conduct field research by students on diversified topics in management which will enrich their research acumen.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1:	Understand the research problem in various field of study
CO2:	Analysing the data in research
CO3:	Develop the writing skill of the students
CO4:	Application of solution to real life problems

Syllabus:

Every student shall, in his/ her final semester, carry out thesis work under the overall supervision of a supervisor (allotted). Normally only regular faculty of the School of Management concerned shall be allowed to supervise a Master Thesis work.

The topic of a thesis must be finalized with the consent of supervisor (faculty) allocated to the particular students based upon at least two research papers (reviewed journals such as UGC recognized). This is to enhance the analytical and problem solving ability of the student. The student has to submit Major project report to the Department before the completion of the IV semester and the report will be evaluated by a panel of Examiners followed by viva-voce for ESE examination.

CO-PO&PSO Correlation

Course Name: Major Project												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			2		2			
CO2:			2		2	2				2	3	2
CO3:		3		1		3	1	2				3
CO4:	1		2	1		2			3	2		2

Note:1: Low 2.: Moderate 3: High

SPECIALISATION: MARKETING

Programme:	MBA	Semester:	IV
Name of the Course:	B2B & Services Marketing	Course Code:	MGT24-M- MKT-401
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The course is structured to provide a clear understanding of business marketing. It also describes the application of principles of marketing in institutional market and to develop insights into emerging trends in the service sector in a developing economy and deal with issues involved in management of services.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the concept of B2B marketing. Develop skills required for B2B consumer studying buying process.
CO2	Explore and Develop B2B and service marketing striges
CO3	Apply the concepts of 7Ps of service marketing mix, Service product development.
CO4	Adapt and build Customer retention strategies, customer relationship management

Syllabus

Unit-I: Fundamentals of B2B marketing
Consumer market Vs Business market, Classification of business products & customers, Elements of B2B offering, Strategic tools for managing product offerings, Organizational buying process, Managing relationships with suppliers, Customers and Distributors.

Unit – II: Service Design

Introduction to Services Nature, characteristics and classification of services, the emergence of service economy, Service management triangle, 7Ps of service marketing mix, Service quality issues and models (Gaps model, SERVQUAL).

Unit-III: Managing Service Promise
Service encounter management, Service delivery, Service failure, Complaint handling, Recovery management, Service Guarantees Customer retention strategies, customer relationship management.

Unit-IV: B2B and Services Marketing Strategies

Building a strong B2B and Service brand, Business marketing channel, market communication – Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

Text Books:

1. P.Srinivasan, Services Marketing. PHI
2. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill
3. M.D.Hutt, D.Sharma & T.W.Speh , B2B Marketing, Cengage Publication,11th Edition, 2014

Reference Book:

1. Bhattarcharjee, Services Marketing, Excel Book

CO-PO&PSO Correlation

Course Name : B2B and Service Marketing												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	1	1	2	2	2		3		2		2	
CO2:	1		2	3	2			1	2		2	2
CO3:	2	2	2	2	2	2	2	2	2	2	3	2
CO4:	2	2	2	2	2		2	1	2		3	2

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Marketing Analytics	Course Code:	MGT24-M- MKT-402
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course will provide you with an introduction to marketing analytics. We will study various tools for generating marketing insights from data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, product and price decisions using conjoint analysis, and text analysis and search analytics.

Course Outcomes: After completion of the course Students will be able to:

CO Numbers	Course Outcomes
CO1	Develop analytical skill for effective market decision making in real life environment.
CO2	Acquainted with better understanding of real-life marketing data and its analysis
CO3	Evaluate the pricing analytics tools for effective decision making
CO4	Apply various marketing analytics tools for effective decision making

Unit - I: Introduction to Marketing Analytics

Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up).

Unit - II: Market Segmentation

Segmentation, Application of Cluster & Discriminant Analysis for Segmenting, Targeting & Positioning the Market. Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Analysing customer satisfaction.

Unit - III: Pricing Analytics

Pricing Policy and Objectives, Optimize Pricing, Price Bundling & Nonlinear Pricing, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales. Sales Forecasting: Introduction, Simple Linear Regression & Multiple Regression model to forecast sales.

Unit - IV: Retailing & Advertising Analysis

Market Basket analysis, RFM Analysis, measuring consumer satisfaction, loyalty, trust, analysing customer reviews, sentiments and emotion, Advertising Analysis: Measuring the Effectiveness of Advertising, Pay per Click (PPC) Measuring ROI of marketing campaigns,

Text Books:

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne LWinston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, CreateSpace Publishing

Reference Books:

1. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud DeBruyn, Decision Pro, Inc.
2. Marketing Metrics by Dugar Anurag, SAGE Publishing India

CO-PO & PSO Correlation

Course Name: Marketing Analytics												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2		1	2			2	1	3		2	2
CO2:		2			1		2			3	2	
CO3:	3		3		2	1			2		3	2
CO4:		2		2		1		2	3	2		

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Financial Derivatives	Course Code:	MGT24-M- FIN-401
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course offers lectures and case studies to impart teaching and learning to familiarize the students on various tools and techniques of risk management through financial derivatives instruments

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the use of financial derivatives instruments to reduce the risk.
CO2	Determine the type of traders in the derivative market and the purpose of participation in the market.
CO3	Apply the concepts of options trading strategies in the derivatives market.
CO4	Analyse the option pricing model to calculate the real option upfront premium.

Syllabus:

Unit - I: Introduction
Meaning and purpose of derivatives. Forward contracts, future contracts, options, swaps and other derivatives, Types of traders, Trading future contracts, specification of the future contracts, operation of margins, settlement and regulations. Source of Financial Risk: Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk, etc; Systematic and non-systematic risk.

Unit - II: Future and Forward
Hedgers and speculation: Future contracts: Future markets-cleaning house, margins, trading future positions and taxation; Future prices; and spot prices. Forward; prices vs.; future prices. Future vs. options.

Unit - III: Options Trading and Pricing of Options
Options: Types of options, option trading, margins, Index options, option market-exchange traded options, over and counter options, quotes, trading, margins, clearing, regulation. Time value and Intrinsic value of option, Binomial Option Pricing Modal: Risk neutral theory of option pricing, delta hedging theory of option pricing, Black Scholes model for options pricing.

Unit - IV: Managing Market Risk

Hedging Schemes- delta hedging, theta, gamma, relationship in delta, theta and gamma, vega and Roth, Mechanics of interest rate swaps, Currency swaps, Credit risk and swaps.

Text Books:
1. Rajiv Srivastava: Derivatives and Risk Management, Oxford University Press
2. Financial Derivatives: S.L.Gupta, PHI

Reference Books:
1. Marshail John F and V.K.Bansal: Financial Engineering- A complete guide to Financial innovation, Prentice hall inc. New Delhi
2. Chance.Don M. An introduction to Derivatives, Dryden Press. International Edition
3. Bilas, Richard A., Microeconomics Theory: A Graphical Analysis, McGraw-Hill Education
4. Paul A Samuelson, William D Nordhaus, Microeconomics, McGraw-Hill Education
5. Amit Sachdeva, Micro Economics, KusumLata Publishers

CO-PO & PSO Correlation

Course Name: Financial Derivatives												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:		2		2					2		3	
CO2:		2								2		
CO3:			2			3				2		
CO4:	2			2			2		2		2	3

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Financial Analytics	Course Code:	MGT24-M- FIN-402
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: To familiarize the students with the concepts of financial data. This course will help students to learn different methods to analyse financial data.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand basics of financial data.
CO2	Understand financial analysis methods
CO3	Analyse financial data using models
CO4	Analyse data using software

Syllabus:

Unit - I:
Introduction to financial data, sources of financial data, Why is financial data different? Time series data, accounting data, data of an economy.

Unit - II:
Extracting data from the accounts and financial statements of a firm, extracting data from various data sources, extracting data from financial databases, cleaning data, diagnostics for data analysis.

Unit - III:
Various software used for financial data analysis – MS Excel, R, E-Views, SPSS, etc. Using data analytics for finance – discounting, compounding, annuity, valuation of securities, NPV, IRR, standard deviation, portfolio optimization. Using R for financial data analysis – correlation, regression, multiple regression, TSLS, endogeneity.

Unit - IV:

Time series analysis. Diagnostics of time series data – autocorrelation, heteroscedasticity, multicollinearity, etc. Analyzing time series data – AR, MA, ARMA, ARIMA, ARCH, GARCH, VAR.

Text Books:

1. Wayne L. Winston - Microsoft Excel 2013: Data Analysis and Business Modeling - Microsoft Publishing
2. R. S. Tsay – Analysis of Financial Time Series – Wiley Publications. 2010

Reference Book:

1. Bennett, M., &Hugen, D. Financial Analytics with R: Building a Laptop Laboratory for Data Science. Cambridge: Cambridge University Press. 2016.

CO-PO & PSO Correlation

Course Name: Financial Analytics											
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	1	1	1	3	2	2	3		2	3
CO2:	3	2			1	2		1	2	2	3	2
CO3:	3	2	1			2	2	2	3	2	2	
CO4:	3	3		1		3		1	2	3		2

Note:1: Low 2.: Moderate 3: High

SPECIALISATION: HUMAN RESOURCE

Programme:	MBA	Semester:	IV
Name of the Course:	Compensation Management	Course Code:	MGT24-M- HR-401
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course is designed to make the students familiar with the different concepts and process of Performance and Compensation Management.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Recognize how pay decisions help the organization achieve a competitive advantage.
CO2	Analyse, integrate, and apply the knowledge to solve compensation related problems in organizations.
CO3	Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems and administration issues
CO4	Design rational and contemporary compensation systems in modern organizations.

Syllabus:

Unit - I: Introduction to Compensation Management
Wages and Compensation, Objectives of Compensation, Principles of Compensation Formulation, Theories of Wage Determination, Types of Wages, Wage Boards, Significance of Employee Compensation.

Unit - II: Employee Motivation, Job Design, Job Evaluation & Compensation
Objectives of Motivation, Motivational Research and Compensation Design; Job Design, Strategies and Techniques of Job Design, Components of Job Design; Job Analysis, Compensation Design Through Compensable Factor; Job Evaluation, Job Assessment.

Unit- III: Executive Compensation & Performance Management System
Introduction and Components of Executive Compensation, Executive Compensation Theories, Executive Compensation Design; Internal and External Equity in Compensation System; Compensation Management and PMS, Effective PMS, PMS and Organizational Strategy, Various Dimensions of Performance.

Unit - IV: Laws relating to Workmen Compensation and Reward system
Workmen's compensation Act, Minimum Wages act, Payment of Wages act, Payment of bonus act, Provident fund act, Equal Remuneration Act., Wage boards, pay commission. Government, public and private sector compensation, Wage and productivity: Concepts and regulations.

Text Books:

1. Bhattacharya, Compensation Management, Oxford University Press.
2. P.R.N. Sinha, Industrial Relations, Trade Unions & Labour Legislations, Pearson Education.

Reference Books:

1. P.S. Rao, Personnel & Human Resource Management, Himalaya Publishing house.

2. Kanchan Bhatia, Compensation Management, Himalaya Publication House.

3. C.B. Memoria, Dynamic of Industrial Relations in India, Himalaya Publishing House.

4. Performance Appraisal And Compensation Management: A Modern Approach, Dewakar Goel, PHI.

5. Compensation, George Milkovich, Jerry Newman, C S Venkataratnam, TMH.

CO-PO & PSO Correlation

Course Name: Compensation Management												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3	2		2		2	2		3	2	2	
CO2:			2		3	1	2		2	2		3
CO3:		3		2		2	2		2		3	
CO4:	2	2	3			1		2		3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Human Resource Analytics	Course Code:	MGT24-M- HR-402
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: This course helps students to develop students with data gathering, analysing, and reporting HR related information for effective decision making. HR Analytics deals with people analysis and applying analytical processes to the human capital within an organization. The overall objective is to improve employee performance and reduce employee attrition / increase employee satisfaction.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand and discuss the value of human resource analytics concepts.
CO2	Understand and discuss the value of methodological concepts relevant to analytics of HR.
CO3	Demonstrate skills in implementing analytics.
CO4	Create new results by planning, designing and actual application.

Syllabus:

Unit-I: Introduction to HR Analytics
Meaning & Importance of HR Analytics; Types of HR functions metrics; HR Metrics Overview - Concepts, Objectives, Historical evolution of HR metrics, Designing effective Metrics, HR Metrics Dashboard; Analytical Approaches and Tools

Unit- II: Talent Acquisition Metrics
Workforce Deployment Metrics; Recruitment Planning, Recruitment Metrics, Employee Gamification; Selection Metrics, Competency based Interview, Competency based Interview Models. HR KPI Scorecard, KPI Dashboard; HR Alignment with Strategy and Stakeholders; Designing & Implementing HR Balanced Scorecard.

Unit- III: Training & Development Metrics
People Capability Maturity Model (PCMM); Competency Mapping; Talent Analytics Maturity Model.

Unit- IV: Talent Retention Metrics
Happiness Metrics; SMR Model; HCM - HCM 21 Framework, LAMP Framework; Career Progression Metrics; HR Cost Benefit Metrics.

Text Books:
1. Tracey Smith, HR Analytics: The What, Why and How, Createspace Independent Pub
2. Dipak Kumar Bhattacharyya, HR Analytics: Understanding Theories and Applications, Sage Publications
3. Ramesh Soundararajan, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Himalaya Publishing House

Reference Book:
1. Ramesh Soundararajan & Kuldeep Singh, winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications

CO-PO & PSO Correlation

Course Outcomes	Program Outcomes								PSOs			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	2				1			2		3	2	
CO2:			1				1					2
CO3:				2		1		1	3			
CO4:		1				2		2	2	3	3	3

Note: 1: Low 2.: Moderate 3: High

SPECIALISATION: DATA ANALYTICS

Programme:	MBA	Semester:	IV
Name of the Course:	AI & Machine Learning for Business	**Course Code:**	MGT24-M- BA-401
Credits:	3	**No of Hours:**	45
Max Marks:	100	**L-T-P:**	3-1-0

Course Description: This course provides a practical and accessible introduction of Artificial Intelligence (AI) and Machine Learning (ML), and its applications in Business to the students.

Course Outcomes: After completion of the course students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the need of AI, Machine Learning & Statistics for solving various problems
CO2	Understand the basic concepts of Supervised and Unsupervised learning
CO3	Apply regression analysis on the data available
CO4	Design appropriate machine learning and apply on real world problems

Syllabus:

Unit-I: Artificial Intelligence for Business Planning

Introduction and Data sources for AI, Knowledge acquisition, Knowledge representation, Heuristic Search Techniques: Generate-and-test, Hill Climbing, Best-First Search, Problem Reduction, Constraint Satisfaction, Means-Ends Analysis.

Unit-II: Applications of AI

AI applications – Language Models – Information Retrieval- Information Extraction – Natural Language Processing - Machine Translation – Speech Recognition – Robot – Hardware – Perception – Planning – Moving. Common Classification Algorithms, Exploring the Artificial Neuron, Types of Activation Functions, Early Implementations of Artificial Neural Networks, Architectures of Neural Networks,

Unit-III: Machine Learning for Business Planning

History of ML, Framework for building ML Systems-KDD process mode, Introduction of Machine Learning Approaches, Issues in Machine Learning, Data Science Vs Machine Learning.

Unit-IV: Bayesian, Supervised and Unsupervised Learning

Bayes Theorem and Concept Learning, Maximum Likelihood and Least-squared Error Hypotheses, Maximum Likelihood Hypotheses for Predicting Probabilities, Minimum Description Length Principle, Bayes Optimal Classifier, Gibbs Algorithm, Naive Bayes

Classifier, Bayesian Belief Networks, EM Algorithm. Unsupervised vs Supervised Learning, Classification Model, Classification Learning Steps, Learning Process in Artificial Neural Networks, Applications of Unsupervised Learning, Unsupervised Learning Problems

Text Books:
1. Kevin Night and Elaine Rich, Nair B., "Artificial Intelligence (SIE)", Mc Graw Hill2008
2. SaikatDutt, Subramanian Chandramouli and Amit Kumar Das, Machine Learning, Pearson Education, 2019

Reference Books:
1. Deepak Khemani, A First Course in Artificial Intelligence, McGraw Hill Education (India), 2013
2. AI and Machine Learning: Was Rahman, SAGE Publishing India

CO-PO & PSO Correlation

Course Name: AI & Machine Learning for Business												
Course Outcomes	**Program Outcomes**								**PSOs**			
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**1**	**2**	**3**	**4**
CO1:	3					2	3		3		2	
CO2:	2	2				2	2			2	3	2
CO3:	1		2				2	1	2	3		
CO4:	2	2			1	2	3			3	2	2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Social media & Web Analytics	Course Code:	MGT24-M-BA-402
Credits	3	No of Hours:	45
Max Marks:	100	L-T-P:	2-1-0

Course Description: The aim of this course is to familiarize the students with basic understanding of the use and deployment of Web & Social Media analytics platforms.

Course Outcomes: After completion of the course students will be able to:

CO Numbers	Course Outcomes
CO1	Develop knowledge, understanding and skills in analysis of social media
CO2	Apply Web Analytics tool in a better way
CO3	Develop analytical skills for effective decision alternatives in social media problems
CO4	Better understand the implementation of web analytics strategies and develop analytical skills for effective decision alternatives in social media operations

Syllabus:

Unit-I: Introduction to Social Media & Web Analytics
Introduction to social media, social media landscape, Social Media Analytics & its Application. Introduction to Web Analytics: Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need of web analytics, Advantages & Limitations.

Unit-II: Network & Web Analytics Fundamentals
Network fundamentals: The social networks perspective - nodes, ties and influencers, Social network, web data and methods. Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data. Type and Size of Data, Identifying Unique page Definition, Cookies, Link Coding Issues.

Unit-III: Web Metrics & Analytics
Web Metrics & Analytics: Common Metrics: Hits, Page Views, Visits, Unique Page Views, Bounce, Bounce Rate & its Improvement, Average Time on Site, Real Time Report, Traffic Source Report, Custom Campaigns, Content Report, Google Analytics; Key Performance Indicator: Need, Characteristics, Perspective and Uses.

Web analytics Tools: A/B testing, Online Surveys, Web Crawling and Indexing. Natural Language Processing Techniques for Micro-Text Analysis.

Web analytics 2.0, Qualitative Analysis: Heuristic Evaluations: Conducting a Heuristic Evaluation, Benefits of Heuristic Evaluations

Unit-IV: Facebook & Google Analytics

Facebook Analytics: Introduction, Parameters, Demographics. Analyzing Page Audience: Reach and Engagement Analysis. Post-Performance on FB; Social Campaigns: Goals and Evaluating Outcomes, Measuring and Analyzing Social Campaigns, Social Network Analysis Like Instagram, Twitter, LinkedIn, YouTube etc. AdWords, Benchmarking, Categories of Traffic: Organic Traffic, Paid Traffic.

Text Books:

1. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
2. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. 2nd ed.
3. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
4. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons.

Reference Books:

1. Dr. Saroj Kumar, Tripti Singh Chowdhury, Social Media and Web Analytics, Thakur Publication.
2. Matthew Ganis, AvinashKohirkar, Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media, IBM Press

CO-PO & PSO Correlation

Course Name: Social Media & Web Analytics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2					3	2	2	3		
CO2:		2					2	2		3		2
CO3:	2						2	2	2	2	2	
CO4:			2				3	2		2	3	2

Note: 1: Low 2: Moderate 3: High