J.S. University,Shikohabad

Master of Business Administration

(M.B.A.)

Scheme

&

Syllabus

[Effective from the session 2022-23]

PREAMBLE

The Evaluation Scheme and Syllabus for Second Year MBA (Common) programme is designed with a view to enhance the skills, knowledge & leadership of management graduates in order to maximize the employment opportunities in various functional areas. The guidelines of Model Curriculum of AICTE are duly considered by incorporating relevant emerging areas in all specializations offered during the program. It has also followed the guidelines of New Education Policy (NEP) to emphasis on skill building through project and practical work specifying the learning outcomes for each subject and used Bloom's hierarchical model as expected indicators of learning levels. The specified levels of learning outcomes are indicative and could be used suitably for assessment and evaluation.

The management education is dynamic and driven by socio-economic and technological changes as well as innovations. Hence, it is expected that, latest updates from research, industry practices and cases must be discussed extensively during teaching to achieve the desired levels of knowledge and skills with practical outlook among graduating students. The detailed syllabus has introduced case studies and latest updates also.

Visits to Manufacturing Units, malls, ware house & logistic hubs, Ports etc. and some short duration live Projects will be helpful to buddy managers in gaining the feel real corporate culture and working practices. It will help in orienting the students towards entrepreneurship and to start their own start-ups.

Today IT is enable of all areas of management be HR, Finance, Marketing and hence technological integrations with all functions have changed the face of planning and decision making in all manufacturing and service industries. The Supply Chain processes are driven by ERP System and High-End Technologies for real time tracking and identifications during transportation for better customer's support. Therefore in the real time scenario , while designing the syllabus, we have given equal emphasis on the quantitative and analytics approaches which will help the students to understand the practical know how of corporate and will understand the pattern & interpretation of large data. Therefore we have given equal emphasis on building student's IT skills .

-

GUIDELINES FOR SUMMER INTERNSHIP (III SEMESTER) AND RESEARCH PROJECT REPORT(IV SEMESTER)

SUMMER TRAINING PROJECT REPORT

.

1. At the end of the second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will present the work to his / her faculty guide / mentor. Guide will assess student's contribution and will award internal marks out of 50. Thereafter students will submit a report to the College/Institute which will form part of the third semester examination. However, the report must be submitted by the end of October 30.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 100 pages in standard font size (12) and double spacing. Two neatly typed (one sided only) and soft bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper.
6. The report will have three certificates, one by the Head of the Department, another by the Faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report.
7. The Summer Training Project Report will carry 150 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva Voce.
8. The Project Report evaluation will comprise of 50 sessional marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to a third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
9. The parameters on which external evaluation would be carried out are as under:

Project Report Evaluation.

Evaluation Criteria & Marks	Understanding of objectives with topic (20)	Understanding of Relevance of topic (20)	Interpretation & Analysis (20)	Presentation (20)	Query handling (20)

10. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
11. The student shall prepare the Summer Training Project Report as per the format given in the Summer Training Manual as prescribed by the University
12. In the beginning of III semester and before commencement of regular classes each student has to choose dual specialization of his/her choice or interest. University offers dual specialization in area Human Resource Management (HR), Marketing Management (MM), Financial Management (FM), International Business (IB) and Information Technology (IT) and Operations Management (OM). Institute shall help students to choose specialization by conducting workshop, Industry Interaction etc.
13. Institute has a right to close the date of choosing area of specialization in order to smooth functioning of classes and department and effective utilization of resources. However, this process shall complete before commencement of regular classes.

RESEARCH PROJECT REPORT (RPR)

1. In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the MBA department under the supervision of a core faculty member of the department.
2. The Research Project Report will carry 150 marks.
3. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report (2) Presentation and Viva Voce.
4. The evaluation of Project Report will comprise of 50 marks and would be evaluated by the internal guide.
5. The evaluation of Viva Voce of Project would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal).The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the marks given by the examiners is 30 or more, the project report will be referred to a third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.
6. The report will contain the objectives and scope of the study. Research Methodology, use and importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper. The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

MBA II Year Teaching and Evaluation Scheme

W.E.F. Academic Session 2022-23

(In Accordance with AICTE Model Curriculum & New Education Policy)

SEMESTER III

SNo	Codes	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	MBA301	STRATEGIC MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
2	MBA302	INNOVATION AND ENTREPRENEURSHIP	4	0	0	30	20	0	50	100	0	150	3
3	MAC 301	Universal Human Values andProfessional Ethics	3	1	0	30	20	0	50	100	0	150	3
CHOOSE ANY TWO SPECIALIZATION GROUP OUT OF FOUR GROUPS													
4	MBA HR01	TALENT MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
5	MBA HR02	EMPLOYEE RELATIONS AND LABOUR LAWS	4	0	0	30	20	0	50	100	0	150	3
6	MBA MK01	CONSUMER BEHAVIOUR AND MARKETING COMMUNICATION	4	0	0	30	20	0	50	100	0	150	3
7	MBA MK02	MARKETING ANALYTICS	4	0	0	30	20	0	50	100	0	150	3
8	MBA FM01	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
9	MBA FM02	FINANCIAL PLANNING AND TAX MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
10	MBA IT01	DATA ANAYTICS FOR BUSINESS DECISIONS	4	0	0	30	20	0	50	100	0	150	3
11	MBA IT02	AI AND ML FOR BUSINESS	4	0	0	30	20	0	50	100	0	150	3
12	MBA308	Summer Training Project Report & Viva Voce	0	2	0	0	50	0	50	0	100	150	4
		TOTAL										1200	25

MBA II Year Teaching and Evaluation Scheme

W.E.F. Academic Session 2022-23

(In Accordance with AICTE Model Curriculum & New Education Policy)

SEMESTER IV

SNo	Codes	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	MBA401	Emerging Technologies in Global Business Environment	4	0	0	30	20	0	50	100	0	150	3
CHOOSE ANY TWO SPECIALIZATION GROUP OUT OF FOUR GROUPS													
2	MBA HR03	HR ANALYTICS	4	0	0	30	20	0	50	100	0	150	3
3	MBA HR04	PERFORMANCE AND REWARD MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
4	MBA HR05	INTERNATIONAL HRM	4	0	0	30	20	0	50	100	0	150	3
5	MBA MK03	B2B AND SERVICES MARKETING	4	0	0	30	20	0	50	100	0	150	3
6	MBA MK04	SALES AND RETAIL MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
7	MBA MK05	SOCIAL MEDIA AND WEB ANALYTICS	4	0	0	30	20	0	50	100	0	150	3
8	MBA FM03	FINANCIAL DERIVATIVES	4	0	0	30	20	0	50	100	0	150	3
9	MBA FM04	FOREIGN EXCHANGE AND RISK MANAGEMENT	4	0	0	30	20	0	50	100	0	150	3
10	MBA FM05	FINANCIAL AND CREDIT RISK ANALYTICS	4	0	0	30	20	0	50	100	0	150	3
11	MBA IT03	DATA BASE MANAGEMENT SYSTEM	4	0	0	30	20	0	50	100	0	150	3
12	MBAI T04	CLOUD COMPUTING FOR BUSINESS	4	0	0	30	20	0	50	100	0	150	3
13	MBA IT05	BUSINESS DATA WAREHOUSING & DATA MINING	4	0	0	30	20	0	50	100	0	150	3
14	MBA408	Research Project Report& Viva Voce	4	0	0	30	20	0	50	100	0	150	3
		TOTAL										1200	25

STRATEGIC MANAGEMENT

Code: MBA 301

Credits: 3 **Teaching Hours: 36**

Course Objectives

1. To have a clear understanding of the key concepts and principles of strategic management
2. To have skills and understanding of tools and techniques for analyzing a company strategically
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

UNIT 1 (5 Hours)

Introduction: meaning nature, scope, and importance of strategy; Model of strategic management, Strategic Decision-Making Process.

Corporate Governance: Composition of the board, Role and Responsibilities of the board of directors, Trends in corporate governance, Corporate Social Responsibility. **Case Studies and Latest Updates.**

UNIT 2 (8 hours)

Environmental Scanning: *Understanding the Macro Environment:* PESTEL Analysis, Industrial Organization (IO) & the Structure Conduct Performance (SCP) approach, Porter's Five Forces Model, *Understanding the Micro Environment:* Resource Based View (RBV) Analysis, VRIO Framework, Using resources to gain Competitive advantage & its sustainability, Value Chain Analysis. **Case Studies and Latest Updates.**

UNIT 3 (9 hours)

Strategy Formulation: Situational Analysis using SWOT approach

Business Strategies: Competitive **Strategy**: - Cost Leadership, Differentiation & Focus, Cooperative **Strategy**: - Collusion & Strategic Alliances

Corporate Strategies: Directional **Strategy:** Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting

Functional Strategies: Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. *The sourcing decision:* Outsourcing & offshoring

Case Studies and Latest Updates.

Unit 4 (9 hours)

Strategy Choice and Analysis: Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework. **Case Studies and Latest Updates.**

Strategy implementation: Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, *Organizational Structures:* Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, **Case Studies and Latest Updates.**

Unit 5 (5 hours)

Strategy Evaluation & Control: Evaluation & Control process, *Measuring performance:* types of controls, activity based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. **Case Studies and Latest Updates.**

COURSE OUTCOMES

Course Outcomes	**Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.**
CO 1: Formulate organizational vision, mission, goals, and values	Applying (K3) Understanding (K2) Remembering (K1)
CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Create (K6) Evaluating (K5) Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
CO4. Evaluate and revise programs and procedures in order to achieve organizational goals;	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)
CO5. Consider the ethical dimensions of the strategic management process;	Analysing (K4) Applying (K3) Understanding (K2) Remembering(K1)

Suggested Readings:

1. Wheelen, L. Thomas and Hunger, David J.; Concepts in Strategic Management and Business Policy, Pearson Education,
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice.(SAGE Publishing India)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. David, Fred; Strategic Management: Concepts and Cases; PHI Learning.
4. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,
5. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education,

INNOVATION & ENTREPRENEURSHIP

Code: MBA302

Credits: 3 **Teaching Hours: 36**

COURSE OBJECTIVES:

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world
2. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup
3. Familiarizing the students with SME sector activities, venture capital financing and international entrepreneurial opportunities.
4. To understand the role of innovation and technical change in enterprise and global level economic performance
5. To understand the technological, human, economic, organizational, social and other dimensions of innovation

Unit 1 (7 Hours)

Innovation: Meaning, difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developingan innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction

Unit 2 (6 Hours)

Entrepreneurship: Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Concept of intrapreneurship, types of entrepreneurs, functions of entrepreneur, entrepreneurial decision- process, challenges faced by entrepreneurs and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship

Unit 3 (9 Hours)

Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, & financial institutions, financing of small-scale industries in developing countries.

Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other governmentinitiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India,

Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promoteentrepreneurship

Unit 4 (9 Hours)

From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, Process of New Venture and its Challenges, Venture capital, Angel investing, Crowdfunding

Developing a Business Plan: Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit 5 (5 Hours)

Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

COURSE OUTCOMES

Course Outcome	**Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.**
CO 1: Remember and comprehend basic concepts of entrepreneurship	• Remembering (K1) • Knowledge (K 2) • Comprehending(K3)
CO2: Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	• Applying (K 4) • Analyzing (K 5) • Evaluating (K7)
CO3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	• Analyzing (K 5) • Evaluating (K7)
CO4: Gain in depth knowledge of innovation and its various sources	• Remembering (K1) • Knowledge (K 2) • Analyzing (K 5)
CO5: Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup	• Knowledge (K 2) • Synthesizing (K6) • Evaluating (K7)

Suggested Readings

1. Roy: Entrepreneurship, OUP
2. Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
3. Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
4. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
5. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
6. Kumar, Arya; Entrepreneurship; Pearson Education.
7. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
8. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
9. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.
10. "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann)
11. Afuah, A., Innovation Management: Strategies, Implementation, and Profit, Oxford

University Press.

UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS

Code: MAC 301

Credit: 3 **Teaching Hours: 36**

Course Objectives

1. To help students distinguish between values and skills, and understand theneed, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know whatthey 'really want to be' in their life and profession
3. To help students understand the meaning of happiness and prosperity for ahuman being.
4. To facilitate the students to understand harmony at all the levels of humanliving, and live accordingly.
5. To facilitate the students in applying the understanding of harmony inexistence in their profession and lead an ethical life

Course Outcomes

1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
2. Distinguish between the Self and the Body, understand the meaning ofHarmony in the Self the Co-existence of Self and Body.
3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

Course Description

Every human being has two sets of questions to answer for his life: a) what to do? and, b) how to do?. The first set pertains to the value domain, and the other to the skill domain. Both are complimentary, but value domain has a higher priority. Today, education has become more and more skill biased, and hence, the basic aspiration of a human being, that is to live with happiness and prosperity, gets defeated, in spite of abundant technological progress. This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life. In this course, the students learn the process of self- exploration, the difference between the Self and the Body, the naturally acceptable feelings in relationships in a family, the comprehensive human goal in the society, the mutual fulfillment in the nature and the co-existence in existence. As a natural outcome of such inputs, they are able to evaluate an ethical life and profession ahead.

UNIT-1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (6 Hours)

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority,

Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

UNIT-2: Understanding Harmony in the Human Being - Harmony in Myself (7 Hours)

Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT-3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship (8 Hours)

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family!.

UNIT-4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence (8 Hours)

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT-5: Implications of the above Holistic Understanding of Harmony on Professional Ethics (7 Hours)

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations

Suggested Readings

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in HumanValues and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people

mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome's report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
7. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
8. A N Tripathy, 2003, Human Values, New Age International Publishers.
9. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
10. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
11. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
13. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008

Specialization Group: Human Resource Management(HR)

TALENT MANAGEMENT

Code: MBAHR01

Credit: 3 **Teaching Hours: 36**

Course objective

1. This course focuses on the attraction, acquisition, and retention of talent in organizations
2. A clear understanding of talent management and its linkage with organizational strategy and other HR practices.
3. To provide the understanding of acquiring and retaining the talent in the organization.
4. To provide them the process of identifying and developing the potential talent to fulfil the present and future need of the organization.
5. In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Unit 1 (6 hours)

Introduction to Talent Management: Concept, Meaning & Objectives, Role of Talent Management in building Sustainable Competitive Advantage to a firm; **Key Processes of Talent Management:** Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Consequences of Failure in Managing Talent, **Identifying and Assessing High-Potential Talent**: Current Organizational Practices . **Case Studies**

Unit 2 (8 hours)

Talent Acquisition: Job Analysis, Questionnaires, Interviews, Developing job Description & Job Specification, Attracting and Recruiting the best Talents, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. **HR Planning for Talent Management:** Process (using MS-Excel and quantitative tools), Evaluation of factors affecting HR Planning, Strategic view of Recruitment & Selection. **Case Studies**

Unit 3 (7 hours.)

Recruitment and Selection Process: Introduction, Sources of Recruitment**,** Use of Assessment Centers, Selection Errors & Minimizing Selection Errors, Reliability & Validity of Selection Tests, Choosing suitable types of Interviews, Formulating a recruitment strategy for senior level executives. **Employee Engagement**: Process and outcomes of Employee Engagement, Ways of Achieving Employee Engagement; **Talent Development**: Need Analysis, Knowledge Management, Competency Development and Developing Leadership Talent. **Case Studies**

Unit 4 (8 hours)

Employee Retention: Comprehensive approach to Employees Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal; **Strategic Compensation plan for Talent Engagement**: Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model. , Career and Succession Planning. **Case Studies**

Unit 5. (7hrs)

Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering, Contemporary

Talent Management Issues and Challenges. **Case Studies**

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**
CO 1: Knowledge of Talent Management Processes	K1(Remember) K2(Understand)
CO 2: Understanding for analysis of the impacts of Talent management in the organization	K1(Remember) K2(Understand) K3(Apply) K4(Analyze)
CO 3: Competency to implement Talent Management practices	K4(Analyze) K5(Evaluate) K6(Create)
CO 4: Competency to develop leadership qualities among subordinate	K4(Analyze) K5 (Evaluate)
CO 5: Knowledge about the reward system to support Talent management	K2(Understand) K3(Apply)

Suggested Readings:

1. Gowri Joshi &VeenaVohra, Talent Management, Cengage Learning
2. Mamta Mohapatra & Swati Dhir, Talent Management, SAGE Publishing India
3. Dessler Gary, VarkkeyBiju, Fundamentals of Human Resource Management, Pearson Publication,
4. Lance A Berger, Dorothy R Berger,Talent Management Hand Book, McGraw Hill
5. Hasan, M., Singh, A. K., Dhamija, S., Talent management in India: Challenges and opportunities, Atlantic Publication
6. Rob Silzer (Editor), Ben E. Dowell (Editor), Strategy-Driven Talent Management: A Leadership Imperative, Wiley
7. K.Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill
8. Robbins SP, Timothy A, Judge &Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi
9. Sonal Minocha: Global Talent Management (SAGE Publishing India)

EMPLOYEE RELATIONS AND LABOR LAWS

Code: MBA HR 02

Course Credits: 3 **Teaching Hours: 36 Hr**

Course Objectives:

1. To Provide conceptual framework of Industrial Relation
2. To make students aware with the Indian Labor legislation
3. To make students aware with the basic requirements and mandate of labor legislations
4. To help the students to understand the existing framework of Industrial Relation and Labor legislation.

Unit 1: (8 Hours)

Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations, Employee Relations Management Tools, Approaches to Understand IR, the Trends of Industrial Relations in India, Factors Leading the Present State of Industrial Relations, Impact of Globalization on the Liberalized Economy Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, **Trade Unionism**: Development of trade unionism, functions, type and structure of trade union, Why Employees Join Trade Unions , Trade Unions in the Eyes of the Management, Politics and Trade Unions, Outside Leadership of Trade Unions problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926& Amendment Bill, 2019: Objective, Recognition and registration, Industrial Democracy & Participative Management. **Case Studies.**

Unit2: (8 Hours)

Collective Bargaining: Significance, types & procedure of Collective bargaining **Discipline**: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, **Grievance Handling in IR**: Grievance Settlement Procedure, Industrial Disputes, Preventive & Settlement Machinery in India. **Employee Participation and Empowerment**: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. **Case Studies**

Unit 3 (7 Hours)

The Factories Act, 1948 & The Factories (Amendment) Bill, 2016 & The shop & Establishment Act 1948, The Payment of Wages Act, 1936 and amendment in 2020, The Workmen's compensation Act, 1923, The Industrial Disputes Act, 1947.

Unit 4 (7 Hours)

The Payment of Minimum wages act 1948 & its revisions 2019, 2020 & 2021, The Contract Labor (Abolition & regulative) act The ESI Act, 1948 and latest amendments, Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment. The Trade unions act, 1926 & Amendment Bill, **2019**, Child Labour (Prohibition & Regulation) Act, 1986 and its latest

amendment.

Unit 5 (6 Hours)

The payment of Bonus Act, 1965 and amendments, The payment of Gratuity Cat, 1972 and its amendment 2018 ,The Maternity Benefit Act, 1961 and amendments, Employee's Provident fund & Miscellaneous Provisions Act, 1952 .

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**
CO1: Knowledge of Industrial Relation framework	K1(Remember) K2(Understand)
CO2: Competency to understand the importance of Employee Relation within the perspective of Industrial Relation	K1(Remember) K2(Understand) K3(Apply) K4(Analyze)
CO3: Knowledge about relevant Laws of HR management	K1(Remember) K2(Understand) K3(Apply)
CO4: Competency to interpreted and implement the Labor Laws within organization	K4(Analyze) K5 (Evaluate)
CO5: Competency to use Collective Bargaining and Grievance redressal Mechanism	K1(Remember) K2(Understand) K3(Apply)

Suggested Readings:

1. Indian Bare Acts
2. Srivastava SC - Industrial Relations and Labor Laws (Vikas,)
3. Gupta, Parul – Industrial Relations and Labor laws, SAGE Publishing India
4. Monappa Arun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi,
5. Taxmann Labor Laws", Taxmann Allied Services Pvt. Ltd.
6. Sinha, P.R.N., Sinha, InduBala and Shekhar, Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
7. Mamoria, Mamoria and Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi,
8. D. P Sahoo: Employee Relations Management - Texts and Cases, SAGE Publishing India

Specialization Group: Marketing(MK)

CONSUMER BEHAVIOR & MARKETING COMMUNICATION

Code: MBAMK01

Course Credit: 3 **Contact Hours: 36**

Course Objectives

1. To understand consumer behavior and explain the consumer decision making process
2. To define external and internal influences on buying behavior
3. To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
4. Help to understand what advertising is and its role in advertising and brand promotion.
5. Understand the importance of message design and the creativity involved in message designing.

UNIT-1 (5 Hours)

Introduction: Consumer Behavior & the Marketing Mix, Consumer Goals, **Consumer Decision Making Process:** Need Recognition, Search for information, Pre purchase evaluation of alternatives, Purchase, Consumption, Post consumption Evaluation & Divestment, Interrupts in buying process & their effects, Customer involvement, **Consumer Journey through the World of Technology**

UNIT-2 (8 Hours)

Consumers as individuals and in the social context: Consumer Perception, Consumer Learning & Knowledge, Consumer Attitude Formation & Change, Reference Groups, Family Gender & Age Influences, Culture and Social Mobility

UNIT-3 (10 Hours)

Marketing Communication: The Role of Marketing Communication **Developing Effective Communication:** Target Audience, Communication Objectives Design the Communication, Select the Communication Channels & Total Marketing Communication Budget. Communication Mix & Managing the IMC Process

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, and Advertising Appeal. Advertising Agencies – their role, functions. Global vs local advertising

UNIT-4(9 Hours)

Developing the Advertising Campaign: Message Strategies, Executional Framework of messages, Sources and Spokespersons, Source Characteristics, Advertising Effectiveness & its measurement

Media Planning and Strategy: Steps involved in media planning, Media Types and their characteristics; Setting Media objectives, Media Selection & Media Strategy

UNIT 5 (4 Hours)

Interactive Marketing: Its advantage and disadvantages, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1. Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded.	Understand (K2)
CO2. Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities	Create (K6)
CO3. Be able to demonstrate how concepts may be applied to marketing strategy.	Apply (K3)
CO4. Apply an IMC approach in the development of an overall advertising and promotional plan.	Apply (K3)
CO5. Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign	Analyze (K4)

Suggested Readings

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Consumer Behaviour : Sethna Zubin & Blythe Jim, SAGE Publishing India
3. Integrated Advertising, Promotion and Marketing Communications: Clow, Kenneth E. & Baack Donald E., Pearson
4. Advertising & promotions an IMC perspective: Kruti Shah & Alan D' Souza, McGraw Hill education
5. 5 Advertising and promotion- An integrated Marketing Communication Perspective, George E Belch & Michael A Belch, McGraw Hill Education
6. 6 Advertising, Brand and Consumer Behaviour, 2020, S. Ramesh Kumar, SAGE Publishing India

MARKETING ANALYTICS

Code: MBA MK02
CREDIT: 3 **Teaching Hours: 36**

COURSE OBJECTIVES

a. To understand the basic concepts of Marketing Analytics
b. To study various tools to have marketing insights in various marketing areas through empirical data
c. To interpret the marketing data for effective marketing decision making
d. To draw inferences from data in order to answer descriptive, predictive, and
e. prescriptive questions relevant to marketing managers

Unit -1: Introduction to marketing Analytics (4 hrs.)
Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). **Market Sizing:** Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis

Unit-2: Pricing Analytics (8 hrs.)
Pricing Policy and Objectives, **Estimating Demand:** Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Pricing using Subjective Demand Curve, Pricing Multiple Products,
Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales, **Revenue Management**: Markdown Pricing and Handling Uncertainty

Unit-3: Sales Forecasting (8 hrs.)
Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Forecasting in Presence of Special Events, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product

Unit-4: Customer Analytics (8 hrs.)
Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business
Market Segmentation : The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, managing the segmentation process, Deriving market segments and describing the segments using Cluster analysis,

Unit-5: Retailing & Advertising Analysis (8 hrs.)
Market Basket analysis: Computing two way and three-way lift, RFM Analysis, **Allocating Retail Space and Sales Resources:** Identifying the sales to marketing effort relationship & its modeling, optimizing sales effort
Advertising Analysis: Measuring the Effectiveness of Advertising, Pay per Click (PPC) Online Advertising

COURSE OUTCOME

S. No.	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
1	**CO1.** Students will develop the skill in marketing analytics	Apply (K3), Create (K6)
2	**CO2.** Students will be acquainted with better understanding of real life marketing data and its analysis	Evaluate (K5)
3	**CO3.**Students will develop analytical skill for effective market decision	Analyze (K4), Create (K6)
4	making in real life environment.	

Suggested Readings

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing
3. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy,and Arnaud De Bruyn, Decision Pro, Inc.
4. Marketing Metrics by Dugar Anurag, SAGE Publishing India\

Specialization Group: Finance(FM)

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Code: MBA FM01

Course Credits: 3 **Teaching Hours: 36 Hrs**

Course Objectives:

1. Emphasizing an understanding of the economic forces that influence the pricing of financial assets.
2. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection.
3. The course material will cover formulae that can be applied in different business situations regarding active portfolio management.
4. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.
5. To provide a theoretical and practical background in the field of investments.

Unit I Investment (7 Hrs)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

Unit II Portfolio Theory (9 Hrs)

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance and correlation, Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

Unit III Capital Market & Asset Pricing (6 Hrs)

Technical Analysis: Dow Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit IV Bond, Equity and Derivative Analysis: (8 Hrs) Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.

Unit V Active Portfolio Management (6Hrs)

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Trey nor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**

CO 1: Understand about various investment avenues.	K1 (Remember) K2(Understand)
CO 2: Understand the value of assets and manage investment portfolio.	K1(Remember) K2(Understand)
C0 3 : Understand various Models of Investment and its application	K2(Understand) K3(Apply)
CO 4: Understand and create various investment strategies on the basis of various market conditions.	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Measure riskiness of a stock or a portfolio position.	K1 (Remember) K2(Understand)

Suggested Readings

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education)
2. Punithavathy Pandian - Investment Analysis and Portfolio Management (Tata McGraw Hill, 3rd
3. Bhatt- Security Analysis and Portfolio Management (Wiley)
4. Pandian P - Security Analysis and Portfolio Management (Vikas)
5. Bodie, Kane, Marcus &Mohanti - Investment and Indian Perspective (TMH)
6. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: Investments, (Prentice Hall).
7. Abhishek Kumar, Index Investing, 2020, SAGE Publishing
8. Donald E. Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management, (Pearson Education,)
9. Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons,)
10. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis,John Wiley & Sons,
11. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, Tata McGraw-Hill, New Delhi.

FINANCIAL PLANNING &TAX MANAGEMENT

Code: MBA FM02

Course Credits: 3 **Teaching Hours: 36 Hrs**

COURSE OBJECTIVES:

a. The present course aims are familiarizing the participants with the principles & practices and structure of different types of taxes in Indian economy.
b. A student of taxation will have to make a detailed study of tax policy and tax provisions in India.
c. A broad understanding or role of taxation in economic and industrial development of an economy.
d. A broad understanding of financial planning process
e. An Understating of asset allocation process and retirement planning

Unit I (8 Hours)

Financial Planning : Definition , Need of financial Planning and process of Financial Planning, Role of Financial Planner , Myths about Financial Planning, Factors that influence that influence the personal financial planning ,Investors life cycle, Financial goals of investors , Risk Appetite, Risk Profiling, Systematic approach to investing: SIP,SWP,STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.

Unit II (8 Hours)

Asset Allocation: Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation ,Principles of Asset Allocation, Retirement planning , Need for retirement planning , Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning.

Unit III (6 Hours)

Introduction to Tax: Definition, Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax

Unit IV (8 Hours)

Heads of Income: Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income ,Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses-Principles, Meaning, Inter-sources & Inter-head Set Off.

Unit V (6 Hours)

Tax Planning & Management: Tax Avoidance, Planning & Evasion, Income Tax Authorities-Their appointment, Jurisdiction, Powers and functions, Provisions relating to collection and recovery of tax, refund of tax, offences, penalties and prosecutions, appeals and revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Understand about various tax provision and planning	K1 (Remember)
CO2: Understand the scope tax planning concerning various business and managerial and strategic activities can be explored	K1 (Remember) K2(Understand)
CO3: Have Know about various Tax Dates Rates and Forms	K2(Understand) K3(Apply)
CO4: Have Knowledge of Financial Planning and its Process	K1 (Remember) K2(Understand) K3(Apply)
CO5: Have knowledge about asset allocation and retirement planning process	K1 (Remember) K2(Understand) K3(Apply)

Suggested Readings

1. Dr. Vinod K. Singhania& Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication ,Latest Edition according to assessment year
2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
3. Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India
4. Dr.B.K. Agarwal& Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. GirishAhuja& Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (Himalaya Publishing House)

Specialization Group: Information Technology(IT)

DATA ANALYTICS FOR BUSINESS DECISIONS

Code: MBA IT01
Course Credit: 3 Contact Hours: 36 hours

Course Objectives:

1. Understanding the Role of Business Analyst and Data Science in business.
2. Understanding the basic concept of data management
3. To understand the basic concept of R programming
4. To understand the application of business analysis.
5. Understanding the basic concept of Data Science Project Life Cycle.

Unit 1: (4 Hrs.)

Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

Unit 2: (8 Hrs.)

Data Analysis: Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with noisy data, Dealing with missing or incomplete data, Outlier Analysis, Methods to deal outlier, Data Visualization

Unit 3: (8 Hrs.)

Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization

Unit 4: (8 Hrs.)

Introduction to R and Visualization of Data: R graphical user interfaces, data import and export, attribute and data types, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labeling, Column chart with 45^{o} labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.

Unit 5 (8 hrs.)

Application of Business Analysis: in Retail Analytics, Marketing Analytics, Financial Analytics,Healthcare Analytics, Supply Chain Analytics.

COURSE OUTCOME

Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1. Understand the basics of business analysis and Data Science	Knowledge (K2)
CO2. Understand data management and handling and Data Science Project Life Cycle	Comprehending (K3)
CO3. Understand the data mining concept and its techniques	Applying (K4)
CO4. Understand and Analyzing machine learning concept	Analyzing (K5)
CO5. Understand the application of business analysis in different domain	Applying (K4)

Suggested Readings:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
2. Business Analytics : Albright & Winston, Cengage
3. Business Analytics, Tanushri Banerjee & Arindam Banerjee, SAGE Publishing
4. Introduction to Data Science, Laura Igual Santi Seguí, Springer

AI AND MACHINE LEARNING FOR BUSINESS

Code: MBA IT02
Course Credit: 3 Contact Hours: 36 hours

Course Objectives:

1. To understand the need of Machine Learning & Statistics for solving various problems
2. To understand the basic concepts of Supervised and Unsupervised learning.
3. To apply regression analysis on the data available.
4. To design appropriate machine learning and apply on real world problems
5. To optimize different Machine Learning & Deep Learning Techniques

UNIT 1 Artificial Intelligence for Business Planning (4 Hours)

Introduction and Data sources for AI, Knowledge acquisition, Knowledge representation, History of ML, Framework for building ML Systems-KDD process mode, Introduction of Machine Learning Approaches – (Artificial Neural Network, Clustering, Reinforcement Learning, Decision Tree Learning, Bayesian networks, Support Vector Machine, Genetic Algorithm), Issues in Machine Learning, Data Science Vs Machine Learning.

UNIT 2; Supervised Learning and Applications (8 Hours)

Supervised Learning: Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbor, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains Application of supervised learning in solving business problems such as pricing, customer relationship management, sales and marketing.

UNIT 3: Unsupervised Learning algorithms (8 Hours)

Unsupervised Learning: Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Density Based Methods DBSCAN, OPTICS, Applications of unsupervised learning in multiple domains, Association rules: Introduction, Large Item sets, Apriori Algorithms and applications

UNIT 4: Artificial Neural Networks & Deep Learning (8 hours)

Perceptron model, Multilayer perceptron, Gradient descent and the Delta rule, Multilayer networks, Backpropagation Algorithm,

DEEP LEARNING - Introduction, concept of convolutional neural network, Types of layers – (Convolutional Layers, Activation function, pooling, fully connected), Concept of Convolution (1D and 2D) layers, Training of network, Recent Applications

UNIT 5: Reinforcement Learning– (8 Hours)

Introduction to Reinforcement Learning , Learning Task, Example of Reinforcement Learning in Practice, Learning Models for Reinforcement – (Markov Decision process , Q Learning - Q Learning function, Q Learning Algorithm), Application of Reinforcement Learning, Introduction to Deep Q Learning.

Suggested Readings

1. Artificial Intelligence for Business Leaders: Ajit Kr. Jha
2. Machine Learning in Business: John C. Hull
3. An Introduction to Statistical Learning with Applications in R : James, G., Witten, D., Hastie, T., Tibshirani, R. (Springer)

4. Artificial Intelligence Business Applications: How to Learn Applied Artificial Intelligence and Use Data Science for Business. Includes Data Analytics, Machine Learning for Business and Python : William J Ford
5. AI and Machine Learning: Was Rahman, SAGE Publishing India

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

Course Outcome (CO)		Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1	To understand the need of Machine Learning & Statistics for solving various problems.	K1 (Remember) K2(Understand)
CO2	To understand the basic concepts of Supervised and Unsupervised learning.	K1 (Remember) K3(Apply)
CO3	To apply regression analysis on the data available.	K2(Understand) K3 (Apply
CO4	To design appropriate machine learning and apply on real world problems	K2(Understand) K3 (Apply
CO5	To optimize different Machine Learning & Deep Learning Techniques	K3 (Apply)

EMERGING TECHNOLOGIES IN GLOBALBUSINESS ENVIRONMENT

Code: MBA401

Course Credits:3 ***Teaching Hours :36***

Course Objectives

a. To give students an exposure to the VUCA environment of International Business
b. To provide in-depth understanding of digital transformation on business processes
c. To understand the impact of Industry 4.0 has on the context of International Business
d. To understand in detail the shifts taking place in the Political, Economic, Social and Technological environments that are shaping business realities
e. To understand the changing role of International Organizations and changing dynamics in Geo Politics.

Unit 1 Industry 4.0 and Digital Transformation (6 Hours)

Meaning and Nature of Industry 4.0 and Latest Trends. Realignment in Political, Economic, Socio-Cultural, Technological Factors that are driving change in International Business Management, the changing nature of Globalization, The changing nature of regulatory environment, natural environment, new age ethics. Overview of Digital Transformation.

Unit 2 Emerging Technologies as Drivers of Global Business (8 Hours)

Artificial Intelligence- Machine Learning, Deep Learning Singularity – Time Lines and Implication. **Augmented Reality**, Virtual Reality and Mixed Reality and Applications. **Block chain** – Concepts and Industrial Applications, Challenges in adopting Block chain. **Additive Manufacturing**: Advantages and Disadvantages, new applications of additive manufacturing, impact of additive manufacturing on supply chain management, mass customization and the customer experience. Introduction of **Neuroscience in Business**. **Internet of Things (IoT)**.

Unit 3 : New Age Economies (8 Hours)

Circular Economy- Concept of Circular Economy, difference between Linear and Circular Economy, Role of Circular Economy in Sustainable Business and Innovation. **Behavioral Economics**- Core Concepts of Behavioral Economics, Nudging and Choice Architecture, Ethical Concerns of Behavioral Economics. **Economic Nationalism** -Nature of Economic Nationalism, Contemporary Cases in Economic Nationalism, Future of Economic Integration. **Sharing Economy** – New Business Models , Characteristics , Difference Between Platforms and Traditional Business Models, Different Types of Platforms , implications on future of work.

Unit 4 : Changing Natures of Global Politics (6 Hours)

Identity Politics – Issues & Challenges, The Rise of Authoritarianism and what that means for geo politics, Reviving Democratic Ideals, The Rise of China and its impact on global trade.

Unit 5 : Social, Cultural and Global Challenges (8 Hours)

Diversity of different generations in the workplace, issue of inter-generational equity.

Migration – Political, Economic and Human Rights Perspective, the Migrant Crisis in the EU.

Climate Change – Political Dimensions of Climate Change, Plight and Issue of Climate Refugees, Sustainable Development Goals.

Rising Inequality: Historical Context of Inequality and Social Unrest, Global Inequality, Social and Economic Reforms. **Privacy in the Digital World** – Complexity of Privacy Issues, Basics of GDPR (General Data Protection Regulation) , Importance of Personal Data, **Existential Threats** – Five Types of Risks associated with AI , Need for New Age Ethics .

COURSE OUTCOMES

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**
CO1: To get an overview of the changing context of International Business in the wake of Industry 4.0	Analysing (K4) Applying(K3) Understanding (K2) Remembering (K1)
CO 2 : Conceptual understanding of the new technologies that are driving change in business operations and strategy	Analysing (K4) Applying(K3) Understanding (K2) Remembering (K1)
CO 3: Understand shifts in economic thought and its impact on business decisions.	Understanding (K2) Remembering (K1)
CO 4 : Understand changing geo politics and analyses its impact on international Business	Analysing (K4) Applying(K3) Understanding (K2) Remembering (K1)
CO 5 : Critically think about issues and challenges in the Global World and find sustainable solutions	Applying(K3) Understanding (K2) Remembering (K1)

Suggested Readings

1. Kapoor, Mansi – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE Publishing India
2. Narendra Jadhav, New Age technology an Industrial Revolution 4.0(Konark Publisher)
3. Pranjal Sharma, India Automated (McMillan)
4. Kapoor, M – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE India
5. Arun Sundararajan, The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism (MIT Press)
6. Mark Van Rijmenam, The Organisation of Tomorrow: How AI, blockchain and analytics turn your business into a data organisation (Routledge)
7. Nitin Seth, Winning in Digital Age (Penguin)
8. Hu, Ming, Sharing Economy (Springer)
9. Hill, International Buisness , Mc Graw-Hill
10. Cherunilam, F - International Trade and Export Management, Himalaya
11. Daniels - International Business (Pearson)

HR ANALYTICS

Code: MBA HR 03

Credits: 3 **Teaching Hours: 36**

COURSE OBJECTIVES:

1. This course introduces the student to the theory, concepts, and business application of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.
2. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Planning and Recruitment and Selection.
3. Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness.
4. Apply quantitative and qualitative analysis to understand and design compensation system.
5. Demonstrate how to connect HR results to business results.

UNIT 1 ***8 Hours***

Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.

UNIT 2 ***8 Hours***

Human Resource Planning and forecasting: Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting.

Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

UNIT 3 ***8 Hours***

Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance.

Designing a Compensation System: Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.

UNIT 4 ***4 Hours***

Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis.

UNIT 5 ***8 Hours***

Applications of HR Metrics and Creating HR Dashboards: HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in

Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**
CO 1: Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.	Remembering (K1) Knowledge (K 2) Comprehending(K3)
CO2: Demonstrate HR function in adding value in business terms.	Applying (K 4) Analyzing (K 5)
CO3: Utilise soft factors in a people management context and convert them into measurable variables.	Applying (K 4) Analyzing (K 5) Evaluating (K7)
CO4: Design a Metrics and Analysis index for recruitment, performance and or a training and development context	Applying (K 4) Synthesizing (K6) Analyzing (K 5)
CO5: Predict the issues using the available HR data and formulate the best strategies.	Knowledge (K 2) Synthesizing (K6) Evaluating (K7)

Suggested Readings

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing
2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing
3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.
4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,

5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM

PERFORMANCE AND REWARD MANAGEMENT

Code: MBAHR04

Course Credits: 3 **Teaching Hours: 36 Hr**

Course Objective:

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequencesof not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise "SMART" annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

Unit1: (7 hours)

Introduction to Performance Management System : Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI). **Case Studies**

Unit2: (7 hours)

Managing Performance: Methods of managing performance of all the levels of Management(including labor), 360 degree Performance Appraisal, Performance Feedback & Counseling methods, Performance analysis for Individual and organizational development. **Case Studies**

Unit3: (7 hours)

Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, **Balance score card**: Introduction and Applications, Advantages and limitations, Advantage & Disadvantage of online appraisal, **Case Studies**

Unit 4: (7 hours)

Reward System: Compensation- Meaning, Function, **Job evaluation**: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical andexecutive/managerial positions and significance of wage differentials. **Case Studies**

Unit 5: (8 Hours)

Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes**; Methods of payment**: Time and piece rate. **Fringebenefits & other allowances**: Overtime, City compensatory, Travelling etc. **Regulatory compliance**: Introductions, Wage and Pay commissions, Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; **Case Studies.**

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**
CO 1: Knowledge of Performance Management and Performance Appraisal	K1(Remember) K2(Understand)
CO 2: Competency to understand the importance of importance of Performance Management	K1(Remember) K2(Understand)
CO 3: Knowledge about the Compensation and Reward Systems	K1(Remember) K2(Understand)
CO 4: Competency to implement the effective reward systems in the organization	K3(Apply) K4(Analyse) K5 (Evaluate)
CO 5: Ability to explain the relevance of competency mapping and understanding its linkage with career development	K1(Remember) K2(Understand) K3(Apply)

Suggested Reading:

1. T V Rao: Performance Management: Towards organizational Excellence (SAGE Publishing)
2. Michael, Armstrong Performance Management. Kogan Page.
3. Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh, Compensation and Reward Management, Excel Book
6. Robert Bacal , Performance Management, McGraw-Hill Education.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Code: MBA HR05

Credit: 3 Teaching Hours: 36

Course Objectives:

a. To familiarize the students with HR management in Global perspective.
b. To make the students understand the complexity of workforce diversity in international context.
c. To make the students aware of the international labor relations.
d. To help develop an understanding of expatriate's recruitment & training programs.

Unit 1: (8 Lectures)

International Human Resource Management-Overview, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organizational Structure and HRM, International Human Resource Planning. Case Studies.

Unit 2 (8 lecture)

Staffing Practices in International Human Resource Management, Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices. Case Studies

Unit 3(6 Lectures)

Industrial Relations and International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labor Standards, Global Unions, Regional Integration and Framework Agreements. Case Studies

Unit 4 (8 Lectures)

Equal Opportunity and Diversity Management in Global Context. Sensitivity to CulturalDiversity, Global Organization Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, Case Studies

Unit 5 (6 Hours)

Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility, Case Studies

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**

CO 1: Understanding the Contexts of International HRM	K1(Remember) K2(Understand)
CO 2: Knowledge about the HR Processes in International Context	K1(Understand) K3(Apply)
CO 3: Able to evaluate the impacts of Globalization on HRM	K4(Analyze) K5(Evaluate)
CO 4: Desired of expertise leve lorganizational	K4(Analyze) K5 (Evaluate) K6 (Create)
CO 5: Understanding the Internati culture in SHRM onal	K2(Understand) K3(Apply)

Suggested Readings:

1. Anne Wil Harzing, Ashly H Pinnington- International Human Resource Management (SAGE Publishing)
2. P L Rao – International Human Respource Management (Excel Books)
3. P SubbaRao – International Human Resource Management (Himalaya Publishing)
4. K Ashwathappa & Sadhna Dash – International Human Resource Management (McGraw Hill Education)
5. Srinivas R. Kandula – International Human Resource Management, 2018 SAGE Publishing

B2B & SERVICE MARKETING

Code: MBAMK03

Course Credits: 3 **Contact Hours: 36 Hrs**

Course objectives

1. Make students have an understanding of B2B marketing and its characteristics
2. To enhance knowledge of emerging trends in integrated marketing communication and Distribution channel.
3. To understand pricing strategy of B2B marketing and its impact on selling
4. To analyse consumer behaviour in service marketing
5. To understand service delivery promises and gaps.

UNIT I (7 Hours)

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 Behavior: Organizational buying process, buying situations, buying grid, buying center**. Buyer seller relationships:** Types, Managing relationships with suppliers, Customers and Distributors, CRM process, Strategic alliances,

UNIT II (7 Hours)

Market communication Brand expression, Communication mix and customer acquisition process. Relationship communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high-priority customers. Value selling and consequences-order fulfilment-relationship building.

Marketing Distribution: Distinctive nature, Channel design, Managing and administering channel members, Direct & Indirect channels, Supply chain and Logistics management.

UNIT III (7 Hours)

Pricing & Negotiation: Pricing basics and objectives, Price models and skills, pricing tactics, Negotiated pricing. **Price setting in B2B markets:** 3 C's of pricing cost, Customer and competition pricing strategy, Price positioning, Roles of sales force in pricing, Bid pricing, Internet auctions, Ethical aspects of B2B pricing.

Managing the personal selling function: Personal selling, Industrial sales force management, Sales force selection, Training, Control and evaluation.

UNIT- 4 (6 Hours)

Service Design: Services vis-à-vis goods, Customer Expectations and Perceptions of Services, the Gaps Model of Service Quality. Service innovation & Design, Customer Defined Service Standards, Physical Evidence,

UNIT- 5 (9 Hours)

Delivering, Pricing and Managing Service Promise .Delivering Services: Role of Employees and Customers in service delivery; Demand and Capacity Management., **Managing Service Promise:** Pricing of Services: Pricing Considerations and Strategies, Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

Service Performance: Evaluating Success of Service Offering, Complaint handling, Recoverymanagement, Service Guarantees.

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**
CO1.Understand and nature of B2B marketing	Understand(K2)
CO2. Ability to create an integrated marketing communications plan which includes promotional strategies	Analyze (K4)
CO3.Define and apply knowledge of various aspects of managerial decision making related to pricing strategy and tactics.	Apply (K3) Analyze (K4)
CO4. Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes.	Analyze (K4)
CO5. Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence.	Apply (K3)

Suggested Readings:

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, Tata McGraw Hill.
2. Services Marketing, Lovelock, Christopher, Prentice Hall
3. B2B Marketing , Hutt, M.D. & Speh, T.W., Cengage Learning
4. Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell, Sage Publications,
5. B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor, Kogan page,
6. Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, KoganPage

SALES AND RETAIL MANAGEMENT

Code: MBAMK04

Credits: 3 **Teaching Hours: 36**

Objectives:

1. To build knowledge, understanding, and skills in Sales and Retail Management.
2. Enable development and implementation of Sales and Retail Management strategies.
3. Help to analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management.

Unit1: (4 Hours)

Introduction to Sales: Role of selling in marketing, Personal selling, Types of sales personnel, Characteristics of a successful salesman, Process of effective selling.

UNIT 2: (7Hours)

Negotiation and Bargaining: Negotiation Strategies, conflicts and dispute resolution, negotiation and discussion stages.

Listening skills - Controlling emotions, Art of persuasion and emotions, ethics in sales, Influencing and assertiveness skills, Spotting the signs, non-verbal communication and voice clues

The Bargaining and Closing Stage -• Making concessions, the techniques, Closing techniques, Confirming agreement

UNIT 3: (9Hours)

Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person. **Filling sales positions**: Recruitment, Selection, Training and Development.

Leading Sales Organization: Sales force motivation & compensation, designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

UNIT 4: (8 Hours)

Introduction to retailing: Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats inIndia,

Store Location& Site Selection: Trading Area Analysis, Types of Location, Location and Site Evaluation, Objectives of Good store Design

UNIT 5: (8 Hours)

Store Layout and Space planning: Types of Layouts, Visual Merchandising Techniques, Controlling Costs and Reducing Inventory Loss, Parking Space Problem at Retail Centers

Retail Stores & Operations Management Responsibilities of Store Manager, Store Security, Store Record and Accounting System, Coding System, Material Handling in Stores, Logistic and Information system, Promotion, CRM & Brand Management in retailing.

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Students will develop knowledge, understanding and skills in Sales force management.	K1(Remember) K2(Understand)

CO2: Acquainted with better understanding of implementation of sales management strategies.	K1(Understand) K3(Apply) K4(Analyze)
CO3:Develop analytical skills for effective decision alternatives in sales management problems	K4(Analyze) K5(Evaluate) K6(Create)
CO4: Develop the knowledge, understanding and skills in retail management.	K2(Understand) K3(Apply)
CO5: Acquainted with better understanding of implementation of retail management strategies and develop analytical skills for effective decision alternatives in retail operations.	K4(Analyze) K5 (Evaluate)

Suggested Readings

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
3. Berman, Evans, Retail Management Strategic approach, Pearson
4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
5. Tapan Panda: Sales and Distribution Management, OUP.
6. Havaldar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.
7. Pradhan Swapna; Retailing Management; McGraw-Hill Education

SOCIAL MEDIA AND WEB ANALYTICS

Code: MBAMK05

Credits: 3 **Teaching Hours: 36**

Objectives:

a. To provide basic understanding of the use and deployment of Digital marketing tools and web/social/mobile analytics platforms
b. Gaining a grounded understanding of web analytics and business implication.
c. To prepare the students with growth potentials for Web Analysts professionals

Unit 1 (6 hrs)

Social Media & Analytics: Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms.

Introduction to Web Analytics: Definition, Process, Key terms: Site references, Keywords andKey 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 2 (8 hrs.)

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; Organizational Structure.

Type and size of data, identifying unique page definition, cookies, Link Coding Issues.

Unit 3 (8 hrs.)

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.

Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity

Web analytics tools: A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis

Unit 4 (5 hrs.)

Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience: Reachand 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;

Google Analytics: Brief introduction and working, Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues.

Unit 5 (9 hrs.)

Qualitative Analysis: Heuristic evaluations: Conducting a heuristic evaluation, Benefits of heuristic evaluations; Site Visits: Conducting a site visit, Benefits of site visits; Surveys: Website surveys, Post-visit surveys, creating and running a survey, Benefits of surveys.

Web analytics 2.0: Web analytics 1.0 & its limitations, Introduction to WA 2.0, competitive intelligence analysis and data sources; website traffic analysis: traffic trends, site overlap and opportunities.

COURSE OUTCOME

Sl. No.	Course Outcome	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
1.	CO1: Students will develop knowledge, understanding and skills in analysis of Social Media	K1(Remember) K2(Understand)
2.	CO2: Acquainted with better understanding of implementation Web Analytics tool	K1(Understand) K3(Apply) K4(Analyse)
3.	CO3:Develop analytical skills for effective decision alternatives in social media problems	K4(Analyse) K5(Evaluate) K6(Create)
4.	CO4: Develop the knowledge, understanding and skills in Facebook and google analytics.	K2(Understand) K3(Apply)
5.	CO5: Acquainted with better understanding of implementation of web analytics strategies and develop analytical skills for effective decision alternatives in social media operations.	K4(Analyse) K5 (Evaluate)

Suggested Readings

1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education.
2. Tuten & Bikramjit Rishi, Social Media Marketing, 3rd Ed. 2020, SAGE Publishing India
3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.
4. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
5. Vandana Ahuja, (Digital Marketing, 1stedition, Oxford University Press.
6. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,
7. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc.2nd ed.
8. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
9. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons
10.Annmarie Hanlon, Digital Marketing, SAGE Publishing India

Specialization Group: Finance(FM)

FINANCIAL DERIVATIVES

MBA FM03
Course Credits: 3 ***Teaching Hours: 36 Hrs***

Course Objectives:

1. To make students aware of different types of Derivatives.
2. To develop an understanding amongst students of financial derivatives and associated regulatory framework
3. To have an understanding of the derivative tools such as options, futures andtheir application to hedging.

Unit 1 (4 Hrs.)

Introduction: Derivatives Market; Definition, Evolution and Features of Derivatives, Types of Derivatives, forward , futures and options market, Forward market transactions, ForwardContracts, Forward market in India , Hedging with forwards.

Unit 2 (9 Hrs.)

Forwards and Futures Contracts: Introduction to Forward Contracts, features of forward contracts, Futures Contract-types , functions , distinction between futures and forward contracts, pricing of future contracts, Currency Futures , Hedging in Currency-Futures, Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.

Unit 3 (9 Hrs.)

Options: Introduction to options, hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model. Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, use of different option strategies to mitigate the risk.

Unit 4 (7 Hrs.)

Introduction to Commodity Markets- History of commodity trading, Major commodities traded in derivatives exchange in India, Participant in commodity derivative markets, Commodity Market Indices, Commodity Futures, Commodity Options, Uses of commodity derivatives- Hedging, Speculation and Arbitrage.

Unit 5 (7 Hrs.)

Swaps and other derivatives: Financial Swaps, Types of swaps, Derivatives v/s swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement (FRA).

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Understand about various derivatives instruments and derivative Market structure	• Knowledge (K2) • Remembering(K1)
CO2 Understand the forward and future pricing mechanism and strategies for hedging using various futures products	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO3 Understand the option pricing mechanism and using options strategies for mitigating risk	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO4 Understand the Commodity derivative market	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO5 Understand the Swaps derivatives and their mechanism	• Knowledge (K2) • Comprehending(K3) • Applying(K4)

Suggested Readings

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill,
2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta,PHI
3. Financial Derivatives by S.S.S Kumar, PHI ,.
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi,

Websites:

1. www.bseindia.com
2. www.nseindia.com
3. www.nism.ac.in
4. www.sebi.com
5. www.careratings.com
6. www.crisil.com
7. www.icraindia.com

FOREIGN EXCHANGE & FOREX RISK MANAGEMENT

MBA FM04

Course Credit: 3 **Contact Hours: 36 Hrs**

Course Objectives: This course is intended to introduce the basic theory, concepts and practical approach in Foreign Exchange Management and to enable students to handle various risk associated with forex and its management. The course objectives are outlined below:

- To enable the students to understand about the Concepts of BOP and evaluation of international exchange rate system.
- To facilitate the students to understand the various theories of exchange rate determination.
- To enable the students to understand various foreign exchange transactions.
- To facilitate the students to understand various forex risks and its management.

UNIT I (7 Hrs.)

Foreign Exchange and Foreign Trade, Exchange Rate, Foreign Exchange as stock, Balance of Payments, Balance of Payments accounting, Components of Balance of Payments; Current Account, Capital Account, Official Reserve Accounts, Debit and Credits Entries, International Exchange Systems; Fixed and Floating Exchange rate system. Exchange Rate System prior to IMF; Gold currency standard, Gold bullion standard, Gold exchange standard, Exchange Rate System under IMF: Bretton woods system, The Smithsonian Agreement, The Flexible Exchange Rate Regime.

UNIT II (8 Hrs.)

Convertibility of rupee**;** Current account convertibility, Capital Account Convertibility; Theories of Foreign exchange rate: Purchasing power parity (PPP), International Fisher Effect (IFE), Interest Rate Parity (IRP); Administration of Foreign Exchange; Authorized persons, Authorized dealers, Authorized Money Changers; Foreign Currency Accounts: Nostro Account, Vostro Account and Loro Account in foreign transactions.

UNIT III (8 Hrs.)

Foreign Exchange Transactions; Purchase and sale transactions; Exchange quotations: Direct and Indirect Quotations, Two way Quotation; Spot and Forward Transactions: Forward margin, Factors Determining forward margin; Merchant Rates: Basis of Merchant Rates, Types of buying and Selling rates, Ready rates based on cross rates; Forward exchange contract: Fixed and option forward contracts, Calculation of fixed and option forward rates; Inter Bank Deals; Execution of forward Contracts.

UNIT IV (5 Hrs.)

Exchange Dealings: Dealing position- Exchange position, Cash Position; Accounting and Reporting: Mirror account, Value date, Exchange profit and loss, R returns; Forex Risk Management: Risk in Forex Dealing, Measure of Value at Risk; Foreign Exchange markets; Settlement of Transactions: Swift, Chips, Chaps, Fed wire.

Unit V (8 Hrs.)

Exchange Risk: Exchange exposure and exchange risk; Transaction Exposure, Managing Transaction exposure: External Hedge-Forward contract hedge, Money market hedge, hedging with futures and options, Internal Hedge; Translation exposure, Methods of translation, managing translation exposure; Economic exposure, managing economic exposure; Interest rate risk.

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1 Understand the BOP and evaluation various exchange rate system	• Knowledge (K2) • Remembering(K1) • Comprehending(K3)
CO2 Understand the theories of exchange rate determination	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO3 Understand the foreign exchange transactions mechanism	• Knowledge (K2) • Comprehending(K3) • Applying(K4) • Analyzing (K5)
CO4 Understand the exchange dealings	• Knowledge (K2) • Comprehending(K3) • Applying(K4)
CO5 Understanding the various foreign exchange risk and its management	• Knowledge (K2) • Comprehending(K3) • Applying(K4) • Analyzing (K5)

Suggested Readings

1. C.Jeevanandam -Foreign Exchange and Risk Management - Sultan Chand & Sons
2. Madhu .Vij – International Financial Management- Excel Books Publications
3. Alen C.Shapiro, Peter Moles- International Financial Management- Wiley

FINANCIAL CREDIT RISK ANALYTICS

Code: MBA FM 05

Course Credit: 3 **Teaching Hours: 36 Hrs**

UNIT I : Introduction (6 hours)

Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.

UNIT II: Trade Credit Risk (8 hours)

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

UNIT III : Letter of Credit and Loan Commitments (8 hours)

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics
Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

UNIT IV: Operational Risk: Overview (6 hours)

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

UNIT V: Credit Analysis & Rating (8 hours)

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk.
Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**
CO 1: Understand about various types of financial credit.	K1 (Remember) K2(Understand)
CO 2: Understand the credit risk and its rating.	K1(Remember) K2(Understand)
C0 3 : Understanding of	K2(Understand)

credit commitments and its application	K3(Apply)
CO 4: Understanding of risk management and corporate governance.	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Measure riskiness of a stock or a portfolio position.	K2(Understand) K5 (Evaluation)

Suggested Readings

1. Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor)
2. Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author)
3. Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada)
4. The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author)
5. Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author)
6. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author)
7. Credit Risk Modeling Theory And Applications by David Lando, New Age International (P) Ltd., Publishers

Specialization Group: Information Technology(IT)

DATABASE MANAGEMENT SYSTEMS

Code: MBAIT03 ***Course Credits: 3*** ***Teaching Hours: 36***

Course Objective: The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations.

Unit-I (8 hrs.)

Introduction: Overview, database system Vs file system, Database system concept and architecture, data model schema and instances, data independence and database language and interfaces, data definitions language, DML, Overall Database Structure. **Data modeling using the Entity RelationshipModel:** ER model concepts, notation for ER diagram, mapping constraints,

Unit-II (7 hrs.)

Relational data Model and Language: keys, Concepts of Super Key, candidate key, primary key, Relational data model concepts, integrity constraints, entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, and tuple and domain calculus.

Unit-III (10 hrs.)

Introduction on SQL: Characteristics of SQL, advantage of SQL. SQL data type and literals. Types ofSQL commands. SQL operators and their procedure. Tables, views and indexes. Queries and sub queries. Aggregate functions. Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors, Triggers, and Procedures in SQL/PL SQL

Data Base Design & Normalization: Functional dependencies, normal forms, first, second, third normal forms.

Unit-IV (7 hrs.)

Transaction Processing Concept: Transaction system, Testing of serializability, serializability of schedules, conflict & view serializable schedule, recoverability, backup ,Recovery from transaction failures, log based recovery, checkpoints, deadlock handling.

Concurrency control, Locking Techniques for concurrency control, Time stamping protocols for concurrency control, validation based protocol, multiple granularity, Multi version schemes,

Unit-V (6 hrs.)

Recent Trends in Database Management Systems: Centralized and Client-Server Architectures, Distributed Databases, Object-Oriented Database, Spatial & Temporal Databases, Decision Support Systems, Data Analysis, Data Mining & Warehousing, Data Visualization, Mobile Databases, OODB & XML Databases, Multimedia & Web Databases, Spatial and Geographical Databases, Web and MobileDatabases, Active Databases

Suggested Readings:

1. Navathe E - Fundamentals of Database Systems (Pearson Education,)
2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill)
3. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
4. Beynon -Davies P- Database Systems (Palgrave)
5. Karthikeyan-Understanding Database Management System (Acme Learning)
6. Hoffer - Modern Database Management (Pearson Education)

COURSE OUTCOME

Course Outcomes	**Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment**

CO 1: Knowledge about the DBMS Technology	K1 (Remember) K2(Understand)
CO 2: Understanding the business application of DBMS	K1 (Remember) K2(Understand) K3 (Apply)
CO 3: Application of DBMS for business process	K2(Understand) K3(Apply)
	K4 (Analyze)
CO 4: Knowledge and uses of Data mining techniques	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Working knowledge of DBMS Software ORACLE	K1 (Remember) K2(Understand) K3(Apply)

CLOUD COMPUTING FOR BUSINESS

Code: MBA IT04
Course Credit: 3 Contact Hours: 36 hours

Course Objectives:

1. To understand cloud services and solutions
2. To know about cloud virtualization technologies and cloud management
3. To understand the relevance of Cloud storage and virtualization

Unit-1 – INTRODUCTION (6)

Introduction to Cloud Computing – Definition of Cloud – Evolution of Cloud Computing - Cloud Models – Cloud Characteristics - Cloud Computing Characteristics - Essentials - Benefits, Business andIT perspective

Unit-2 – CLOUD TYPES AND SERVICES (8)

Cloud Services Requirements – Cloud and Dynamic Infrastructure - Cloud Adoption Measured Service - Cloud Models - Public versus Private Clouds – Hybrid Cloud – Community Cloud - Cloud Infrastructure Self Service.

Unit-3 – CLOUD TYPES AND SERVICES (8)

Cloud Services Requirements – Cloud and Dynamic Infrastructure - Cloud Adoption Measured Service - Cloud Models - Public versus Private Clouds – Hybrid Cloud – Community Cloud - Cloud Infrastructure Self Service.

Unit -4 – CLOUD STORAGE AND OFFERINGS (8)

Cloud Storage – Storage as-a-Service – Advantages of Cloud Storage – Cloud Storage Providers – S3 in AWS, Google App Engine, Microsoft Azure

Cloud Offerings - Information Storage, Retrieval, Archive and Protection – Cloud Analytics - Testing under Cloud - Information Security , Software-as-a-Service Security , Security Governance , Security Standards.

Unit-5 – CLOUD VIRTUALIZATON TECHNOLOGY (7)

Cloud and Virtualization -Basics of Virtualization – Types of Virtualizations

Virtualization Defined - Virtualization Benefits - Server Virtualization - Hypervisor Management Software, Storage virtualization, Virtual Machine Security , IAM

References:

1. Rittinghouse, John W., and James F. Ransome, ―Cloud Computing: Implementation, Management and Security, CRC Press,
2. Rajkumar Buyya, Christian Vecchiola, S. ThamaraiSelvi, ―Mastering Cloud Computing, Tata Mcgraw Hill,
3. Toby Velte, Anthony Velte, Robert Elsenpeter, "Cloud Computing – A Practical Approach, Tata Mcgraw Hill,
4. Kumar Saurabh, "Cloud Computing: Insights into new era Infrastructure", Wiley India,

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1 Describes the main concepts, key technologies, strengths and limitations of cloud computing.	Knowledge (K2)

CO 2 Learn the enabling technologies that help in the development of cloud.	Comprehending (K3)
CO 3 Develop the ability to understand and use the architecture cloud, service and delivery models.	Applying (K4)
CO 4 Explain the core issues of cloud computing like cloud virtualization	Analyzing (K5)
CO 5 To appreciate the emergence of cloud as the next generation computing paradigm.	Applying (K4)

BUSINESS DATA WARE HOUSING & DATA MINING

Code: MBA IT05
Course Credit: 3 Contact Hours: 36 hours

Course Objectives:

1. Understanding of data warehousing and its functions
2. To identify the key processes of data warehousing and applications.
3. To understand data mining basic concepts
4. To understand data mining techniques to solve problems in various disciplines
5. Compare and evaluate data mining techniques

Unit 1: (7 hrs)

Data Warehousing: Overview, Definition, Data Warehousing Components, Difference betweenDatabase System and Data Warehouse, Characteristics, Functionality and Advantages; Metadata: Concepts and classifications; Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, 3 Tier Architecture, ETL, Data Marting ,Concept Hierarchy **,** Use ofData warehousing in Current Industry Scenario, Case Study.

Unit 2: (7 hrs)

Data Visualization and Overall Perspective: Aggregation, Query Facility, OLAP function and Tools.OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse. Warehousing applications and Recent Trends: Types of Warehousing Applications, Web Mining, Spatial Mining and Temporal Mining.

Unit 3: (7 hrs)

Data Mining: Overview, Motivation, Definition & Functionalities, difference between data mining andData Processing, KDD process, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression. Applications of Data Mining in today's world.

Unit 4: (8 hrs)

Data Mining Techniques: Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Association rules: Introduction, Large Item sets, Basic Algorithms, Apriori Analysis, Generating Filtering Rules, Target Marketing, Risk Management, Customer profiling,.

Unit 5: (7 hrs)

Classification: Definition Decision Tree-Based Algorithms, Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitioned Algorithms. Hierarchical Clustering- CURE and Chameleon. Parallel and Distributed Algorithms, Neural Network approach, Business , Data mining Case study, Applications of Data Mining, Introduction of data mining tools like WEKA, ORANGE , SAS, KNIME etc

Course Outcome:

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Understanding of data warehousing and its functions	Knowledge(K2) Remembering(K1)
CO2: To identify the key processes of data warehousing and applications.	Comprehending(K3) Analyzing(K5)
CO3: To understand data mining basic concepts	Applying(K4)
CO4: To understand data mining techniques to solve problems in various disciplines	Applying(K4)
CO5: Compare and evaluate data mining techniques	Analyzing (K5) Applying(K4)

Suggested Readings

1. Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC;
2. R Data Mining: Implement data mining techniques through practical use cases and real world datasets, Andrea Cirillo, Packt Publishing; 1 edition
3. R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing
4. Jiawei Han, Micheline Kamber, "Data Mining Concepts & Techniques" Elsevier.
5. Alex Berson, Stephen J. Smith "Data Warehousing, Data-Mining & OLAP", TMH