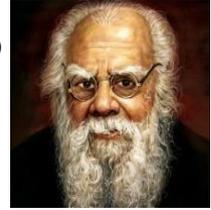




**PERIYAR UNIVERSITY**  
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

Salem-636011  
(Reaccredited with 'A++' Grade by the NAAC)



**MASTER OF BUSINESS ADMINISTRATION**  
**GENERAL MANAGEMENT**  
**[CHOICE BASED CREDIT SYSTEM (CBCS)]**

**OBE REGULATIONS AND SYLLABUS**

*(Effective from the academic year 2023-2024 onwards)*

## FIRST SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C01	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C02	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C03	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C04	Accounting for Managers	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C05	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C06	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C07	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	25	75	100
23UPMBA1S01	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	40	60	100

## SECOND SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C08	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C09	Human Resource Management	Core	3	-	-	-	3	60	25	75	100
23UPMBA1C10	Marketing Management	Core	3	-	-	-	3	60	25	75	100
23UPMBA1C11	Operations Management	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C12	Financial Management	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C13	Strategic Management	Core	3	-	-	-	3	60	25	75	100
23UPMBA1C14	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
23UPMBA1S02	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	2	30	40	60	100
23UPMBA1S03	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	40	60	100

## THIRD SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C15	Information Systems for Business	Core	4	-	-	-	4	60	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
23UPMBA1C16	Employability skills	Extra Disciplinary	3	-	-	-	3	45	25	75	100
23UPMBA1S04	Soft Skills IV – Leadership and Team Building Skills	Soft Skills	-	-	2	-	2	30	40	60	100
23UPMBA1I01	***Summer Internship	Internship	-	-	-	1	3	-	100	-	100

**\*\* Students should choose seven elective Course from the specialization list in consultation with the Head of the Institution/Department.**

**\*\*\* Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the University and the same will be included in the Third Semester Marks Statement.**

## FOURTH SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1P01	# Project Work & Viva- Voce	Core	-	-	-	Y	12	-	50	150	200

**L-Lecture**

**T-Tutorial**

**P- Practical**

**O-Project**

**# The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 150 Marks (8 Credits).**

**# The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 50 Marks (4 Credits).**

**Elective: Marketing Management**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EM1	Advanced Marketing Research and Consumer Behaviour	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EM2	Brand Management	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EM3	Industrial Marketing	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EM4	Retail Marketing	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EM5	Rural Marketing	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EM6	Digital Marketing	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EM7	New Product Strategies	Elective	3	-	-	-	3	3	25	75	100

**Elective: Human Resource Management**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EH1	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EH2	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EH3	Career Management	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EH4	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EH5	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
23UPMBA1EH6	Stress Management	Elective	2	-	1	-	3	3	25	75	100
23UPMBA1EH7	Talent Management	Elective	3	-	-	1	3	3	25	75	100

**Elective: Business Analytics**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EB1	Fundamentals of Business Analytics	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EB2	Data Analytics with R Programming	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EB3	Business Analytics Using Python	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EB4	Data Analytics in Business Functional Areas	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EB5	Business Intelligence, Big Data, Cloud Computing	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EB6	Block Chain Technology	Elective	3	-	-	-	3	3	25	75	100
23UPMBA1EB7	Software Project management	Elective	3	-	-	1	3	3	25	75	100

**Elective: Finance Management**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EF1	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EF2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EF3	Tax Management	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EF4	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
23UPMBA1EF5	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
23UPMBA1EF6	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
23UPMBA1EF7	Capital Markets and Financial Services	Elective	2	-	1	-	3	3	25	75	100

## SEMESTER- I

### 23UPMBA1C01- MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

<b>COURSE OBJECTIVES</b>			
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization function.		
C2	To provide insights on Planning & Decision Making		
C3	To throw light on Organizing, Managing Change and Innovation		
C4	To elucidate on Leadership, Communication and Controlling.		
<b>SYLLABUS</b>			
UNIT	DETAILS	No. of Hours	Course Objectives
I	<b>Introduction:</b> Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management	12	C1
II	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models	12	C2
III	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.	12	C3
IV	<b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
V	<b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12	C5
<b>Total</b>		<b>60</b>	
<b>READING LIST</b>			
1.	<a href="https://deb.ugc.ac. In">https://deb.ugc.ac. In</a>		

2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>
3.	International journal of Management Concepts and Philosophy
4.	Journal of Management, Sage Publications
<b>REFERENCES BOOKS</b>	
1.	Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.
3.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020
5.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.
6.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		2
<b>CO 2</b>	2	3						
<b>CO 3</b>					2	2	2	
<b>CO 4</b>				3	3			
<b>CO 5</b>			3					3

**3-Strong 2-Medium 1-Low**

**23UPMBA1C02- QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS**

<b>COURSE OBJECTIVES</b>			
1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.		
2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.		
3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.		
4	To recognize the principles and characteristics of the multivariate data analysis techniques.		
5	To become familiar with the process of drafting a report that poses a significant problem		
<b>SYLLABUS</b>			
<b>UNIT</b>	<b>DETAILS</b>	<b>No. of Hours</b>	<b>Course Objectives</b>
I	<b>Introduction:</b> Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye’s Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	17	C1
II	<b>Research Methods:</b> Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination	10	C2
III	<b>Data Preparation and Analysis:</b> Data Preparation - Editing – Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	<b>Multivariate Statistical Analysis:</b> Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	<b>Report Writing and Ethics in Business Research:</b> Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterisation -Framing the Title of the Report- Different Styles Of Referencing - Academic Vs Business Research Reports - Ethics In Research.	09	C5
	<b>Total</b>	60	

<b>READING LIST</b>	
1.	<a href="https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf">https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf</a>
2.	<a href="https://study.com/academy/topic/probability.html">https://study.com/academy/topic/probability.html</a>
3.	<a href="https://onlinecourses.nptel.ac.in/noc18_ma07/preview">https://onlinecourses.nptel.ac.in/noc18_ma07/preview</a>
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>
<b>REFERENCES BOOKS</b>	
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3				3	3	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2		
<b>CO 4</b>				2		2		
<b>CO 5</b>				2		3		

**3-Strong 2-Medium 1-Low**

## 23UPMBA1C03- MANAGING ORGANIZATIONAL BEHAVIOUR

<b>COURSE OBJECTIVES</b>			
1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how a men behave in an organization.		
2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation		
3	To throw light on Group Dynamics and Interpersonal Communication		
4	To elucidate on Leadership, Politics, Conflicts and Negotiation.		
5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.		
<b>SYLLABUS</b>			
UNIT	DETAILS	No. of Hours	Course Objectives
I	<b>Introduction to Organizational Behaviour:</b> Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	12	C1
II	<b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. <b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory <b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications. <b>Attitudes and Values:</b> – Components, Attitude – Behaviour relationship, formation, values. <b>Motivation:</b> Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	12	C2
III	<b>Group Dynamics</b> – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making <b>Interpersonal Communication</b> – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	<b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and <b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics. <b>Conflict and Negotiation:</b> Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	<b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing	12	C5

	Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. <b>Emotional Intelligence</b> , Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.		
	<b>Total</b>	60	
<b>READING LIST</b>			
1.	<a href="http://www.himpub.com">www.himpub.com</a>		
2.	<a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>		
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>		
4.	Journal of Organizational Behaviour – wiley Online Library		
<b>REFERENCES BOOKS</b>			
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019		
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.		
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.		
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong 2-Medium 1-Low**

## 23UPMBA1C04 - ACCOUNTING FOR MANAGERS

<b>COURSE OBJECTIVES</b>			
1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting		
2	To enable the students to prepare, analyses and interpret financial statements		
3	To acquaint the students with the tools and techniques of financial analysis		
4	To enable the students to take decisions using management accounting tools.		
5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.		
<b>SYLLABUS</b>			
UNIT	Details	No. of Hours	Course Objectives
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (Problems); International Accounting Standards - IFRS	12	C1
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.	12	C2
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.	12	C3
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12	C4
V	Cost Accounting: meaning – Objectives - Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12	C5
<b>Total</b>		<b>60</b>	

<b>READING LIST</b>	
1.	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>
2.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>
3.	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>
4.	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>
<b>REFERENCES BOOKS</b>	
1.	
2.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
3.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
4.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
5.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
6.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
7.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>						2		2
<b>CO 2</b>	3	3		3		3	2	
<b>CO 3</b>	3	3	3			3	2	
<b>CO 4</b>	3	3				3	3	
<b>CO 5</b>		3	3	3		3	2	2
	<b>3-Strong</b>			<b>2-Medium</b>		<b>1-Low</b>		

## 23UPMBA1C05 - MANAGERIAL ECONOMICS

<b>COURSE OBJECTIVES</b>			
1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.		
2	To understand the concept of utility and demand analysis and demand forecasting		
3	To know about production function and market structure		
4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.		
5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.		
<b>SYLLABUS</b>			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	12	C1
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behaviour-Consumer Equilibrium	12	C2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Is cost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12	C3
IV	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
	<b>Total</b>	<b>60</b>	
<b>READING LIST</b>			

1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economictools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economictools-todays-decision-makers6e-6/9788131733530</a>
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics76225857</a>
4.	The Indian Economic Journal - SAGE Journals
<b>REFERENCES BOOKS</b>	
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 <sup>th</sup> Edition, 2020.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3- Strong      2-Medium      1-Low**

## 23UPMBA1C06 - LEGAL SYSTEMS IN BUSINESS

<b>COURSE OBJECTIVES</b>			
1	To create knowledge and understanding on law of contracts		
2	To describe about sale of goods and Negotiable instrument act		
3	To have an overall understanding about partnership act and company law.		
4	To familiarize various labour laws for effective administration of Human Resource of an organization.		
5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.		
<b>SYLLABUS</b>			
<b>UNIT</b>	<b>Details</b>	<b>No. of Hours</b>	<b>Course Objectives</b>
I	<b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.	12	C1
II	<b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. <b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	12	C2
III	<b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. <b>Company Law:</b> Evolution of Company Form of organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	12	C3
IV	<b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act,	12	C4

	Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.		
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
	<b>Total</b>	<b>60</b>	
<b>READING LIST</b>			
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>		
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2		
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>		
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>		
<b>REFERENCES BOOKS</b>			
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.		
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.		
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		
5.	Intellectual Property Laws, Universal Law Publishing, 2012.		
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>						2		
<b>CO 3</b>						2	2	
<b>CO 4</b>					2	2	2	
<b>CO 5</b>								2

**3-Strong 2- Medium 1- Low**

## 23UPMBA1C07-ENTREPRENEURSHIP DEVELOPMENT

<b>COURSE OBJECTIVES</b>			
1	To introduce students to entrepreneurship and its growth in India.		
2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.		
3	To orient the students on new venture creation		
4	To enable students to prepare a feasible business plan		
5	To give inputs on various types of financing available for new ventures.		
<b>SYLLABUS</b>			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and ecommerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship	9	C5
	<b>Total</b>	<b>45</b>	
<b>READING LIST</b>			
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>		
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>		
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>		
4.	The International Journal of Entrepreneurship and Innovation		
<b>REFERENCE BOOKS</b>			

1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3			3	
<b>CO 2</b>							3	2
<b>CO 3</b>						2	3	
<b>CO 4</b>							3	2
<b>CO 5</b>							3	3

**3-Strong 2-Medium 1-Low**

## 23UPMBA1S01 - SOFT SKILLS I – EXECUTIVE COMMUNICATION

<b>COURSE OBJECTIVES</b>			
1	To acquire communication awareness, they are going to get for the industry.		
2	To make the customer realize that you can provide them with information and other essential things		
3	To explore the skill of writing business proposals		
4	To develop a plan for the meetings and interviews		
5	To analyse the skills required for non-verbal communication		
<b>SYLLABUS</b>			
<b>UNIT</b>	<b>Details</b>	<b>No. of Hours</b>	<b>Course Objectives</b>
I	<b>UNIT I- Communication:</b> Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6	C1
II	<b>UNIT II- Business Correspondence:</b> Planning Business Messages: Analysing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, inviting tenders, claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	6	C2
III	<b>UNIT III- Business Reports and Proposals:</b> Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	<b>UNIT IV- Conducting Meetings and Interviews:</b> Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences - Procedure of Regulating Speech - Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	<b>UNIT V- Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
	<b>Total</b>	<b>30</b>	

1.	<a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>
2.	<a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-andcommunication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-andcommunication-skills-infants-and-toddlers</a>
3.	<a href="http://skillopedia.com">http://skillopedia.com</a>
4.	<a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>
<b>REFERENCES BOOKS</b>	
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>				3		3		
<b>CO 4</b>				3		3		
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

## SEMESTER- II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1C08</b>	<b>Applied Operations Research</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
3	To learn about various methods adopted in transportation and Assignments models.										
4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable -- Primal & Dual.							12	C2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.							12	C3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.							18	C4		
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.							10	C5		
<b>Total</b>								<b>60</b>			

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6
<b>CO2</b>	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7
<b>CO3</b>	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7
<b>CO4</b>	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7
<b>CO5</b>	Be imparted knowledge on the various methods of game model	PO2, PO7

#### **Reading List**

1.	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>
2.	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_gt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_gt.pdf</a>
3.	<a href="http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf">http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf</a>
4.	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>

#### **References Books**

1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 <sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 <sup>rd</sup> Edition – Paperback, New Age International Publishers, 2018
5.	Taha, H.A., Operations Research: An Introduction, 10 <sup>th</sup> Edition, Pearson, 2019
6.	Vohra, N.D., Quantitative Techniques in Management, 5 <sup>th</sup> Edition, Tata McGrawHill Education Pvt. Ltd., 2017.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>	3	2				2	2	
<b>CO 3</b>	3	3				3	2	
<b>CO 4</b>	3	3				2	2	
<b>CO 5</b>		3					2	

**3-Strong      2-Medium    1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1C09</b>	<b>Human Resource Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
1	To embark importance of HRM role, functions and need										
2	To assimilate theoretical and practical implications of HRP										
3	To critically use appropriate training tools										
4	To analyze and implement an effective performance management										
5	To extrapolate and design compensation management techniques										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.							12	C1		
II	<b>Human Resource Planning (HRP):</b> Human Resources Planning: Long- and Short-term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management							12	C2		
III	<b>Training, Development &amp; Career Management:</b> Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.							12	C3		
IV	<b>Performance Management:</b> Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.							12	C4		
V	<b>Compensation Management:</b> Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.							12	C5		

	<b>Total</b>	<b>60</b>
<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Gain an understanding of HRM policies and importance.	PO4, PO6
<b>CO2</b>	Implement appropriate HRP in workplace.	PO6
<b>CO3</b>	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7
<b>CO4</b>	Demonstrate managing performance of human resources.	PO6, PO7
<b>CO5</b>	Design and justify compensation framework.	PO4, PO6, PO7
<b>Reading List</b>		
1.	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>	
2.	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>	
3.	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>	
4.	<a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a>	
<b>References Books</b>		
1.	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.	
2.	Ivanecovich, J.M., Human Resource Management, 12 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.	
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.	
4	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.	
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.	
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				M		M		
<b>CO 2</b>						M		
<b>CO 3</b>					S	S	M	
<b>CO 4</b>						M	M	
<b>CO 5</b>				M		M	M	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1C10</b>	<b>Marketing Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
2	To provide with opportunities to analyze marketing activities within the firm.										
3	To analyze and explore the buyer behavior pattern in marketing situations.										
4	To understand the branding, pricing and strategies in marketing a product.										
5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.							12	C4		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.							12	C5		
<b>Total</b>							<b>60</b>				
<b>Course Outcomes</b>											

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7
<b>C02</b>	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6
<b>C03</b>	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7
<b>C04</b>	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7
<b>C05</b>	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8

#### Reading List

1.	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>
2.	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>
3.	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>
4.	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>

#### References Books

1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2	2	
<b>CO 4</b>			2	2		2	2	
<b>CO 5</b>						2		2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C11	Operations Management	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
1	To understand the production function, production design & capacity planning,										
2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
4	To elucidate the importance and usefulness of work-study and quality control tools										
5	To provide insights on service operations management and waiting line analysis.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION:</b> Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India- Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	C1		
II	<b>FACILITY DESIGN:</b> Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.							12	C2		
III	<b>INVENTORY CONTROL AND MAINTENANCE:</b> Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.							12	C3		
IV	<b>DESIGN OF WORK SYSTEMS AND QUALITY CONTROL:</b> Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-							14	C4		

	Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen		
V	<b>SERVICE OPERATIONS MANAGEMENT:</b> Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
<b>CO2</b>	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
<b>CO3</b>	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
<b>CO4</b>	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
<b>CO5</b>	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	
<b>Reading List</b>			
1.	<a href="http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt</a>		
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>		
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>		
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>		
<b>References Books</b>			
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.		
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.		
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.		
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.		
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.		
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2		2				
<b>CO 2</b>		2					2	
<b>CO 3</b>						2	2	
<b>CO 4</b>	2	2				2	2	
<b>CO 5</b>		2				2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1C12</b>	<b>Financial Management</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
2	To create awareness on the various investment techniques on the investment decision making.										
3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							12	C1		
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.							12	C2		
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.							12	C3		
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.							12	C4		

V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
<b>CO2</b>	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
<b>CO4</b>	Have learnt the concept of capital structure and dividend	PO6, PO7	
<b>CO5</b>	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	<b>Journal of International Financial Management &amp; Accounting</b>		
4.	<b>The Management Accountant Journal - icmai-rnj.in</b>		
<b>References Books</b>			
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.		
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.		
4.	<b>Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019</b>		
5.	<b>Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.</b>		
6.	<b>Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.</b>		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>	2	3				2	2	
<b>CO 3</b>		2					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>	2	2		3			2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1C13</b>	<b>Strategic Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
2	To provide insights on how business is responsible socially and ethically.										
3	To highlight on the environmental analysis framework.										
4	To throw light on strategic formulation and strategic choice.										
5	To understand strategic implementation and strategic control.										
<b>SYLLABUS</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.						12	C1			
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.						12	C2			
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.						12	C3			
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS						12	C4			
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.						12	C5			
<b>Total</b>							<b>60</b>				

### Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7

### Reading List

1.	Strategic Management Journal – Wiley online Library
2.	Journal of strategy and Management – Emerald Insight
3.	Mastering Strategic Management – <a href="http://WWW.opentextbooks.org.hk">WWW.opentextbooks.org.hk</a>
4.	Mastering Strategic Management – <a href="http://WWW.saylor.org">WWW.saylor.org</a> .

### References Books

1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>			3	2			3	
<b>CO 2</b>			3					3
<b>CO 3</b>			2					3
<b>CO 4</b>		2			3			2
<b>CO 5</b>				3	3			3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C14	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
3	To throw light on international trade theories and the management of business functional operations in an international context.										
4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
5	To know about regional economic integration and contemporary issues in international business.										
<b>SYLLABUS</b>											
UNIT	Details								No. of Hours	Course Objectives	
I	Introduction: Introduction to International Business: Importance, nature and scope of International Business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account. Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.								9	C1	
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.								9	C2	
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).								9	C3	

IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
<b>CO2</b>	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	
<b>CO3</b>	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7	
<b>CO4</b>	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7	
<b>CO5</b>	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://www.internationalbusinesscorporation.com">www.internationalbusinesscorporation.com</a>		
2.	<a href="http://www.business-ethics.org">www.business-ethics.org</a>		
3.	<a href="https://www.jstor.org/journal/jintebusistud">https://www.jstor.org/journal/jintebusistud</a>		
4.	<b>Journal of International Business and Management (JIBM)</b>		
<b>References Books</b>			
1.	International Business: Competing in the Global Marketplace (SIE)   11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)		
2.	International Business   Fourth Edition   By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)		
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.		
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.		
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.		
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3			2	
<b>CO 2</b>				M			2	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>		3		3			3	
<b>CO 5</b>						3	3	3

**3-Strong**

**2-Medium**

**1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1S02	Soft Skills II - Business Etiquette	Soft Skills	-	-	2	-	2	30	40	60	100
<b>Course Objectives</b>											
1	To analyze the Business etiquette at workplace										
2	To determine the Principles of exceptional work behavior										
3	To explore Tech etiquette in using various telecommunication devices and channels										
4	To successfully handle Multi-cultural challenges										
5	To ascertain sensitivity to new and emerging issues in etiquette										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people-Greeting Components- The protocol of shaking hands-Introductions - Introductory scenarios - Addressing individuals.							6	C1		
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.							6	C2		
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email-Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines							6	C3		
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with							6	C4		

	colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.		
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	6	C5
<b>Total</b>		<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn using business etiquette at work place	PO4, PO6, PO7	
<b>CO2</b>	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
<b>CO3</b>	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
<b>CO4</b>	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
<b>CO5</b>	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	<b>Journal of International Financial Management &amp; Accounting</b>		
4.	<b>The Management Accountant Journal - icmai-rnj.in</b>		
<b>References Books</b>			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulia: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.		
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.		
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				2		2	2	
<b>CO 3</b>				2		2	2	
<b>CO 4</b>				2		2	2	
<b>CO 5</b>				2		2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PUMBA1S03	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	40	60	100
<b>Course Objectives</b>											
1	To create awareness and understanding on the basic functions of MS Excel										
2	To elucidate the students on the various advanced functions of MS Excel										
3	To educate the students on MS Access and its application in database management										
4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs										
5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.							6	C1		
II	MS Excel Advanced Functions – V lookup – H lookup – Charts – Count – Count if – Sum – Sum if – Product – Sum product. Functions: Mathematical - Financial - logic – Text - Statistical							6	C2		
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.							6	C3		
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,							6	C4		
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print							6	C5		
<b>Total</b>							<b>30</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Have awareness and understanding on the basic functions of MS Excel							PO4, PO6, PO7			
CO2	Know the advanced functions of MS Excel							PO4, PO6, PO7			
CO3	Possess knowledge on MS Access and its application in database management							PO2, PO4, PO6, PO7			
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs							PO4, PO5, PO6, PO7			
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.							PO4, PO6, PO7			
<b>Reading List</b>											

1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2.	Richard Rost, Learning MS Access Kindle Edition, 2013
3.	<b>Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021</b>
4.	<b>Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021</b>
<b>References Books</b>	
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3	3	
<b>CO 2</b>				3		3	3	
<b>CO 3</b>		3		3	3	3	3	
<b>CO 4</b>				3	3	3	3	
<b>CO 5</b>				3		3	3	

**3-Strong      2-Medium      1-Low**

## Semester-III

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1C15</b>	<b>Information Systems for Business</b>	Core	4	-	-	-	4	45	25	75	100
<b>Course Objectives</b>											
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
C3	To manage system applications and data to best support functional areas of business										
C4	To provide insights in securely managing database and information using the process of										
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.							12	C1		
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.							12	C2		
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.							12	C3		
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.							12	C4		
V	Enterprise Resource Planning (ERP) System, Benefits of							12	C5		

	the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organization & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.		
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6	
<b>CO2</b>	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,	
<b>CO3</b>	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8	
<b>CO4</b>	To study the various models and new technologies	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8	
<b>Reading List</b>			
1.	Information Systems for Business and Beyond – opentextbooks.site.		
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com		
3.	Information systems Journal – Wiley Online Library.		
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.		
<b>References Books</b>			
1.	Azam, M., Management Information System, McGrawHill Education, 2012		
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson, 2010.		
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 <sup>rd</sup> Edition, PHI, 2011.		
4.	O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.		
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.		
6.	Stair, R. and Reynolds, G., Information Systems, 10 <sup>th</sup> Edition, Cengage Learning, 2012.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	2				3		
<b>CO 2</b>			3		3			3
<b>CO 3</b>	2		3		2			3
<b>CO 4</b>	3	3				2	3	
<b>CO 5</b>	3	2			2			3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23UPMBA1C16	EMPLOYABILITY SKILLS	Extra Disciplinary	3	-	-	-	3	45	25	75	100	
<b>Course Objectives</b>												
C1	To learn about the employability skills											
C2	To understand dimensions of task oriented skills											
C3	To study on critical problem-solving techniques											
C4	To develop employability skills											
C5	To understand the logical and reasoning skills											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>INTRODUCTION TO EMPLOYABILITY SKILLS</b> Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							9	C1			
II	<b>UNPACKING EMPLOYABILITY SKILLS</b> Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.							9	C2			
III	<b>INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS</b> Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							9	C3			
IV	<b>RESUME WRITING</b> Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							9	C4			
V	<b>Arithmetic and Logical Reasoning Skills – Exercise.</b>							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
<b>Course Outcomes</b>	On completion of this course, students will;											
<b>CO1</b>	Acquire employability skills							PO4, PO6, PO7				
<b>CO2</b>	understand dimensions of task oriented skills							PO4, PO6, PO7				
<b>CO3</b>	study on critical problem-solving techniques							PO4, PO6, PO7				
<b>CO4</b>	develop employability skills							PO4, PO6, PO7				
<b>CO5</b>	understand the logical and reasoning skills							PO4, PO6, PO7				
<b>Reading List</b>												
1.	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>											
2.	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>											
3.	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>											
4.	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>											

<b>References Books</b>	
1.	Soft Skills, Dr. K. Alex
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>		2		3		3		
<b>CO 4</b>				3	2	3	1	
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1S04	<b>Soft Skills IV – Leadership &amp; Team Building Skills</b>	Soft Skills	-	-	2	-	2	30	25	75	100
<b>Course Objectives</b>											
C1	To understand the characteristics, style, traits of leaders, and theories of leadership.										
C2	To learn more about self-leadership and developing team-building skills through case studies and examples.										
C3	To understand how to form, manage and lead the team.										
C4	To understand the measures of conflict in a team										
C5	To explore team roles & processes in developing and managing a team										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Leadership Theories:</b> Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership							6	C1		
II	<b>Leadership Styles:</b> Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.							6	C2		
III	<b>Leadership Skills:</b> Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.							6	C3		
IV	<b>Team Work:</b> Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.							6	C4		
V	<b>Exploring team roles &amp; processes:</b> mapping the stages of group development -Building: and developing teams- overcoming resistance coping and conflict and Ego-leading a team managing meetings.							6	C5		
<b>Total</b>							<b>30</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;						Program Outcomes				
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations						PO4, PO5, PO6, PO7				
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams						PO4, PO5, PO6, PO7				

<b>CO3</b>	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
<b>CO4</b>	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
<b>CO5</b>	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
<b>Reading List</b>		
1.	Uday Kumar Halder, Leadership and Team Building,	
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014	
3.	<b>International Journal on Leadership, Publishing India Group</b>	
4.	<b>International Journal of Organizational Leadership, CIKD</b>	
<b>References Books</b>		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulia: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3	3	3	3	
<b>CO 2</b>				3	3	3	3	
<b>CO 3</b>		3		3	3	3	3	
<b>CO 4</b>				3	3	3	3	
<b>CO 5</b>				3		3	3	

**3-Strong      2-Medium      1-Low**

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**Finance Management  
Electives**

**SPECIALIZATION COURSES: FINANCE MANAGEMENT**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>23UPMBA1EF1</b>	<b>Corporate Finance</b>	Elective	3	-	-	1	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To familiarize the students with the fundamental understanding of corporate finance.											
C2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.											
C3	To throw light on the investment techniques on the investment decision making											
C4	To educate the students on the various sources of international finance available to the Indian companies.											
C5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction to Corporate Finance:</b> Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.							09	C1			
II	<b>Indian Capital Market</b> – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity– Debenturefinancing– GuidelinesfromSEBI,advantagesanddisadvantages							09	C2			
III	<b>Investment Decision:</b> Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.							09	C3			
IV	<b>Finance from international sources,</b> – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.							09	C4			
V	<b>Foreign Collaboration</b> – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax							09	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Understand the fundamentals of corporate finance.							PO4, PO6				
CO2	Summarize the role of SEBI and the structure of Indian capital market.							PO4, PO6, PO7				

<b>CO3</b>	Analyze the various investment techniques and the investment decision making.	PO2, PO7
<b>CO4</b>	Appraise the various sources of finance that are available to the Indian companies.	PO6, PO7
<b>CO5</b>	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7
<b>Reading List</b>		
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021	
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020	
3.	Journal of Corporate Finance, Elsevier	
4.	The Review of Corporate Finance, Oxford Academic	
<b>References Books</b>		
1.	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 <sup>th</sup> Edition, Paperback, Tata McGraw-Hill Publishers, 2018.	
2.	Damodaran, A., Applied Corporate Finance, 4 <sup>th</sup> Edition, Wiley, 2015.	
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 <sup>nd</sup> Edition Paperback, Wiley India Pvt Ltd., 2007.	
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.	
5.	Madura, J., International Corporate Finance, 10 <sup>th</sup> Edition, Cengage Learning, 2012.	
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.	

### CO-PO Mapping

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>				2		2	2	
<b>CO 3</b>		3					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EF2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.										
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.										
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.										
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.										
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.										
<b>Syllabus</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Investment</b> - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate-Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							9	C1		
II	<b>Securities Market</b> - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.							9	C2		
III	<b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.							9	C3		
IV	<b>Technical Analysis</b> - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average –							9	C4		

	Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.		
V	<b>Portfolio Management</b> -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7	
<b>CO2</b>	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7	
<b>CO3</b>	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8	
<b>CO4</b>	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7	
<b>CO5</b>	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7	
<b>Reading List</b>			
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015		
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009		
3.	The Journal of Portfolio Management, Springer		
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank		
<b>References Books</b>			
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.		
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.		
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.		
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.		

### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		3				3	3	
<b>CO 2</b>		3		2		3		
<b>CO 3</b>		3		3		2		
<b>CO 4</b>				2		3	3	
<b>CO 5</b>						2	3	

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EF3	Tax Management	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To make an understanding on the tax system										
C2	To enrich on taxation procedure under different heads of income.										
C3	To create awareness on deductions, set off and carry forwards in tax management.										
C4	To enable computation of taxable income.										
C5	To provide insight knowledge on direct tax system										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Income Tax Law – important concepts - Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes.							9	C1		
II	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.							9	C2		
III	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.							9	C3		
IV	Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds							9	C4		
V	Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by							9	C5		

	UTI or Mutual fund – Venture Capital Company/Venture Capital Funds.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Objectives</b>	
<b>CO1</b>	State the basic concepts of tax management system in India.	C1	
<b>CO2</b>	Discuss the taxation procedure involved under different heads of income.	C2	
<b>CO3</b>	Calculate on the deduction procedures, set off and carry forward procedures.	C3	
<b>CO4</b>	Analyze the ways to compute total taxable income.	C4	
<b>CO5</b>	Prepare direct tax system	C5	
<b>Reading List</b>			
1.	Direct Taxes Law and Practice, Vinild K Singhania and Kapil Singhania, Taxmann, 2021		
2.	Income Tax ready reckoner for 2021-22 e-book, Taxguru.		
3.	<a href="https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf">https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf</a>		
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhania, Taxmann		
<b>References Books</b>			
1.	StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania,Taxmann's flagship publication,LatestEdition.		
2.	IndirectTaxbyVinodK.SinganiaTaxmann's publication,LatestEdition	flagship	
3.	Iyengar,AC.,SampatLawofIncomeTax.Allahabad,BharatLawHouse. LatestEdition.		
4.	Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income taa and Indirect taxes, SahithyaBhagwanPublications,LatestEdition.		
5.	T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theroy, Law Practice, Margham Publishers, Latest Edition.		
6.	StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania,Taxmann's flagship publication,LatestEdition.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2				3	3	
<b>CO 2</b>						3	3	
<b>CO 3</b>						3	3	
<b>CO 4</b>						3	3	
<b>CO 5</b>						3	3	

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EF4	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.										
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.										
C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.										
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.										
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.							9	C1		
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.							9	C2		
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.							9	C3		
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.							9	C4		
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.							9	C5		
<b>Total</b>							<b>45</b>				

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	
<b>CO1</b>	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6
<b>CO2</b>	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6
<b>CO3</b>	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6
<b>CO4</b>	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6
<b>CO5</b>	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6
<b>Reading List</b>		
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011	
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018	
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate	
4.	Journal of Corporate Finance, Elsevier	
<b>References Books</b>		
1.	M.Y.Khan, Financial Services, TataMcGraw-Hill, 12th Edition, 2012	
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.	
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 <sup>nd</sup> Edition, 2010.	
4.	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,	
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.	
6.	Sasidharan, Financial Services and System, TataMcgrawHill, New Delhi.	

#### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>		2				2		
<b>CO 3</b>		2		2		2		
<b>CO 4</b>		2				2		
<b>CO 5</b>				2		2		

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EF5	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide a basic understanding of the insurance mechanism and principle of insurance.										
C2	To provide an overview of Indian insurance industry.										
C3	To understand the basics of Banking and the emergence of Banking in India.										
C4	To get acquainted with the functionality of the Banks.										
C5	To know the meaning and use of commonly used technologies in Banking.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Indian Financial System:</b> Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.							9	C1		
II	<b>Basics of Banking:</b> Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering - Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.							9	C2		
III	<b>Electronic Banking:</b> Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – <b>NACH</b> Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS)							9	C3		
IV	<b>Insurance:</b> Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance							9	C4		

	Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.		
V	<b>General Insurance:</b> Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7	
<b>CO2</b>	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7	
<b>CO3</b>	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7	
<b>CO4</b>	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO4, PO6, PO7	
<b>CO5</b>	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7	
<b>Reading List</b>			
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012		
2.	Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand& Company		
3.	Journal of Banking and Finance, Elsevier		
4.	Indian Journal of Banking, Risk and Insurance, Publishing India		
<b>References Books</b>			
1.	Bhattacharya,H., Banking Strategy, Credit Appraisal and Lending Decisions, Oxford University Press, 2nd Edition, 2011.		
2.	Indian Institute of Banking and Finance, Principles and Practices of Banking, Macmillan India Ltd, Fifth Edition,2015.		
3.	Maheshwari,S.N. and Maheshwari,S.K.,Banking Law and Practice, Kalyani Publishers, 11 <sup>th</sup> Edition, 2014.		
4.	Muraleedharan, Modern Banking: Theory and Practice, PHI Learning, Second Edition, 2014.		
5.	Varshney,P.N., Banking Law and Practice, Sultan Chand and Sons, fist Edition, 2015.		
6.	Gopinath. M. N. -Banking Principles & Operations, Snow White Publications, 7 <sup>th</sup> Edition, 2021		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3	3	
<b>CO 2</b>				2		3	3	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>				3		3	3	
<b>CO 5</b>				3		3	3	

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>23UPMBA1EF6</b>	<b>Financial Modelling</b>	Elective	2	-	1	-	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet.											
C2	To gain an understanding of the valuation tools and techniques used in bond and equity valuation.											
C3	To design and construct useful and robust corporate modelling applications											
C4	To learn about the risk and return of a portfolio and how to measure them using different methods.											
C5	To acquaint the students with the fundamentals of derivative modelling and their application											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction to financial modelling &amp; built-in functions using spread sheets</b> -Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling-Debenture redemption modeling.							9	C1			
II	<b>Bond &amp; Equity Share Valuation Modelling</b> -Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.							9	C2			
III	<b>Corporate Financial Modelling</b> -Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, npv, irr and mirr.							9	C3			
IV	<b>Portfolio Modelling</b> -Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling.							9	C4			
V	<b>Derivative Modelling</b> - option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
<b>Course Outcomes</b>	On completion of this course, students will;							<b>Program Outcomes</b>				

<b>CO1</b>	Identify the relevance of financial models for various corporate finance purposes.	PO1,PO2,PO6,PO7
<b>CO2</b>	Estimate the securities by using the modelling techniques	PO1,PO2, PO6
<b>CO3</b>	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1,P2,PO6,PO7
<b>CO4</b>	Assess the evaluation of securities through the tools and techniques of portfolio models	PO1,PO2
<b>CO5</b>	Appraise the aptitude of analyzing the investment decision-based on derivatives.	PO1,PO2

#### **Reading List**

1.	Kienitz, J., &Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.
2.	Spronk, J., &Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research.
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.

#### **References Books**

1.	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling", PHI publications, (Microsoft Press), New Delhi,2017.
2.	Chandan Sen Gupta," Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'
3.	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015
4.	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011

#### **CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3				2	2	
<b>CO 2</b>	3	3				2		
<b>CO 3</b>	3	3				2	2	
<b>CO 4</b>	3	3						
<b>CO 5</b>	3	3						

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EF7	<b>Capital Market and Financial Services</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To acquire knowledge on Indian financial systems and its regulators										
C2	To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.										
C3	To understand leasing and hire purchase										
C4	To familiarize with credit rating and securitization										
C5	To know Depositories & Contemporary Issues										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>Indian Financial System:</b>  <b>Regulators:</b> Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.  <b>Primary Market:</b> Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO's, FPO's and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.  <b>Indian Stock Exchanges:</b> Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.</p>							9	C1		
II	<p><b>Listing and trading of Securities:</b>  Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing &amp; Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.  <b>Risk Management system in BSE &amp; NSE:</b> Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.  <b>Index Management:</b> Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India</p>							9	C2		
III	<p><b>Leasing and Hire Purchase</b>  Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Concepts and features – Tax and Depreciation implications  <b>Microfinance:</b> Consumer Credit - Factoring and Forfaiting</p>							9	C3		
IV	<p><b>Credit rating &amp; Securitization:</b>  Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs.</p>							9	C4		

	Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.		
V	<b>Depositories &amp; Contemporary Issues</b> Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Estimate the Indian financial systems and its regulators	PO3,PO6	
<b>CO2</b>	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	PO6, PO7	
<b>CO3</b>	Explain the leasing and hire purchase	PO7	
<b>CO4</b>	Prioritize the credit rating and securitization	PO2,PO6,PO7	
<b>CO5</b>	Summarize the depositories & contemporary Issues	PO6,PO7	
<b>Reading List</b>			
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance.		
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.		
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting.		
4.	Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.		
<b>References Books</b>			
1.	Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.		
2.	K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.		
3.	Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014..		
4.	Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.		
5.	MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.		
6.	Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.		

#### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>			2			2		
<b>CO 2</b>						3	3	
<b>CO 3</b>							3	
<b>CO 4</b>		3				2	3	
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

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**Marketing Management  
Electives**

**SPECIALIZATION COURSES: MARKETING MANAGEMENT**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EM1	<b>Advanced Marketing Research and Consumer Behaviour</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To create an understanding of market research concepts.										
C2	To create awareness of sampling techniques and its implications on market research.										
C3	To throw light on models of consumer behavior.										
C4	To foster knowledge on determinants of consumer behavior.										
C5	To create awareness on the consumer decision-making process.										
<b>SYLLABUS</b>											
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
I	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.							7	C1		
II	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.							9	C2		
III	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment influences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.							8	C3		
IV	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.							9	C4		
V	Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA.							12	C5		

	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the basic concepts of marketing research.	PO4,PO7	
<b>CO2</b>	Understand the complexity of sampling techniques and its implications on market research.	PO4, PO6	
<b>CO3</b>	Have insights on models of consumer behavior and helps them to develop models.	PO6,PO7	
<b>CO4</b>	Possess knowledge on determinants of consumer behavior.	PO6	
<b>CO5</b>	Have insights on consumer decision process.	PO2, PO6,PO7	
<b>Reading List</b>			
1.	Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015		
2.	S. Sumathi, P. Saravanavel, Consumer Behaviour & Marketing Research , S.Chand,2003		
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017		
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013		
<b>References Books</b>			
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 <sup>th</sup> Edition, Pearson, 2015.		
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 <sup>th</sup> Edition, Pearson, 2019.		
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 <sup>th</sup> Edition, Pearson. 2020.		
4.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.		
5.	<b>S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2<sup>rd</sup> Edition, 2021.</b>		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				M			S	
<b>CO 2</b>				M		S		
<b>CO 3</b>						S	S	
<b>CO 4</b>						M		
<b>CO 5</b>		S				M	M	

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1EM2</b>	<b>Brand Management</b>	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	Understand brand equity & assess the equity of a brand by applying brand equity models										
C2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model										
C3	Ability to develop a comprehensive go to market strategy for a brand										
C4	Evaluate various architecture types & examine brand extension strategies for success										
C5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase							9	C1		
II	Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity – Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.							9	C2		
III	Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands							9	C3		
IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management							9	C4		
V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.							9	C5		

	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7	
<b>CO2</b>	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1, PO2, PO6	
<b>CO3</b>	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6,PO7	
<b>CO4</b>	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4	
<b>CO5</b>	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7	
<b>Reading List</b>			
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 <sup>nd</sup> Edition, 2013		
2.	Brand Management, Palgrave Mcmillan, 2021		
3.	Journal of brand management, Palgrave Macmillan		
4.	Journal of Product & brand Management ,Emerald Publishing		
<b>References Books</b>			
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.		
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.		
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.		
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.		
5.	Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.		
6	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				S			S	
<b>CO 2</b>	M	S				S		
<b>CO 3</b>				M		S	S	
<b>CO 4</b>	M			S				
<b>CO 5</b>					S	M	M	

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EM3	Industrial Marketing	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To understand the environment of Industrial Marketing.										
C2	To create awareness and understanding of the Organizational buying process.										
C3	To provide insights about industrial marketing opportunities.										
C4	To have an idea and awareness about Business marketing strategy.										
C5	To get familiar about customer relationship management practices and strategies.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer.							9	C1		
II	Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour.							9	C2		
III	Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.							9	C3		
IV	Business Marketing Strategy: Business Marketing Planning: Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion and Personal Selling Function - Controlling Industrial Marketing Strategy.							11	C4		
V	Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict.							7	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Be aware of the environment of industrial marketing.							PO4, PO6			
CO2	Possess knowledge of the organizational buying process.							PO2, PO6, PO7			
CO3	Have insights on industrial marketing opportunities.							PO6,PO7			
CO4	Learn business marketing strategy.							PO6, PO7			
CO5	Have better understanding on customer relationship management.							PO4,PO6,PO7			
<b>Reading List</b>											
1.	Milind T.Phadtare ,PHI,Kindle										
2.	Hory Sarkar Mukerjee, Industrial Marketing ,Kindle										
3.	Journal of Business and Industrial Marketing,Emerald Group Publishing										
4.	International Journalmof Industrial Marketing,Macrothink Institute,USA										
<b>References Books</b>											

1.	Phadtare, Milind T., Industrial Marketing, Prentice-Hall, 2 <sup>nd</sup> edition, 2021.
2.	Basu, S.K., Sahu, K. C. , Rajiv, B., Industrial Organization and Management, Prentice-Hall, 1 <sup>st</sup> edition, 2021.
3.	Francis Cherunilam., Industrial Marketing Text and Cases, 1 <sup>st</sup> edition, Himalaya Publishing House, 2022.
4.	Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1 <sup>st</sup> edition, McGraw-Hill Education, 2010.
5.	Ghosh, P.K., Industrial Marketing, 1 <sup>st</sup> edition, Oxford University Press, 2005.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2		S				M	M	
CO 3						M	M	
CO 4						M	M	
CO 5				S		M	M	

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EM4	Retail Marketing	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To educate students and enable to understand and analyze current retailing trends and strategies.										
C2	To develop the students towards managing the retail stores and organizations.										
C3	To identify the nuances of visual merchandising and its elements.										
C4	To know the consumer purchase decision process in the context of organized retailing.										
C5	To emphasis on global retailing strategies.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.							9	C1		
II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.							9	C2		
III	Visual merchandizing components – merchandize as focal point, choice of colors, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture. Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.							9	C3		
IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success							9	C4		

	factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management.Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.		
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to enhance knowledge about current retailing trends and strategies.	PO6,PO7	
<b>CO2</b>	The students would be able to develop insights towards managing the retail stores and organizations.	PO1,PO2, PO7	
<b>CO3</b>	Know the significance of visual merchandising strategies.	PO4, PO6,PO7	
<b>CO4</b>	Develop knowledge and Understanding on consumer buying behavior	PO4, PO6	
<b>CO5</b>	Be able to understand the importance of global retailing strategies.	PO4,PO6	
<b>Reading List</b>			
1.	The Open University, Retail Marketing, Kindle		
2.	Barry Berman, Retail Management, Kindle Edition		
3.	Journal of retailing ,Elsevier		
4.	International Journal of Sales, Retailing and Marketing,Circle International		
<b>References Books</b>			
1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11 <sup>th</sup> Edition, Pearson, 2011.		
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.		
3.	Gilbert, D., Retail Marketing Management, 2 <sup>nd</sup> Edition, Pearson, 2006.		
4.	Goldrick, P., Retail Marketing, 2 <sup>nd</sup> Edition, McGraw-Hill Education, 2002.		
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>						S	S	
<b>CO 2</b>	M	S					S	
<b>CO 3</b>				M		S	S	
<b>CO 4</b>				M		S		
<b>CO 5</b>				M		S		

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EM5	Rural Marketing	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.										
C2	Differentiate the rural market environment from the urban and semi-urban markets.										
C3	Understand the factors influencing the rural consumer behavior and their brandloyalty.										
C4	To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.										
C5	To evaluate pricing and distribution strategies for rural consumers.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing.							9	C1		
II	Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice.Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based.							9	C2		
III	Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion							9	C3		

	Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.		
IV	Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non conventional delivery mechanisms such as sales through computer based kiosks, self help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands /Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.	9	C4
V	Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time. Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas).	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have an understanding about basic concepts of rural marketing.	PO4, PO6	
<b>CO2</b>	Be able to Differentiate the rural market environment from the urban and semi-urban markets.	PO6	
<b>CO3</b>	Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty.	PO4.PO6,PO7	
<b>CO4</b>	Be able to apply the marketing concepts suitable to the rural markets.	PO4, PO6	
<b>CO5</b>	Be able to understand pricing and distribution strategies for rural consumers.	PO2, PO4, PO6	
<b>Reading List</b>			
1.	Sanal Kumar Velayudhan, Rural Marketing, Kindle		
2.	Pradeep Kashyap, Rural Marketing, Kindle		
3.	International journal of Rural Management, Sage		
4.	International Journal of trend in scientific research and development,		
<b>References Books</b>			

1.	Bhatia, T., Advertising and Marketing in Rural India, 2 <sup>nd</sup> Edition, Macmillan Publishers India Ltd., 2007.
2.	Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.
3.	Kashyap, P., Rural Marketing, 2 <sup>nd</sup> Edition, Pearson, 2012.
4.	Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.
5.	Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2 <sup>nd</sup> Edition, Pearson, 2011.
6.	Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2 <sup>nd</sup> Edition, Response Books, 2007.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				M		S		
<b>CO 2</b>						S		
<b>CO 3</b>					M	S	S	
<b>CO 4</b>				S		S		
<b>CO 5</b>		M		M		S		

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1EM6</b>	<b>Digital Marketing</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	Understand the digital marketing space and acquire knowledge on digital marketing strategy										
C2	To learn and comprehend on SEO and SEM										
C3	To acquire knowledge on the various channels of SMM										
C4	To learn, understand, and evaluate Search analytics and Web analytics										
C5	To create awareness and understanding on google analytics										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Digital Marketing Strategy:</b> Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.							9	C1		
II	<b>SEO:</b> Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.							9	C2		
III	<b>Social Media Marketing:</b> Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).							9	C3		
IV	<b>Search and Web Analytics:</b> Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.							9	C4		
V	<b>Google Analytics:</b> Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to							9	C5		

	drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	PO1, PO3, PO7	
<b>CO2</b>	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.	PO1, PO2, PO7, PO8	
<b>CO3</b>	To know the key elements of a digital marketing strategy	PO1, PO3, PO6	
<b>CO4</b>	To study how the effectiveness of a digital marketing campaign can be measured	PO2, PO5, PO7	
<b>CO5</b>	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8	
<b>Reading List</b>			
1.	M Bala, D Verma - ... (2018). A Critical Review of <b>Digital Marketing</b> ..., 2018 - papers.ssrn.com		
2.	<b>Digital marketing:</b> global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - <b>books.google.com</b>		
3.	<b>Digital marketing:</b> A practical approach A Charlesworth - 2014 - <b>taylorfrancis.com</b>		
4.	Modern trends in the development of <b>digital marketing</b> NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series ..., 2018 - ideas.repec.org		
<b>References Books</b>			
1.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.		
2.	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.		
3.	Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press.		
4.	Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.		
5.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.		
6.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S		M				S	
<b>CO 2</b>	S	S					S	S
<b>CO 3</b>	M		S			S		
<b>CO 4</b>		S			M		S	
<b>CO 5</b>	S		S					S

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EM7	New Product Strategies	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of New Product Strategy										
C2	To provide insights on Generation of new product ideas and identifying new market opportunities										
C3	To throw light on Selecting Market opportunity and Designing new market offers										
C4	To elucidate on Brand identity development										
C5	To hypothesize and implement new product Entry Strategies										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Basics of New Product Strategy:</b> New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC.							9	C1		
II	<b>Idea Generation and Development:</b> Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application.							9	C2		
III	<b>The Product offer:</b> Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers.							9	C3		
IV	<b>New Product Brand Development and Pricing Strategies:</b> Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing.							9	C4		
V	<b>New Product Launch:</b> Entry Strategies - Pre-launch, during launch and Post launch preparations.							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
<b>CO1</b>	Be familiar with the basic concepts of New Product Strategy							PO1, PO3, PO7			
<b>CO2</b>	Be well versed in Generation of new product ideas and identifying new market opportunities							PO1, PO2, PO7, PO8			
<b>CO3</b>	Select Market opportunities and Designing new market offers							PO1, PO3, PO6			
<b>CO4</b>	Develop Brand identity development							PO2, PO5, PO7			
<b>CO5</b>	Hypothesize and implement new product Entry Strategies							PO1, PO3, PO8			
<b>Reading List</b>											
1.	Product Strategy & Roadmaps, Kindle Edition, 2017										
2.	Roman Picher, Strategize: Product Strategy and Product Roadmap Practices for the Digital Age, Kindle Edition, 2016										

3.	Journal of Product Innovation, 2004 - Wiley Online Library
4.	Industrial Marketing Management, 2009 - Elsevier
<b>References Books</b>	
1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.
2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11 <sup>th</sup> edition, McGraw-Hill.
3.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4 <sup>th</sup> edition, Basic Book, Perseus Books Group.
4.	Bettencourt, Lance, (2010), Service Innovation: How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.
5.	Jaime Levy (2021), UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions, O'Reilly Media, Inc.
6.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3		2				3	
<b>CO 2</b>	3	3					3	3
<b>CO 3</b>	2		3					3
<b>CO 4</b>		3			2		3	
<b>CO 5</b>	3		3					3

**3-Strong      2-Medium      1-Low**

A blue banner with wavy, irregular edges, centered on the page. It contains the text 'Human Resource Management Electives' in a bold, black, serif font.

**Human Resource  
Management Electives**

## SPECIALIZATION COURSES: HUMAN RESOURCE MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EH1	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
C2	To analyses and explore the models and factors influencing employee behavior and Learning.										
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
C4	To understand the training need & explore the technique for development.										
C5	To explore the recent trends in career planning & development.										
UNIT	Details								No. of Hours	Course Objectives	
I	<b>Introduction:</b> Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.								9	C1	
II	<b>Human Resource Development System:</b> HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. <b>Learning and HRD:</b> Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.								9	C2	
III	<b>Developing Human Capacity:</b> Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. <b>Evaluating HRD:</b> Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.								9	C3	
IV	<b>Training and Development:</b> Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On -job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.								9	C4	
V	<b>Career Planning and Development:</b> Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. <b>Recent Trends in HRD:</b> Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.								9	C5	
<b>Total</b>									<b>45</b>		

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Understand the need of the HRD professionals.	PO1, PO8
<b>CO2</b>	Integrate the concept and practical implication of learning & behavior.	PO3, PO5
<b>CO3</b>	Understand the developing need of Human capacity.	PO3, PO5
<b>CO4</b>	Understand Training need & its development.	PO1, PO2, PO4
<b>CO5</b>	Have a better understanding of career planning & development.	PO6, PO7, PO8
<b>Reading List</b>		
1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.	
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.	
3.	KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.	
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.	
<b>References Books</b>		
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 <sup>rd</sup> Edition, Palgrave Macmillan, 2011.	
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.	
3.	Noe, R. and Deo, A., Employee Training and Development, 5 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 <sup>th</sup> Edition, Cengage Learning, 2012.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	M							M
<b>CO 2</b>			S		S			
<b>CO 3</b>			M		M			
<b>CO 4</b>	M	M		M				
<b>CO 5</b>						M	M	M

**S-Strong M-Medium L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23UPMBA1EH2	<b>Organizational Development</b>	Elective	3	-	-	1	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To generalize a fair comprehension of basic concepts on OD.											
C2	To assimilate design elements of OD.											
C3	To summarize the effects of Organizational culture and reinforcing techniques.											
C4	To illustrate the effectiveness of working in teams.											
C5	To interpret constructs of well-being and approaches to achieving a balance.											
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction:</b> Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.							9	C1			
II	<b>Approaches:</b> Key Organizational Designs – Procedures- Differentiation & Integration - Basic Design – Dimensions Determination of Structure-Forces Reshaping Organization – Life Cycles in Organization.							9	C2			
III	<b>Organizational culture:</b> Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.							9	C3			
IV	<b>Groups &amp; teams:</b> Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.							9	C4			
V	<b>Wellbeing:</b> Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Comprehend and justify basic concepts on OD.							PO2, PO6				
CO2	Assimilate and design OD process.							PO4, PO8				
CO3	Summarize Organizational culture and use reinforcing techniques.							PO3				
CO4	Illustrate effectiveness of working in teams.							PO1, PO5				
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.							PO1, PO3, PO5				
<b>Reading List</b>												
1.	Laslo Bock, 'Work Rules-Insights from inside Google'											
2.	Edgar H Schein, 'Organisational Culture and Leadership											
3.	Kirk Blackard, James W Gibson, 'Capitalizing on conflict'											
4.	Peter S Cohan, 'Value Leadership'											
<b>References Books</b>												

1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 <sup>th</sup> Edition, Sage Publication 2019.
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 <sup>rd</sup> Edition, Pearson FT Press, 2015.
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 <sup>th</sup> Edition, Pearson Higher Education, 2017.
4.	Cummings, T., Theory of Organization Development and Change, 9 <sup>th</sup> Edition, South-Western, 2011.
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 <sup>nd</sup> Edition, 2015.
6.	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 <sup>nd</sup> Edition, Sage India, 2011.

**Methods of Evaluation**

<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks

**Methods of Assessment**

<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3			M					
CO 4	M				S			
CO 5	M		M		S			

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EH3	Career Management	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To comprehend the dimensions of career planning and career development, career management.										
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.										
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.										
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.										
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth										
UNIT	Details								No. of Hours	Course Objectives	
I	<b>Introduction to Career Management:</b> Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.								9	C1	
II	<b>Self-Assessment and Career Management:</b> Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.								9	C2	
III	<b>Contemporary Issues in Career Management:</b> Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.								9	C3	
IV	<b>Career Management System in Organization:</b> Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.								9	C4	
V	<b>Role of Learning in Career Growth:</b> Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.								9	C5	
<b>Total</b>								<b>45</b>			
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;								Program Outcomes		
CO1	Comprehend fairly the dimensions of career planning and career development, career management.								PO4, PO6		
CO2	Demonstrate techniques of self-assessment and changing landscapes of career management.								PO2, PO8		

<b>CO3</b>	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO6
<b>CO4</b>	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8
<b>CO5</b>	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6

#### Reading List

1.	Ben Horowitz, <i>'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'</i> .
2.	Angela Duckworth, <i>'Grit: The Power Of Passion and Perseverance'</i> .
3.	Elaine Welteroth, <i>'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'</i> .
4.	Amy Cuddy, <i>'Presence: Bringing Your Boldest Self To Your Biggest Challenges'</i> .

#### References Books

1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.
6.	Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.

#### Methods of Evaluation

<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations and Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks

#### Methods of Assessment

<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				S		M		
<b>CO 2</b>		M						M
<b>CO 3</b>			S			M		
<b>CO 4</b>	M							M
<b>CO 5</b>	M		M			S		

S-Strong      M-Medium      L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23UPMBA1EH4	<b>Emotional Intelligence and Managerial Effectiveness</b>	Elective	3	-	-	1	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To familiarize the students to the basic concepts of Emotional Intelligence											
C2	To provide insights on Emotional Competencies											
C3	To throw light on Emotional literacy											
C4	To elucidate on significance of Emotional Intelligence											
C5	To create awareness and importance of Emotional Learning in organizations											
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction to Emotional Intelligence:</b> Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.							9	C1			
II	<b>Emotional Competencies:</b> The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.							9	C2			
III	<b>Emotional literacy:</b> Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.							9	C3			
IV	<b>Emotional Intelligence at work place:</b> The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.							9	C4			
V	<b>Emotional Learning in organizations:</b> Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
<b>CO1</b>	Recognize and apply basic concepts of Emotional Intelligence							PO4, PO6, PO7				
<b>CO2</b>	Enumerate and chart Emotional Competencies							PO3, PO6, PO8				
<b>CO3</b>	Annotate and signify Emotional literacy							PO6, PO7				
<b>CO4</b>	Be aware of using Emotional Intelligence tools							PO1, PO7, PO8				
<b>CO5</b>	Hypothesize and assimilate importance of Emotional Learning in organizations							PO1, PO6, PO7				
<b>Reading List</b>												
1.	Goleman, Richard Boyatzis, Annie McKee, ' <i>Primal Leadership</i> '.											
2.	Travis Bradberry, Greaves, ' <i>Emotional Intelligence 2.0</i> '											
3.	Colleen Stanley, ' <i>Emotional intelligence for sales success: Connect with</i>											

	<i>customers and get results'</i>	
4.	David R. Caruso, Peter Salovey, ' <i>The Emotionally Intelligent Manager</i> '.	
<b>References Books</b>		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 <sup>th</sup> Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 <sup>st</sup> Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 <sup>st</sup> Edition 2007.	
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.	
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 <sup>st</sup> Edition 2001.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				S		S	M	
<b>CO 2</b>			M			S		S
<b>CO 3</b>						S	M	
<b>CO 4</b>	M						M	S
<b>CO 5</b>	M					S	M	

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EH5	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To introduce L&D Organisations, Models, Practices and Experiential Learning Cycles.										
C2	To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.										
C3	To introspect the ethical implications and L&D delivery and Design Thinking.										
C4	To demonstrate coaching and implementation of L&D strategies.										
C5	To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development-Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.							9	C1		
II	<b>Learning and Development Strategy:</b> Objectives and learning outcomes-Sequencing learning content-Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning- Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis- Learning Key Techniques.							9	C2		
III	<b>Delivery:</b> Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design Thinking; Ethics in Learning and Development.							9	C3		
IV	<b>Coaching Strategy:</b> Introduction to Coaching -Evidence-Based Coaching-Coaching Process- Models- Benefits; Mentoring Process- Models- Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.							9	C4		
V	<b>Learning Engagement, Evaluation and Learning Analytics:</b> Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools- Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data -Implementing Learning Analytics.							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											
Course Outcome	On completion of this course, students will;							Program Outcomes			
CO1	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.							PO1, PO2, PO6			
CO2	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.							PO1, PO6, PO8			

<b>CO3</b>	Introspect the ethical implications of L&D delivery.	PO6, PO8
<b>CO4</b>	Illustrate implementation of coaching and implementation of L&D strategies.	PO1, PO6, PO8
<b>CO5</b>	Design and evaluate the L&D approaches for continuous learning and development.	PO1, PO2, PO6

#### Reading List

1.	Boller, Fletcher, 'Design Thinking for Training and Development'
2.	Sharon Boller, Karl Kapp, 'Play to Learn: Everything You Need to Know About Designing Effective Learning Games'
3.	Michelle Weise, 'Preparing for Jobs That Don't Even Exist Yet'
4.	Jaime Roca, Sari Wilde, 'The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don't'

#### References Books

1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2 <sup>nd</sup> edition, 2018 by Kogan Page.
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1 <sup>st</sup> Edition, Wiley 2020.
4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1 <sup>st</sup> edition, 2020.
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1 <sup>st</sup> edition, Oak Tree Press, 2020.
6.	Andrew Mayo, Creating a Learning and development strategy, 2 <sup>nd</sup> edition, Viva CIPD, 2017.

#### Methods of Evaluation

<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions and seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks

#### Methods of Assessment

<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest ideas/concepts with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	M				S		
<b>CO 2</b>	M					S		M
<b>CO 3</b>						S		M
<b>CO 4</b>	M					M		M
<b>CO 5</b>	M	M				M		

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBAEH6	Stress Management	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the concept of stress management										
C2	To understand the impact of stress										
C3	To analyse the stress reduction techniques										
C4	To study the strategies to cope up with stress										
C5	To develop resilience to stress										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Stress Management:</b> Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							9	C1		
II	<b>Impact of Stress:</b> Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal							9	C2		
III	<b>Stress Reduction Techniques:</b> Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress							9	C3		
IV	<b>Coping Strategies:</b> Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model							9	C4		
V	<b>Developing Resilience to Stress:</b> Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Have a clear understanding on the concept of stress management							PO3			
CO2	Illustrate the impact of stress and predict Stress warning signals							PO2			
CO3	Develop ability to analyse the stress reduction techniques							PO1, PO4			
CO4	Acquire the ability to identify the strategies to cope up with stress							PO5,PO6			
CO5	Develop resilience strategies to stress							PO7,PO8			
<b>Reading List</b>											
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini										

2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson
3.	Stress Management, Richard Pettinger
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.

**References Books**

1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 <sup>st</sup> Edition, 2022.
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 <sup>st</sup> Edition, 2011.
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 <sup>st</sup> Edition, 2014.
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 <sup>st</sup> Edition, 2019.
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 <sup>st</sup> Edition 2016.
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 <sup>th</sup> Edition 2010.

**Methods of Evaluation**

<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks

**Methods of Assessment**

<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			M					
CO 2		M						
CO 3	M			S				
CO 4					M	M		
CO 5							M	M

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23UPMBA1EH7	Talent Management	Elective	3	-	-	1	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To have a clear understanding of the concept of talent management and its role											
C2	To acquire knowledge on talent planning											
C3	To obtain knowledge on talent acquisition and retention											
C4	To understand the concept of competency mapping and models of competency mapping											
C5	To understand the methodology to be followed in competency mapping											
UNIT	Details							No. of Hours	Course Objectives			
I	<p><b>Introduction to Talent Management:</b> Definition, Meaning of Talent Management, Objectives &amp; Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent.</p> <p><b>Building blocks of talent management:</b> competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.</p>							9	C1			
II	<p><b>Talent Planning – Understanding the needs and mind set of employees,</b> Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.</p>							9	C2			
III	<p><b>Talent Acquisition and Retention –</b> Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model ( Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.</p>							9	C3			
IV	<p><b>Competency Mapping:</b> Concepts and definition of competency; types of competencies, features of competency, approaches to mapping methods, Competency mapping procedures and steps, 5-level competency model, developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.</p>							9	C4			
V	<p><b>Methodology of Competency Mapping:</b> Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, competency- based interviewing, assessment of competencies through 360-degree feedback, BEI, CIT, validation of competencies.</p>							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
<b>Course Outcomes</b>	On completion of this course, students will;							<b>Program Outcomes</b>				

<b>CO1</b>	Have a clear understanding the concept of talent management and its role	PO2,PO4,PO5
<b>CO2</b>	Have knowledge on talent planning	PO1,PO4
<b>CO3</b>	Have knowledge of talent acquisition and retention	PO3,PO5,PO8
<b>CO4</b>	Have an understanding of the concept of competency mapping and models of competency mapping	PO1,PO6
<b>CO5</b>	Have an understanding the methodology to be followed in competency mapping	PO1,PO7

#### Reading List

1.	Talent management, William J Rothwell
2.	Talent Management for the 21 <sup>st</sup> century, P Cappelli-HBR
3.	Strategic Talent Management, Robert J Greene
4.	Reinventing Talent Management, Edward E Lawler

#### References Books

1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016
2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.
4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing, 1st Edition 2008.
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.

#### Methods of Evaluation

<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions / Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks

#### Methods of Assessment

<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
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<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		S	M			
CO 2	M			M				
CO 3			M		S			S
CO 4	M					M		
CO 5	S						M	

**S-Strong      M-Medium      L-Low**

A blue banner with wavy, irregular edges, centered on the page. It contains the text "Business Analytics Electives" in a bold, black, sans-serif font.

**Business Analytics  
Electives**

**SPECIALIZATION COURSES: BUSINESS ANALYTICS**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>23UPMBA1EB1</b>	<b>Fundamentals of Business Analytics</b>	Elective	3	-	-	-	3	45	25	75	100	
<b>Course Objectives</b>												
C1	To enable the students to understand the basics of Business Analytics											
C2	To create awareness and understanding on visualizing data through collecting, managing and analyzing data.											
C3	To educate the students on data mining and multi-dimensional data analysis											
C4	To educate the students on machine learning and AI.											
C5	To elucidate the students on the analysis of various areas of business											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction to Business Analytics:</b> Meaning - Historical overview of data analysis – Data Scientist Vs Data Engineer Vs Business Analyst – Career in Business Analytics – Introduction to data science – Applications for data science – Roles and Responsibilities of data scientists							9	C1			
II	<b>Data Visualization:</b> Data Collection - Data Management - Big Data Management - Organization/sources of data - Importance of data quality - Dealing with missing or incomplete data - Data Visualization - Data Classification Data Science Project Life Cycle: Business Requirement - Data Acquisition – Data Preparation - Hypothesis and Modeling - Evaluation and Interpretation, Deployment, Operations, Optimization.							9	C2			
III	<b>Data Mining:</b> Introduction to Data Mining - The origins of Data Mining - Data Mining Tasks - OLAP and Multidimensional data analysis - Basic concept of Association Analysis and Cluster Analysis.							9	C3			
IV	<b>Machine Learning:</b> Introduction to Machine Learning - History and Evolution - AI Evolution - Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science - Supervised Learning, Unsupervised Learning, Reinforcement Learning – Frame works for building Machine Learning Systems.							9	C4			
V	<b>Application of Business Analysis:</b> Retail Analytics - Marketing Analytics -Financial Analytics - Healthcare Analytics - Supply Chain Analytics.							9	C5			
	<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
<b>CO1</b>	Define the basics of Business Analytics							PO1, PO2				

<b>CO2</b>	Describe and visualize data through collecting, managing and analyzing data.	PO1, PO2,
<b>CO3</b>	Apply knowledge on data mining and multi-dimensional data analysis	PO2, PO5, PO6
<b>CO4</b>	Survey knowledge on machine learning and AI.	PO4, PO5
<b>CO5</b>	Summarize knowledge on the analysis of various areas of business.	PO2, PO5, PO6
<b>Reading List</b>		
1.	<a href="https://ptgmedia.pearsoncmg.com/images/9780133552188/samplepages/0133552187.pdf">https://ptgmedia.pearsoncmg.com/images/9780133552188/samplepages/0133552187.pdf</a>	
2.	<a href="http://www.gerkoole.com/IBA/downloads/IBA_Koole_first_chapters.pdf">http://www.gerkoole.com/IBA/downloads/IBA_Koole_first_chapters.pdf</a>	
3.	Jeen-Su Lim, John H. Heinrichs. (2021) Developing context-relevant project experiences for marketing analytics students. Decision Sciences Journal of Innovative Education 19:2, pages 150-156.	
4.	Wullianallur Raghupathi, Viju Raghupathi. (2021) Contemporary Business Analytics: An Overview. Data 6:8, pages 86.	
<b>References Books</b>		
1.	Majid Nabavi, David L.Olson, Introduction to Business Analytics, Business Expert Press, 2018	
2.	Umesh R Hodeghatta and Umesha Nayak, Business Analytics Using R - A Practical Approach Apress, 2017.	
3.	Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning, 2015	
4.	Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing, McGraw Hill, 2015	
5.	Bernard Marr, Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Wiley, 2015	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	2						
<b>CO 2</b>	2	3						
<b>CO 3</b>		3			3	3		
<b>CO 4</b>				2	3			
<b>CO 5</b>		3			3	3		

**3 Strong 2 Medium 1 Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EB2	Data Analytics with R Programming	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students about R programming										
C2	To understand the R platform										
C3	To learn about R tools										
C4	To learn about the tools in R platform										
C5	Understand the reinforcement learning										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Overview of R programming - Environment setup with R Studio - SAS versus R - R, S, and S-plus - Obtaining and managing R - Objects - types of objects, classes, creating and accessing objects - Arithmetic and matrix operations - Introduction to functions.							9	C1		
II	Working with R - Reading and writing data - R libraries - Functions and R programming – the If statement - looping: for, repeat, while - writing functions - function arguments and options – Basic R commands							9	C2		
III	Reading and getting data into R (External Data): Using CSV files, XML files, Web Data, JSON files, Databases, Excel files. Working with R Charts and Graphs: Histograms, Boxplots, Bar Charts, Line Graphs, Scatterplots, Pie Charts.							9	C3		
IV	Random Forest, Decision Tree, Normal and Binomial distributions, Time Series Analysis, Linear and Multiple Regression, Logistic Regression, Survival Analysis.							9	C4		
V	Creating data for analytics through designed experiments, Creating data for analytics through active learning, Creating data for analytics through reinforcement learning.							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	State knowledge about the R platform							PO2, PO6			
CO2	Explain knowledge on R tools							PO1, PO2, PO6			
CO3	Develop knowledge graphs and other statistical methods							PO5, PO6, PO7			
CO4	Describe advanced statistical tools							PO4, PO7			

<b>CO5</b>	Develop knowledge about active and reinforcement learning	PO1, PO6
<b>Reading List</b>		
1.	<a href="https://www.cs.upc.edu/~robert/teaching/estadistica/rprogramming.pdf">https://www.cs.upc.edu/~robert/teaching/estadistica/rprogramming.pdf</a>	
2.	<a href="https://diytranscriptomics.com/Reading/files/The%20Art%20of%20R%20Programming.pdf">https://diytranscriptomics.com/Reading/files/The%20Art%20of%20R%20Programming.pdf</a>	
3.	R Core Team (2016). R: A Language and Environment for Statistical Computing. R Foundation for Statistical Computing, Vienna, Austria. URL <a href="https://www.R-project.org/">https://www.R-project.org/</a> .	
4.	Ritz C, Streibig JC (2005). "Bioassay Analysis using R." Journal of Statistical Software,12(5), 1–22. doi:10.18637/jss.v012.i05.	
<b>References Books</b>		
1.	Raghav Bali, Dipanjan Sarkar and Tushar Sharma, Learning Social Media Analytics withR, Packt Publishing Ltd, 2017.	
2.	Nina Zumel and John Mount, Practical Data Science with R, Manning Publications Company, 2014.	
3.	Peter Dalgaard, Introductory Statistics with R (Paperback) 1st Edition Springer-Verlag New York, Inc. (ISBN 0-387-95475-9) (2019)	
4.	W. N. Venables and B. D. Ripley. 2002, Modern Applied Statistics with S. 4th Edition.Springer. (ISBN 0-387-95457-0)]	
5.	Andreas Krause, Melvin Olson. 2005, The Basics of S-PLUS, 4th edition, Springer-Verlag, New York (ISBN 0-387-26109-5)	

### CO- PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		3				2		
<b>CO 2</b>	2	3				3		
<b>CO 3</b>					3	2	3	
<b>CO 4</b>				2			3	
<b>CO 5</b>	3					2		

**3 Strong 2 Medium 1 Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1EB3</b>	<b>Business Analytics Using Python</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	Business data analysis techniques and their theoretical foundations										
C2	Visualizations using tableau										
C3	To understand business models										
C4	Analyse various models										
C5	Applications of Marketing Analytics										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction</b> Introduction to Business Analytics - Evolution of Business Data and Analytics timeline - Types of Analytics - Marketing Analytics Applications - Summarizing & Reporting Marketing Data using Excel							9	C1		
II	<b>Visualizing Business Data using Tableau</b> - Visualizations Using Python & R - Understanding the Metrics across domains -Developing Metrics - Flowchart for Metric Creation							9	C2		
III	<b>Business Models &amp; Strategies</b> Business Models - Marketing Engineering – Segmentation Analytics – Clustering Algorithms - Positioning Analysis - Data Mining applications							9	C3		
IV	<b>Marketing Mix Analytics:</b> New Product development decisions - Pricing the Product - Forecasting the Sales – Allocating the Retail space & Sales Resource – Consumer Attribution Modelling Methods							9	C4		
V	<b>Marketing Mix Analytics Applications</b> Customer Churn Modelling – Purchase Behaviour Prediction Models- social media Listening and Sentimental Analysis – Market Basket Analysis – RFM Analysis – Recommender Systems development							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
<b>CO1</b>	Understand and explain key principles, concepts and terms associated with marketing analytics including the Marketing Metrics, web analytics, big data analytics, social media analytics and analytics trends							PO1, PO6			
<b>CO2</b>	Construct a metric identifying the areas to be measured for the individual or corporate and how it makes sense to the business managers.							PO1, PO2, PO5			
<b>CO3</b>	Demonstrate marketing situations using appropriate instruments to formulate marketing strategies and plans, and to evaluate their impact							PO4, PO6			

<b>CO4</b>	Compare marketing situations using appropriate instruments to formulate marketing strategies and plans, and to evaluate their impact	PO4, PO5, PO6
<b>CO5</b>	Prepare marketing Instruments and quantitative methods providing students with an image of the complexity and pitfalls of typical marketing situations and problems	PO2, PO6
<b>Reading List</b>		
1.	<a href="https://bedford-computing.co.uk/learning/wp-content/uploads/2015/10/Python-for-Data-Analysis.pdf">https://bedford-computing.co.uk/learning/wp-content/uploads/2015/10/Python-for-Data-Analysis.pdf</a>	
2.	<a href="https://cfm.ehu.es/ricardo/docs/python/Learning_Python.pdf">https://cfm.ehu.es/ricardo/docs/python/Learning_Python.pdf</a>	
3.	Van Rossum G, others (2016). Python Programming Language. URL <a href="http://www.python.org/">http://www.python.org/</a> .	
4.	Jesus Rogel-Salazar, Data Science and Analytics with Python, 2017	
<b>References Books</b>		
1.	“R for Marketing Research and Analytics”, Chris Chapman, Springe Publications, 1st Edition, 2015.	
2.	“Business Analytics”, Dinesh Kumar U Wiley India, 1st Edition, 2017.	
3.	“Marketing Metrics: The Definitive Guide to Measuring Marketing Performance”, Paul W Farris, Pearson Education, 2nd Edition, 2010.	
4.	“Business Analytics- Texts and Cases”, Tanushri Banerjee & Arindham Banerjee Sage Publications, 1st Edition, 2019.	
5.	“Marketing Analytics – Data Driven Techniques with Microsoft Excel”, Wayne L Winston, Wiley Publications, 1st Edition, 2015..	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		3				2		
<b>CO 2</b>	3	3			2			
<b>CO 3</b>				2		3		
<b>CO 4</b>				3	2	2		
<b>CO 5</b>		3				3		

**3 Strong 2 Medium 1 Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EB4	<b>Data Analytics in Business Functional Areas</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To have clear understanding on the concept of HR Analytics										
C2	To acquire knowledge on Financial Analytics										
C3	To obtain knowledge on CRM Analytics										
C4	To understand the concept of Retail Analytics										
C5	To acquire knowledge on SCM/Logistics Analytics										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>HR Analytics:</b> Data requirements - identifying data needs and gathering data- HR data quality, validity and consistency - Using historical data - Dataexploration - Data visualization - Association between variables – Insights from reports - Root cause analysis of HR issues - Employee retention and turnover - workforce productivity and performance - scenario planning.							9	C1		
II	<b>Financial Analytics:</b> Prospective analysis – Techniques - Elements of detailed forecast – Sensitivity analysis –Decision tress analysis of capital budgeting - Credit analysis - Mergers and acquisition – Motivations for M & A – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - Assessing market value of equity with book value and index.							9	C2		
III	<b>CRM Analytics:</b> Customer Analytics Overview - Quantifying Customer Value - Using Stata for Basic Customer Analysis - Predicting Response with RFM Analysis - Statistics Review - Predicting Response with Logistic Regression - Predicting Response with Neural Networks - Predicting Response with Decision Trees.							9	C3		
IV	<b>Retail Analytics:</b> The digital evolution of retail marketing - Digital natives - Constant connectivity social interaction - Predictive modelling - Keeping track - Data availability - Efficiency optimization.							9	C4		
V	<b>SCM/Logistics Analytics:</b> Warehousing Decisions, Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods - Analytic Hierarchy Process, Data Envelopment Analysis, Risk Analysis in Supply Chain, measuring transit risks, supply risks, delivering risks.							9	C5		

	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Clear understanding on the concept of HR Analytics	PO2, PO5	
<b>CO2</b>	Knowledge on Financial Analytics	PO1, PO7	
<b>CO3</b>	Clarity on CRM Analytics	PO1, PO5, PO6	
<b>CO4</b>	Awareness on the concept of Retail Analytics	PO2, PO6	
<b>CO5</b>	Knowledge on SCM/Logistics Analytics	PO2, PO5	
<b>Reading List</b>			
1.	<a href="https://book.akij.net/eBooks/2018/May/5aef50939a868/Data_Science_for_Bus.pdf">https://book.akij.net/eBooks/2018/May/5aef50939a868/Data_Science_for_Bus.pdf</a>		
2.	<a href="http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4175/1/Business%20analytics%20for%20managers%20taking%20business%20intelligence%20beyond%20reporting.pdf">http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4175/1/Business%20analytics%20for%20managers%20taking%20business%20intelligence%20beyond%20reporting.pdf</a>		
3.	<a href="https://www.netsuite.com/portal/resource/articles/business-strategy/business-intelligence-examples.shtml?mc24943=v2">https://www.netsuite.com/portal/resource/articles/business-strategy/business-intelligence-examples.shtml?mc24943=v2</a>		
4.	Peter C, Journal of Business Research, Volume 122, January 2021, Pages 889-901		
<b>References Books</b>			
1.	Jac Fitz-Enz , The New HR Analytics: Predicting the Economic Value of YouCompany'sHuman Capital Investments, Amacom.2009		
2.	Raghurami Reddy Etukuru, Enterprise Risk Analytics for Capital Markets: Proactive andReal-Time Risk, iUniverse, 2014		
3.	Khalid Zidan,Supply Chain Management: Fundamentals, Strategy, Analytics & Planning forSupply Chain & Logistics Management, CreateSpace Independent Publishing Platform, 2016		
4.	Chan, Hing Kai, Subramanian, Nachiappan, Abdulrahman and Muhammad Dan-Asabe,Supply Chain Management in the Big Data Era, IGI Global. 2016		
5.	Karunakaran, K..Marketing Management. New Delhi: Himalaya Publishing House. 3rdedition, 2013		
6.	Jac Fitz-Enz , The New HR Analytics: Predicting the Economic Value of YouCompany'sHuman Capital Investments, Amacom.2009		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		3			2			
<b>CO 2</b>	3						2	
<b>CO 3</b>	2				3	3		
<b>CO 4</b>		3				2		
<b>CO 5</b>		3			2			

**3 Strong 2 Medium 1 Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1EB5	<b>Business Intelligence, Big Data, Cloud Computing</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students on big data platform, applications on big data using Pig and Hive.										
C2	To provide insights on data mining tools, methods and techniques.										
C3	To throw light on business intelligence software and modern techniques of crypto analysis.										
C4	To elucidate on cloud computing characteristics, challenges and applications.										
C5	To create awareness and importance of predictive analytics and visual data analysis techniques.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Big Data Frameworks:</b> Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting. Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - fundamentals of HBase and Zookeeper - IBM Info Sphere Big Insights and Streams.							9	C1		
II	<b>Data Mining Tools, Methods and Techniques:</b> Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process, Private and Public intelligence, Strategic assessment of implementing BI Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms, Naïve Bayes Algorithm, Chi-Square Automatic Interaction-Detectors (CHAID)- Classification and Regression Tree (CART) - Analysis of Unstructured Data.							9	C2		
III	<b>Modern Information Technology and its Business Opportunities:</b> Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.							9	C3		
IV	<b>Cloud Computing Introduction and Applications:</b> Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs, Cloud Computing							9	C4		

	Applications: Overview on Amazon AWS, Microsoft Azure and Google App Engine		
V	<b>Visualization techniques:</b> Predictive Analytics- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	State the knowledge on big data platform, applications on big data using Pig and Hive.	PO2, PO6	
<b>CO2</b>	Compare insights on data mining tools, methods and techniques.	PO1, PO5	
<b>CO3</b>	Demonstrate knowledge on business intelligence software and modern techniques of crypto analysis.	PO5, PO6, PO7	
<b>CO4</b>	Summarize cloud computing characteristics, challenges and applications.	PO2, PO6, PO7	
<b>CO5</b>	Develop better understanding on predictive analytics and visual data analysis techniques.	PO1, PO6	
<b>Reading List</b>			
1.	<a href="http://dphoto.lecturer.pens.ac.id/lecture_notes/internet_of_things/Big%20Data%20Principles%20and%20Paradigms.pdf">http://dphoto.lecturer.pens.ac.id/lecture_notes/internet_of_things/Big%20Data%20Principles%20and%20Paradigms.pdf</a>		
2.	<a href="https://www.fujitsu.com/rs/Images/WhiteBookofBigData.pdf">https://www.fujitsu.com/rs/Images/WhiteBookofBigData.pdf</a>		
3.	Julian Ereth, H. Baars, Cloud-Based Business Intelligence and Analytics Applications - Business Value and Feasibility, 2015		
4.	O. Ylojoki, and J. Porras, "Perspectives to Definition of Big Data: A Mapping Study and Discussion", Journal of Innovation Management, vol. 4, no. 1, pp. 69-91, 2016. <a href="http://hdl.handle.net/10216/83250">http://hdl.handle.net/10216/83250</a> .		
<b>References Books</b>			
1.	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006		
2.	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.		
3.	Colleen Mccue, "Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis", Elsevier, 2 <sup>nd</sup> Edition, 2015.		
4.	Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2 <sup>nd</sup> Edition, 2007.		
5.	Frank J Ohlhorst, "Big Data Analytics: Turning Big Data into Big Money", Wiley and SAS Business Series, 2013.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		3				2		
<b>CO 2</b>	2				3			
<b>CO 3</b>					3	2	2	
<b>CO 4</b>		3				3	2	
<b>CO 5</b>	3					2		

**3 Strong 2 Medium 1 Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1EB6</b>	<b>Block Chain Technology</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To acquire knowledge of various techniques and various algorithms used in Blockchain										
C2	To understand how blockchain systems work and how to securely interact with them										
C3	To familiarize the functional and operational aspects of cryptocurrency										
C4	To establish deep understanding of the Ethereum model and deploy smart contracts applications										
C5	To understand the consensus and hyper ledger fabric in block chain technology.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.							9	C1		
II	Blockchain & Applications: Introduction to Block chain, Gartner's Hype Curve and Evolution of Blockchain Technology, Blockchain Need & Genesis, Key Characteristics of Blockchain, Blockchain Structure, Blockchain types and Network, Mining and Consensus, How Blockchain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft & hard forks, Ummer blocks, Different forks from Bitcoin, Wallets, Transactions, Public & Private keys, Blockchain Applications : Internet of Things, Medical Record Management System, Do-main Name Service and future of Blockchain.							9	C2		
III	Cryptocurrency: History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin. Cryptocurrency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects - Cryptocurrency Exchange, Black Market and Global Economy.							9	C3		
IV	Ethereu: Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining & Consensus, Smart Contracts.							9	C4		
V	Hyperledger fabric: Hyperledger, Hyperledger Fabric, Comparison between Fabric & Other Technologies,							9	C5		

	Fabric Architecture, Components of Hyperledger Fabric, Advantages of Hyperledger Fabric Blockchain, How Hyperledger Fabric Works.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Define the importance and the foundations of Blockchain.	PO2, PO6	
<b>CO2</b>	Associate key features, different types of platforms & languages of blockchain technology.	PO1, PO2, PO8	
<b>CO3</b>	Solev better insights about cryptocurrency concepts.	PO1, PO6, PO7	
<b>CO4</b>	Explain the design principles of ethereum.	PO2, PO5	
<b>CO5</b>	Develop hyperledger fabric model and its architecture.	PO2, PO6	
<b>Reading List</b>			
1.	<a href="http://book.itep.ru/depository/blockchain/blockchain-by-melanie-swan.pdf">http://book.itep.ru/depository/blockchain/blockchain-by-melanie-swan.pdf</a>		
2.	<a href="https://www.blockchainexpert.uk/book/blockchain-book.pdf">https://www.blockchainexpert.uk/book/blockchain-book.pdf</a>		
3.	Sanyam Jain, Journal of Emerging Technologies and Innovative Research,2017		
4.	Sheikh Mohammad Idrees, Exploring the Blockchain Technology: Issues, Applications and Research Potential,2021		
<b>References Books</b>			
1.	Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017		
2.	Debajani Mohanty, BlockChain: From Concept to Execution, BPB Publications, 2nd edition, 2018		
3.	Artemis Caro, Blockchain: Bitcoin, Ethereum&Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency, 2017		
4.	Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018		
5.	Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Petr Novotny, Dr. Salman A. Baset and Anthony O'Dowd, Hands-on Blockchain with Hyperledger, Packt Publishing, 2018		
6.	Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfede, "Bitcoin and Cryptocurrency Technologies", Princeton University Press, 2016.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		3				2		
<b>CO 2</b>	2	3						3
<b>CO 3</b>	3					3	2	
<b>CO 4</b>		2			3			
<b>CO 5</b>		3				3		

**3 Strong 2 Medium 1 Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23UPMBA1EB7</b>	<b>Software Project Management</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To acquire and understand the concept of software projects and steps in software project management										
C2	To enable the students to prepare business proposals for software management										
C3	To familiarize the students to evaluate technical feasibility and financial viability of projects										
C4	To establish deep understanding of the market acceptability and social desirability of software projects										
C5	To make the students as effective project managers and as part of software project teams.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Software projects and metrics - Software Project Management – Concepts and 3 P's (People, problem and process) Metrics in the process and project domains, Software measurement – size-oriented metrics, function-oriented metrics and extended function point metrics, Integrating metrics within the software process							9	C1		
II	Software project planning - Software Project planning – objectives, scoping, Resources – human resources, reusable software resources and environmental resources Software project estimation – Popular decomposition techniques – problem-based, process-based and empirical estimation (COCOMO model).							9	C2		
III	Software outsourcing and project scheduling - The Make-Buy decision – creating a decision tree, Software outsourcing – issues involved Project Scheduling and tracking – relationship between people and effort – defining a task set for the software project.							9	C3		
IV	Software risk management and configuration management -Risk Management – Reactive and Proactive risk strategies, Risk identification, projection, mitigation and monitoring – RMMM Plan Software configuration management – process and standards							9	C4		
V	Object-oriented software projects and CASE tools - Management of Object-oriented software projects – process framework, metrics, estimation and scheduling approach, Computer-aided Software Engineering (CASE) – CASE tools – their building blocks and taxonomy							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											

<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Understand the steps in software project management	PO2, PO6
<b>CO2</b>	Discuss and prepare business proposals for software management	PO1, PO2, PO8
<b>CO3</b>	Discover better insights about technical feasibility and financial viability of projects	PO1, PO6, PO7
<b>CO4</b>	Support the market acceptability and social desirability of software projects	PO2, PO5
<b>CO5</b>	Develop the students as effective project managers and as a part of software project teams.	PO2, PO6
<b>Reading List</b>		
1.	<a href="http://softwareprojectmanager.org">http://softwareprojectmanager.org</a>	
2.	<a href="http://www.softwareprojects.org">http://www.softwareprojects.org</a>	
3.	<a href="http://www.rspa.com/spi/project-mgmt.html">http://www.rspa.com/spi/project-mgmt.html</a>	
4.	<a href="http://www.project.net/">http://www.project.net/</a>	
<b>References Books</b>		
1.	Robert T. Futrell, Donald F. Shafer, and Linda I. Safer, Quality Software Project Management, Pearson Education, 2002	
2.	Ian Sommerville, Software Engineering, Pearson Education, 2010	
3.	Bob Hughes and Mike Cotterell, Software Project Management, McGraw-Hill, 2009	
4.	Roger Pressman, Software Engineering: A Practitioner's Approach, Tata McGraw-Hill, 2005	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		3				2		
<b>CO 2</b>	2	3						3
<b>CO 3</b>	3					3	2	
<b>CO 4</b>		2			3			
<b>CO 5</b>		3				3		

**3 Strong 2 Medium 1 Low**