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St. Xavier's University, Kolkata

Syllabus For MBA [Odd Semester]

Academic Year (AY) [2024-25]

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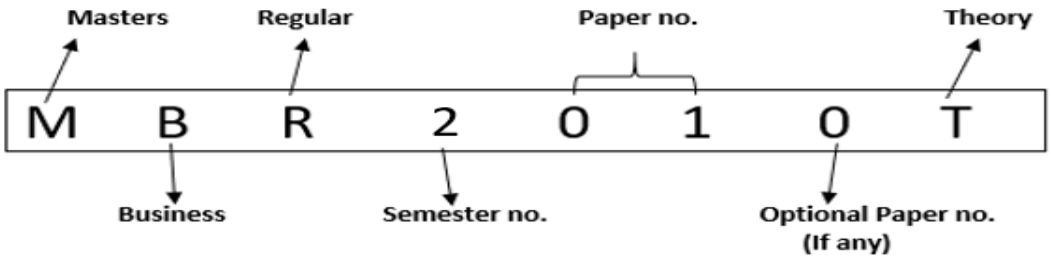
Course outline : MBA

Batch	Sem.	Paper Code	Rev. No.	Paper Title	Full Marks	CIA			End Sem.		Credits
						WT	OTH	Pass Marks	Marks	Pass Marks	
2024 - 26	II	MBR2010T	3	Indian Economy & Policy	100	60	–	30	40	20	4
		MBR2020T	2	Financial Management	100	60	–	30	40	20	4
		MBR2030T	1	Marketing Management	100	60	–	30	40	20	4
		MBR2040T	3	Human Resource Management	100	60	–	30	40	20	4
		MBR2050T	3	Production & Operations Management	100	60	–	30	40	20	4
		MBR2060T	3	Research Methodolgy	50	30	–	15	20	10	2
		MBR2070T	3	Businesss Analytics	100	60	–	30	40	20	4
		MBR2080T	3	Comprehensive Viva	50	30	–	15	20	10	2
				Total	**700**				**Total Credit :**		**28**

ACRONYMS (AS APPLICABLE) :

T=Theory
P=Practical
WT= Written test
A=Assignment
ATT=Attendance
O=Others (Seminar, Assignment, etc.)

PAPER CODE ILLUSTRATION:



Signature of Dean
(With Date)

Controller of Examinations,
SXUK

Section 1

Department of XBS

Vision Statement of St. Xavier's University, Kolkata

Rooted in and inspired by the Ignatian charism of forming men and women for others, St. Xavier's University, Kolkata, as a Centre of Excellence, strives to promote a society based on love, freedom, liberty, justice, equality and fraternity.

Mission of XBS:

The mission of XBS is driven by the ethos of NIHIL ULTRA, and it is dedicated to:

- *Nurturing competent business professional and leaders*
- *Encouraging an entrepreneurial culture*
- *Promoting a culture of critical thinking, innovation and social responsibility*
- *Nurturing Multidisciplinary approach towards management education*

PEOs Statements

PEO 1: To develop students with proficiency in core business disciplines

PEO 2: To cultivate their analytical skills and foster innovative mindset

PEO 3: To inculcate the students with a global perspective and the competence to implement cutting edge technology in practice

PEO 4: To groom value-driven business leaders who exhibit a keen awareness of their social responsibility and professional ethics

- ***Program Outcome***

- PO1 Knowledge of Business
- PO2 Critical & Problem Solving Skills
- PO3 Ethical orientation
- PO4 Global perspective & Communication Skills
- PO5 Leadership & Team Building Skills
- PO6 Entrepreneurship Skills
- PO7 Sustainability Perspective
- PO8 Lifelong learning & Research Skills

Section 02

- **MBR2010T: Indian Economy & policy, (4 credits) (Semester II), Nature of the Course: [Core Course]**
- **Course Outcomes (CO)**

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

CO1: Access the development process in India after independence, identify and analyse current issues.

CO2: Classify basic macro-economic indicators of growth.

CO3: Demonstrate the problems and measures in their contextual perspective.

CO4: Differentiate the growth path followed by a capital endowed and labour endowed countries.

CO5: Identify the process for measuring the different macroeconomic factors and apply various macroeconomic theories and methods in business.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
1	National Income Accounting	Introduction to National Income Accounting GDP, GNP, NNP, NI, PI, DPI Some important identities, Cramer's Rule and GDP Inflation, unemployment and Okun's law India's performance in terms of GDP & Unemployment,	Major macro-economic indicator and its application	8	20%	1	CO1 & CO2
2	Growth & Accumulation	Classical versus Neo Classical growth Model Solow Model Fei-Ranis Model Structural Change & Transformation of Indian Economy and empirical analysis	Experiences of economic growth	10	25%	1	CO4
3	Aggregate Demand & Aggregate Supply	Concept of Aggregate Demand & Aggregate Supply Short Run Versus Long Run Inflation, Unemployment and Phillips Curve An Empirical analysis persistence of Phillips curve in India.	Macro-economic concepts of demand and supply	8	20%	1	CO2, CO3

4	IS-LM	Impact of fiscal and monetary policy on the macro economy	Major Macro Economic Policies	8	20%	1	CO2, CO3
5	BOP	Different forms of exchange rate Impact of fluctuation of exchange rate Impossible trinity India's experience with exchange rate India's experience with exchange rate	Open economy macroeconomics	6	15%	1	CO2, CO3 & CO5

Section - 03

- **CO-PO mapping**

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	H		H		L	H	M
CO2	H	H		H		L	H	M
CO3	L	M	M	H	M	L	H	M
CO4	H	H		H		L	H	M
CO5	H	H		L		M	M	H

**** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Research project	Group presentation	30	CO4 & CO5
Mid Semester Exam	CIA Written	20	CO1
Assignment (tentatively after 10th session)	Individual	10	CO2
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR2020T: [Financial Management], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

CO1: Demonstrate the applicability of the concept of Financial Management, money value to understand the managerial Decisions and Corporate Capital Structure

CO2: Apply the Leverage and EBIT-EPS Analysis associate with Financial Data in the corporate

CO3: Analyze the complexities associated with management of cost of funds in the capital Structure

CO4: Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems pertaining to corporate Sector.

CO5: Foster the knowledge of working capital and its utility and implications & risk associated

- **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Introduction to Finance**	Role of Finance Function Principles of Financial Management Scope Rationale & Techniques	Introduction	2	5%	0.2	CO 1
II	**Time Value of Money**	Meaning Practical Applications of Compounding and Present Value Techniques Annuity & Due Perpetuity	Value of money	4	10%	0.4	CO1
III	**Cost of Capital**	Concept, Explicit and Implicit Costs, Cost of Debt – Redeemable and Perpetual, Cost of Preference Shares – Redeemable and non-redeemable, Cost of Retained Earnings & Equity Overall Cost of Capital (WACC) – Assignment of Weights (Historical and Market)	Cost of fund estimation	6	15%	0.6	CO3
IV	**Capital Budgetin**g	Major Capital Budgeting Decisions – Concepts of Cash Flows and Cash Flow	Major CAPEX Decision	8	20%	0.8	CO 4

		Patterns	making process				
		Capital Budgeting Techniques & Limitations					
		Traditional (ARR, Payback Period) and modern (NPV IRR, DPB and Profitability Index, NBCR, Real Option, APV, MIRR					
		NPV Vs PI & NPV vs IRR Comparison					
V	**Financing Decision**	Operating, Financial and combined Leverage – Algebraic and Graphic Approach, EBIT – EPS theories of relevance and irrelevance	Capital Structure & Funding Process	8	20%	0.8	CO2, CO 4
		(Indifference Curve) Analysis, Capital Structure – Concept,					
		Net Income/Net Operating Income Approach, Modigliani – Millar Hypothesis, Traditional Approach					
		Optimum Capital Structure – factors and determinants					
VI	**Management of Profits**	Concept, Forms & Determinants of Dividend	Dividend Decision	4	10%	0.4	CO 4
		Dividend policy Theories, Relevance & Limitations					
		Walter & Gordon Model					
		Miller-Modigliani Theory					
VII	**Introduction to Working Capital and Domain Industry Finance**	Concept, Need, Types, determinants	Working Capital & Its Finance	8	20%	0.8	CO 5
		Estimation					
		Operating cycle					
		Financing					

Suggested Readings:

Textbook:

1. Pandey, I.M, (2015), "Financial Management", 11th Edition, Vikas Publication, New Delhi.

Reference Books:

1. Chandra, Prasanna, (2011)," Financial Management Theory and Practice," 8th Edition, TMH, New Delhi.
2. Vanhorne, J, (2015)," Financial Management & Policy", 13th Edition, Pearson Education, Delhi.
3. Brealey and Myers, (2017)," Principles of Corporate Finance", 10th Edition, McGraw Hill, India.

Section - 03

- **CO-PO mapping**

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H							
CO2		M					H	
CO3		H					L	L
CO4		H				H	H	H
CO5		M				H	M	

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	CO1, CO2
Surprise Quiz2 (tentatively after 10th session)	Individual	5	CO1, CO2, CO4
Mid Semester Exam	Individual	20	CO1, CO2, CO4
Assignment (tentatively after 25th session)	Individual	10	CO3, CO4, CO5
Project/Case Presentation (tentatively between 35th-40th session)	Group	20	CO1, CO2, CO3, CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR2030T: [Marketing Management], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

CO1: Define and differentiate key concepts and components of marketing management.

CO2: Explain the dynamics of the marketing environment and identify emerging marketing trends.

CO3: Utilize consumer behaviour theories to develop effective marketing strategies and apply segmentation, targeting, and positioning concepts to make informed business decisions.

CO4: Evaluate the components of the marketing mix to create comprehensive marketing strategies for various target markets.

CO5: Critically assess complex marketing situations, identify potential problems, and recommend appropriate marketing solutions.

- **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1.	Introduction to Marketing Management	Introduction to Marketing; Fundamental Concepts Evolution of marketing concepts (orientations) Types of Demand and their impact Marketing Mix – 4Ps and their sub-elements	Introduction & Basic Concepts	03	7.5%	0.3	CO1
2.	Understanding the Marketing Environment and their impact	Major components of Marketing Environment Macro-environment Microenvironment	Concept, types and application	03	7.5%	0.3	CO2, CO5
3.	Understanding the concept of Consumer Behaviour	Consumer decision making process, Framework; Factors influencing consumer behavior; Types of Consumers	Concept, process and application	10	25%	1	CO3, CO5
4.	Market Segmentation, Targeting & Positioning	Concepts of Market segmentation and targeting; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies	Concept, process and methods	07	17.5%	0.7	CO3, CO5

5.	Concepts of Product	Product Classification: Service – characteristics and expanded service mix elements; Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development	Concept, process and application	05	12.5%	0.5	CO4, CO5
6.	Concept of Pricing and pricing strategies	Procedure for setting price; Pricing Objectives Cost and demand consideration; Pricing methods; Promotional pricing, Discriminatory pricing, New product pricing, Product mix pricing**;** Modifying the price	Concept, process and application	03	7.5%	0.3	CO4, CO5
7.	Marketing Channels	Importance of Marketing intermediaries; Types and their functions Levels of marketing channels; Channel flows and functions; Channel design decisions; Network Marketing	Concept, process and application	03	7.5%	0.3	CO4, CO5
8.	Promotion	Elements of Promotion Mix; their characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing Communications; Designing Communication Strategies	Concept, process and application	03	7.5%	0.3	CO4, CO5
9.	Marketing Trends	Service Marketing; Retailing; E-marketing; Global Marketing; Rural Marketing	Concept and Overview	03	7.5%	0.3	CO2, CO5

Suggested Readings:

Textbook:

1. Kotler, P., Keller, Marketing Management; Pearson

Reference Books

1. Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; TMH
2. Grewal, D. & Levy, M. - Marketing; TMH
3. Lamb, Hair, Sharma & McDaniel - Marketing, Cengage
4. Panda, Marketing Management, Excel
5. Ramaswamy & Namakumari - Marketing Management; McMillan

Section -03

CO-PO mapping

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem-Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	M			M		L		M
CO2	M			M			L	M
CO3	H	H				M	M	H
CO4	H	H				M	M	H
CO5	M			L		L		M

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CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	CO1, CO2
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15th session)	Group	10	CO2, CO3
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR2040T: [Human Resource Management], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

CO1: Understand the evolution & current trends of HRM in national & global perspective

CO2: Elaborate the process of human resource planning

CO3: Evaluate the importance of job design and job evaluation and interpret fairness of pay structure

CO4: Examine the recruitment, selection and training processes of different jobs and organizations

CO5: Understand the concepts and ethical dimension of industrial relations

- **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Nature and Scope of Human Resource Management**	Nature of HRM Functions of HRM Objectives of HRM Models of HRM	Introduction	4	10%	0.4	CO 1
II	**Human Resource Planning**	Meaning of HRP Importance of HRP Factors affecting HRP Process of HRP	Concepts and process of HRP	6	15%	0.6	CO2
III	**Job Design and Job Evaluation**	Meaning of Job Analysis & Job Design Factors Affecting Job Design Scope of Job Evaluation Job Evaluation Process	Methods and Significance	7	17.5%	0.7	CO3
IV	**Recruitment and Selection**	Meaning and Process of Recruitment Meaning and Process of Selection	Process and Application	4	10%	0.4	CO 4
V	**Training and Performance Appraisal**	Process of Training Types of Training Appraisals – Meaning Objectives and Process	Training Models	5	12.5%	0.5	CO 4
VI	**Compensation Management and Incentives**	Components of Compensation Theories of Compensation Importance of Ideal Compensation Factors influencing Employee Compensation	Theories and Practices	5	12.5%	0.5	CO 3

VII	**Industrial Relations, Disputes and Trade Unions**	Importance & Approaches of IR Parties to IR Nature of Disputes Settlement of Disputes Trade Unions – Meaning and Purpose	Concepts and Overview	5	12.5%	0.5	CO 5
VIII	**HR Audit and Human Resource Information System**	Meaning, Nature and Approach	Concepts and Trends	4	10%	0.4	CO 1

Suggested Reading:

1. VSP Rao, Human Resource Management, 2nd edition, 2020, Taxmann Publications Pvt. Ltd, India

Section -03

- **CO-PO mapping**

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H			H				
CO2	H							
CO3	H		M					
CO4	H	M						
CO5	H	M	M					

** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2,
Assignment (tentatively after 15th session)	Group	10	CO3
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR 2050T: [Production and Operations Management], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

CO1: Identify the elements of production operations and material management and various transformation processes to enhance productivity and competitiveness.

CO2: Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments

CO3: Plan and implement suitable materials handling principles and practices in the operations.

CO4: Plan and implement suitable quality control measures in Quality Circles to TQM.

CO5: Justify and make gradation of above mentioned tools for business decision and determine the right approach to solve multidisciplinary management problems.

- **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Basics of Production, Operation and Material management**	History of Production and Operations Management; Definitions of Production Management; Production Process; Integrated Production Management Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations and their Classifications, Operations Planning and Control, Elements of Operations Strategy; Operations Strategy in Services Overview of Materials Management: Importance and Functions of Materials Management, Concept of Purchase Management: The Objectives and Functions of a Purchase Department, The Methods of Purchasing, Types of Contracts and tenders, Seasonal Purchasing, Subcontract	**Basic idea**	12	30%	1.2	CO1, CO2 CO3

		Purchasing, Central Purchase Organization, Purchasing Procedure; Concept of Stores Management: The Functions of Stores Management, Types of Stores; Inventory Management and Coding; Inventory models (static, dynamic, probabilistic & stochastic); Material Requirement Planning (MRP) and Just-in-time (JIT)					
II	**Process Planning and Control**	Product Selection; Product Design and Development: Modifying the Existing Products, Sources of Product Innovation, Characteristics of a Good Design, Reverse Engineering, Concurrent Engineering; Process Design, Framework for Process Design, Process Planning Procedure, Relationship between Process Planning and other POM Activities, Type of Process Designs.		8	20%	0.8	CO3, CO5
		Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Master Production Schedule (MPS); Types of Production Planning and Control Systems: Production Control; Product Scheduling: Factors Affecting Scheduling; Scheduling Procedure and Techniques					
III	**Project Analysis and TQM**	PERT/CPM: Definition of Project and Project Management: Characteristics of a Project, Life Cycle of a Project, Types of Projects, Scope of Project Management, Project Planning Process; Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project, Limitations of CPM and PERT		12	30%	1.2	CO4, CO5
		Introduction, Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards					

		TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)					
		Credit risk analytics, fraud risk analytics, financial Services marketing analytics. Big data and Hadoop and concept, application, cloud computing, generators of big data.					
IV	**Supply Chain and Contemporary Manufacturing System**	Evolution, Concept and Relevance of SCM, Functions and Contributions of Supply Chain Management, Value Chain: Supply Alliances, Purchasing, Logistics, Warehousing; Information Technology in Supply Chain: E-Commerce, Electronic Data Interchange (EDI), Data Warehousing (DW), Radio Frequency Identification (RFID)		8	20%	.8	CO2, CO3, CO5
		Importance of Operations Technology: Types of Operations Technology; Manufacturing Systems or Production Systems: Continuous Production System (CPS), Characteristics of Continuous Production System, Intermittent Production System; Automation: Meaning, Importance and Elements: Computer-Aided Design (CAD), Computer-Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer-Integrated Manufacturing System (CIMS), Automatic Identification Systems (AIS); Enterprise Resource Planning (ERP): Need for Enterprise Resource Planning					

Suggested Readings:

Textbook:

1. James R Evans & David A Collier – Operations Management: Thomson Press Pub.

Reference Books:

2. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, & Nitin K Agarwal – Operations Management for Competitive Advantage; Tata McGraw-Hill (12th Edition).
3. Richard B. Chase, Ravi Shankar and F. Robert Jacobs (2014); Operations & Supply Chain Management; McGraw-Hill - 2014 (14th Edition)
4. Chary S. N. Theory and Problems in Production & Operations Mgt.; Tata McGraw Hill (14th Edition).

Section -03

CO-PO Mapping

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem-Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	L							
CO2	M	M						
CO3	M	H	L			M		L
CO4	M	H	L			M		L
CO5		M				M	M	M

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2
Assignment (tentatively after 15th session)	Group	10	CO3
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR2060T: [Research Methodology], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO):**

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

CO1: Identify and discuss the issues and concepts salient to the research process.

CO2: Identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.

CO3: Describe the appropriate statistical methods required for particular research design.

CO4: Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

CO5: Develop an appropriate framework for research studies.

Course Content:

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome (CO)
I	**Introduction to Research**	Introduction to Research & Research Methodology; Types of research; Applications of Research in business; Features of a Good research study.	Concepts, Application, Holistic approach	2	6.67%	0.1	CO1, CO2
II	**Research Problem and Formulation of Research Hypotheses**	Defining Research problem; Process of Research Problem identification; Research Hypothesis & Formulating.	Critical thinking & Problem-Solving Skills	2	6.67%	0.1	CO1, CO2, CO5
III	**Research Design**	Nature and Classification of Research Designs; Components of research Design; Research Approaches; Research Instruments and methods; Data Sources; Sampling Plan; Errors affecting Research Design	Research Design	3	10%	0.2	CO2, CO3
IV	**Measurement and Scaling & Questionnaire Design**	Measurement Scales: Types & Classification Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement.	Measurement and Scaling techniques. Questionnaire Design	4	13.3%	0.267	CO3, CO4

		Questionnaire: Method; Types; Process of Designing; Advantages and Disadvantages					
V	**Data & Data Collection Techniques, Sampling and Sampling Techniques**	Classification of Data; Primary and Secondary Data; Primary Data Collection: Exploratory Research approaches - Observation method, Focus Group Discussion, In-depth Interview, Case Study method; Descriptive Research Designs: Survey - Cross-sectional studies and Longitudinal studies; Experimental Designs, Secondary Data: Uses, Advantages, Disadvantages, Types and sources. Sample, Census; Sampling error and Non-Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size.	Data collection, Ethical orientation and consideration Sampling methods, techniques & Sample Size Calculation	5	16.67 %	0.33	CO3, CO4
VI	**Data Analysis & Interpretation**	Testing of Hypotheses: One tailed and two tailed tests for population means and proportions- Z test, t-test- F-test – one way and two-way analysis of variance (ANOVA) – chi-square test for simple sample standard deviation, independence of attributes and goodness of fit.	Analysis of the Data & its Interpretation	12	40	0.8	CO3
VII	**Report Writing**	Report Writing and Related Techniques: Ethics in Report Writing; Planning of a Research Report; Presenting Literature Review; Stages of Writing Report; Layout of the Research Report; Precaution for Writing Research Reports; Citations, Footnotes, Endnotes, Reference, Bibliography	Basic concepts of report writing	2	6.67%	0.1	CO4, CO5

Suggested Reading:

Textbooks:

1. Sekaran U, Bougie R: Research Methods For Business: A Skill Building Approach
2. Kothari C.R.: Research Methodology Methods & Techniques, New age international publisher.

Reference Books:

1. Dr. Ranjit Kumar (2016): Research Methodology: A Step-by-Step Guide for Beginners
2. Uwe Flick, Introducing Research Methodology Paperback.
3. Statistical Methods- SP Gupta, S Chand Publications
4. Dr. Shajahan S. (2006) Research Methods for Management, JAICO publishing house.
5. Sachdeva J.K. (2017) Business Research Methodology, Himalya Publishing.

Section -03

CO-PO Mapping:

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	M	M	L					M
CO2	M	H	M					M
CO3	L	M	M				M	M
CO4	M	M	M			L	M	M
CO5	M	M	H			L		M

** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 30 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz	Individual	10	CO1, CO2
Mid-Semester Exam (University Schedule)	Individual	10	CO1, CO2, CO3
Assignment/Case Study Presentation	Group	10	CO4, CO5
TOTAL		30	

END SEMESTER EXAMINATION (out of 20 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	20	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR2070T: [Business Analytics], [4 credits], [Semester II] [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

CO1: To memorize different statistical tools useful for Business Analytics

CO2: To describe the usage of different software to take better management decisions

CO3: To apply different classification and prediction technique for better decision making

CO4: To prioritize statistical & spreadsheet techniques for better business decision making

CO5: To summarize and develop sustainable models for optimal decision making

.

- **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Statistics for Business Analytics using software	Importance of statistics in business decision-making, Role of statistics in identifying patterns and trends, Introduction to statistical software: R/SPSS	Introduction to the Statistics tools and different software	8	20	20%	CO1, CO2
II	Data Visualization and Descriptive analytics	Types of charts and graphs, Outlier detection, Central tendency; Dispersion; Univariate Analysis, Bi-variate analysis: Hypothesis testing, ANOVA, Chi Square test, Simple linear regression using R/ SPSS	Understanding the tools and techniques for statistical application in business	10	25	25%	CO2, CO3
III	Prediction and classification	Multiple Regression, Logistic Regression, Time Series Forecasting, Linear Discriminant analysis using R/ SPSS	Understanding Classification and prediction	12	30	30%	CO4, CO5
IV	Spreadsheet Modelling	Using Data Validation, solver, Lookup functions for Market Basket Analysis. Use of evolutionary solver for developing Diffusion Models (Frank Bass Diffusion) Use of Monte Carlo Simulations for solving business problems	Spreadsheet Modelling for solving business problems	10	25	25%	CO4, CO5

Suggested Readings:

Textbooks:

1. Laursen &Thorlund, Business analytics for managers
2. Thomas W Miller, Modelling techniques in predictive analytics
3. Wolfgang Jank, Business analytics for managers
4. Jim Albert & Maria Rizzo, R by Example
5. Cliff Ragsdale, Spreadsheet Modeling & Decision Analysis

Reference Books:

1. Lander, R for everyone: Advanced Analytics and graphics
2. R N Prasad and Seema Acharya, Fundamentals of business analytics

Section -03

CO-PO mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1		L						
CO2		M						
CO3	M	M						
CO4	M	H						
CO5	M	H					M	M

***** H means High relevance, M means Medium relevance, L means Low relevance***

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz (tentatively after 10th session)	Individual	10	CO1, CO2
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2, CO3
Individual Assignment or Group Project (tentatively after 20th session)	Individual	10	CO1, CO2
Case Study Presentation (tentatively after 35th session)	Group	20	CO3, CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO3, CO4, CO5