MBA Syllabus (Semester II)

MBR2010T: Indian Economy & policy,(4 credits) (semester 2), Nature of the Course: [Core Course]

- **Course Outcomes (CO)**
- *At the end of this course, students will be able to*

1. Access the development process in India after independence, identify and analyse current issues.
2. Classify basic macro-economic indicators of growth.
3. Demonstrate the problems and measures in their contextual perspective.
4. Differentiate the growth path followed by a capital endowed and labour endowed countries.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
Module 1	National Income Accounting	Introduction to National Income Accounting	Major macro-economic indicator and its application	10	20%	1	C01 &CO2
		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,					
Module 2	Growth & Accumulation	Classical versus Neo Classical growth Model	Experiences of economic growth	10	25%	1	CO4
		Solow Model					
		Fei-Ranis Model					
		Structural Change & Transformation of Indian Economy and empirical analysis					
	Aggregate Demand &	Concept of Aggregate Demand & Aggregate Supply	Macro-economic concepts of	5	20%	1	C02, C03

Module 3	Aggregate Supply	Short Run Versus Long Run Inflation, Unemployment and Phillips Curve An Empirical analysis persistence of Phillips curve in India.	demand and supply				
Module 4	IS-LM	Impact of fiscal and monetary policy on the macro economy	Major Macro Economic Policies	5	20%	1	C02, C03
Module 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	10	15%	1	CO2, C03

- **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

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

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. Analyse 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	Introduction	2	5%	0.2	CO 1
		Principles of Financial Management					
		Scope					
		Rationale & Techniques					
II	**Time Value of Money**	Meaning	Value of money	4	10%	0.4	CO1
		Practical Applications of Compounding and Present Value Techniques					
		Annuity & Due					
		Perpetuity					
III	**Cost of Capital**	Concept, Explicit and Implicit Costs,	Cost of fund estimation	6	15%	0.6	CO3
		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)					
IV	**Capital Budgeting**	Major Capital Budgeting Decisions – Concepts of Cash Flows and Cash Flow Patterns	Major CAPEX Decision making process	8	20%	0.8	CO 4
		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 (Indifference Curve) Analysis ,Capital Structure – Concept, Net Income/Net Operating Income Approach, Modigliani – Millar Hypothesis , Traditional Approach Optimum Capital Structure – factors and determinants	Capital Structure & Funding Process	8	20%	0.8	CO2, CO 4
VI	**Management Of Profits**	Concept ,Forms & Determinants of Dividend Dividend policy Theories, Relevance & Limitations Walter & Gordon Model Miller-Modigliani Theory	Dividend Decision	4	10%	0.4	CO 4
VII	**Introduction to Working Capital and Domain Industry Finance**	Concept, Need, Types,determinants Estimation Operating cycle Financing	Working capital & It's Finance	8	20%	0.8	CO 5

Suggested Readings:

TEXT BOOKS 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.

- **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
CO 1	H							
CO 2		M					H	
CO 3		H					L	L
CO 4		H				H	H	H
CO 5		M				H	M	

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

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. Describe the basic concepts related to marketing management

CO2. Explain the ideas related to marketing environment and marketing trends

CO3. Apply the theories of consumer behaviour to design marketing strategies and concepts of Segmentation, Targeting and Positioning to formulate business decisions

CO4. Employ the knowledge of marketing mix to formulate marketing strategies

CO5. Analyze the marketing situations and solve the marketing problems

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	**Introduction**	Introduction to Marketing; Fundamental Concepts**;** Evolution of marketing concepts (orientations);	Overview of Marketing Management	3 hrs	5%	0.3	CO1

		Types of Demand; Marketing Mix – 4Ps and their sub-elements					
2	**Marketing Environment**	Major components of Marketing Environment**;** Microenvironment and Macro-environment;	Marketing Environment and their impact	3 hrs	5%	0.3	CO1, CO2
3	**Consumer Behavior**	Consumer decision making process, Framework; Factors influencing consumer behavior; Types of Consumers	Understanding fundamentals of Consumer Behaviour	10 hrs	20%	1.0	CO1, CO3, CO5
4	**Market Segmentation, Targeting, Positioning**	Concepts of Market segmentation and targeting; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies	Segmentation, Targeting and Positioning Strategies	7 hrs	15%	0.7	CO3, CO5
5	**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	Fundamental Concepts of Product	5 hrs	15%	0.5	CO4, CO5

6	**Price**	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	Fundamental Framework of Pricing Concepts and different pricing strategies	3 hrs	10%	0.3	CO4, CO5
7	**Marketing Channels**	Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions; Network Marketing	Understandin g Marketing Channels for developing channel strategies	3hrs	10%	0.3	CO4, CO5
8	**Promotion**	Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing Communications; Designing Communication Strategies	Understandin g the basics of different promotional tools and their applications	4 hrs	10%	0.4	CO4, CO5
9	**Marketing Trends**	Service Marketing; Retailing; E- marketing; Global Marketing;	Fundamental Concept about different	2 hrs	10%	0.2	CO1

		Rural Marketing	types of Marketing				

Suggested Readings:

Text Book:

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

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
CO 1	M			M		L		M
CO 2	M			M			L	M
CO 3	H	H				M	M	H
CO 4	H	H				M	M	H
CO 5	M			L		L		M

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

1. Understand the evolution & current trends of HRM in national & global perspective
2. Elaborate the process of human resource planning
3. Evaluate the importance of job design and job evaluation and interpret fairness of pay structure
4. Examine the recruitment, selection and training processes of different jobs and organizations
5. 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**	Importance & Approaches of IR Parties to IR	Concepts and Overview	5	12.5%	0.5	CO 5

	Trade Unions	Nature of Disputes Settlement of Disputes Trade Unions – Meaning and Purpose					
VIII	**HR Audit and Human Resource Information System**	Meaning, Nature and Approach	Concepts and Trends	4	10%	0.4	CO 1

Suggested Readings

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

- **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
CO 1	H			H				
CO 2	H							
CO 3	H		M					
CO 4	H	M						
CO 5	H	M	M					

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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,	**Basic idea**	12	30%	1.2	CO 1,CO2 CO3
		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 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. 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		8	20%	0.8	CO3,CO5

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 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.			12	30%	1.2	CO4,CO 5

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:

TEXT BOOKS 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).

CO-POmapping

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
CO 1	L							
CO 2	M	M						
CO 3	M	H	L			M		L
CO 4	M	H	L			M		L
CO 5		M				M	M	M

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MBR 2060T : [Quantitative Techniques and 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. Recalling the basic co-ordinate geometry and algebra and calculus. Understand & discuss different concepts, methodologies and techniques used in research work.

CO2. Understand the concept of LPP , Game Theory and Queuing Theory. Identify appropriate research topics, select and define appropriate research problem, Parameters& find optimum solutions

CO3. Apply the concept of LPP , Game Theory and Queuing Theory to solve different business problems. Organize, Conduct & Prepare a project proposal (to undertake a project) in a more appropriate manner for a particular research design.

CO4. Analyze different management related problems and make inferences and find evidence to support generalizations. Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis

CO5. Justify the latest developments in management science through online calculator of operation research. Have basic awareness and skills of data analysis-and hypothesis testing procedures and ethical & legal consideration of research.

Course Content

GROUP-A							
Module No	**Module Name**	**Topic(s)**	**Description**	**No of Hours allotted**	**Marks allotted**	**Credit of each Module**	**Associated Course Outcome(CO)**
I	**Linear Programming Problem**	Linear programming problem formulation; Graphical solution; Simplex method; Variations in Linear Programming Problem; Duality; Dual simplex method; Post Optimal Analysis.		6	30%	0.6	CO1, CO2, CO3
II	**Transportation and Assignment Problems**	Concepts; Basic Theorems; Initial solutions and optimality test for different types of transportation problems; Exceptional Cases, Trans-shipment problem; Solutions to different types of assignment problems		4	20%	0.4	CO2,CO3,CO4, CO5

III	**Decision and Game Theory**	Decision under uncertainty; Decision under risk; Game theory; Two person zero sum game; Pure and mixed strategy games; Linear Programming Formulation of Game.			6	30%	0.6	CO 2,CO3, CO4,CO5
IV	**Queuing System**	General concept, steady state distribution, queuing model, finite and infinite system capacity, waiting time distribution, (without proof); Markov Chain models			4	20%	0.4	CO2, CO3, CO4, CO5
GROUP- B								
I	**Introduction to Research:**	Meaning of research; Types of research- Exploratory research, Conclusive research; Applications of Research in business; Features of a Good research study; The process of research and steps		Concepts, Applications, Holistic approach	2	10 %	0.2	CO1
II	**Research Problem and Formulation of Research Hypotheses:**	**:** Defining Research problem; Process of Research Problem identification; Formulating research hypothesis		Critical thinking & Problem Solving Skills	2	10 %	0.2	CO1, CO2
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	5	20 %	0.4	CO2, CO3
IV	**Data collection:**	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;		Data collection, Ethical orientation and consideration	4	20 %	0.4	CO1, CO2, CO3

		Experimental Designs, Secondary Data: Uses, Advantages, Disadvantages, Types and sources					
V	**Measurement and Scaling:**	Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement	Measurement and Scaling techniques	3	20 %	0.4	CO3, CO4
VI	**Questionnaire Design:**	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method	Questionnaire Design	2	10 %	0.2	CO3
VII	**Sampling: Concepts of Sampling**	Difference between Sample and Census; Sampling error and Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size, Sample size for estimating population mean, Determination of sample size for estimating the population proportion	Sampling methods & techniques	2	10 %	0.2	CO5

Suggested Readings:

1. **TEXT BOOKS** 1. Gupta, P. K., &Hira, D. S. Problems in Operations Research. S Chand & Co.
2. Dr. Ranjit Kumar (2016): Research Methodology: A Step-by-Step Guide for Beginners

.**REFERENCE BOOKS**

3. Kapoor, V. K. Operations Research. Sultan Chand and Sons.
4. Taha, H. Operation Research. Prentice Hall.
5. Kothari C.R. (2014) Research Methodology Methods & Techniques, New age international publisher.
6. Statistical Methods- SP Gupta, S Chand Publications
7. Dr. ShajahanS.(2006) Research Methods for Management, JAICO publishing house.
8. Sachdeva J.K. (2017) Business Research Methodology, HimalyaPulishing.

CO-POmapping

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

		Solving Skills						Research Skills
CO 1	M	M	L					M
CO 2	M	H	M					M
CO 3	L	M	M				M	M
CO 4	M	M	M			L	M	M
CO 5	M	M	H			L		M

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MBR2070T : [Strategic 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

1. Understand the importance of strategic management for modern organizations to remain sustainable and achieve competitive advantage
2. Evaluate the importance and methods of external and internal environment analysis to achieve strategic fit
3. Analyze the strategic position of the organization and implement the best fit strategy at various levels
4. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives
5. Analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.

Course Content

Module No.	Module Name	Topic (s)	Description	No. of Hours Allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1	I. Introduction to Strategic Management	Fundamental concepts of Strategic Management	Concepts, Process and Strategic Management Model	6	15%	0.15	CO1
		Need and importance					
		Types of Strategies at various management levels; Corporate, Business and Functional levels					
		Strategic Management Process					
		Hierarchy of Strategic intent - value of vision, mission, goals and corporate objectives					
		Strategic Management Model					
2	II. Strategy Formulation and Analysis	Environmental Appraisal and Organizational Position Analysis	Concepts, Models and application	10	25%	0.25	CO2
		Competitive Advantage and Strategic Advantage Profile					
		Strategic Choice					
		Environmental Analysis and Scanning Techniques					
		Industry Analysis, PEST Analysis					
		Porter's Five Forces model, the competitive environment					
		Organizational Appraisal and Techniques					
		Competitive Advantage & Core Competence					
		Value chain analysis					
		Resource-based view of a firm					
		Evaluation of firm performance					
		Balanced scorecard					
		Strategy map					
3	III. Designing Corporate	Concentration	Concept and Application	6	15%	0.15	CO3 & CO4
		Integration					
		Diversification					
		Internationalization					

	Level Strategies	Cooperation Stability Retrenchment Restructuring					
4	IV. Designing Business Level Strategies	Cost Leadership Differentiation Focus Blue-ocean strategy	Concept and Application	6	15%	0.15	CO3 & CO4
5	V. Strategic Analysis and Choice	Tools and Techniques of Strategic Analysis	Types and Application	6	15%	0.15	CO5
6.	VI. Strategy Implementation and Strategic Change	Strategy Implementation Re-Positioning the Organization Structural, Behavioral, Functional and operational implementation Strategic Change	Concept and Application	6	15%	0.15	CO5

Suggested Readings

2. Hunger, Wheelen, Hoffman, Strategic Management and Business Policy, 13th edition, 2012, Pearson Education Inc.

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
CO 1	H							
CO 2	H	M						
CO 3	H	H						
CO 4	H	H						
CO 5	H	H	M	M		M	M	

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MBR 2080T : [Business Analytics], [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. Recalling the basic statistical tools and technique like hypothesis testing, simple linear regression concepts used in business.

CO2. Describe the concept of Big Data and Data Mining in HR, financial service and marketing analytics

CO3. Use statistical software like excel, R to feel the essence real life business problems. Apply Hypothesis Testing, different Regression and Time Series model to forecast business problems.

CO4. Analyze different management related problems and categorize them during the process of solving by different statistical software.

CO5. Justify and make gradation of above mentioned statistical tools for business decision, forecasting 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	**Basic Statistics and Analytics**	Meaning, application areas of business analytics, techniques of analytics.	**Basics of Business Statistics**	8	20%	0.8	CO 1
		Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.					

II	**Advanced Excel and R**	Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T-Test, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver. Using R Studio, working with data in R, R procedures		Introduction to statistical software and it's uses to solve business problems	12	30%	1.2	CO1, CO2,CO3
III	**Big Data and Data Mining**	Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree. Discussion and Data mining techniques Understanding cluster analysis using R, clustering as strategy, hierarchical clustering, non-hierarchical clustering - K means clustering, variants of hierarchical clustering, different distance and linkage functions. Credit risk analytics, fraud risk analytics, financial Services marketing analytics. Big data and Hadoop and concept, application, cloud computing, generators of big-data.		Introduction to Big data, Decision Tree and Bata mining	8	20%	0.8	CO2,CO 4

IV	**Business Prediction and Forcasting**	Logistic Regression, Data import and sanity check, development and validation, important categorical variable selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicolinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model. Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicity, causal modelling using linear regression forecast accuracy.		Predictive analysis	12	30%	1.2	CO3, CO5

Suggested Readings:

TEXT BOOKS 1. Laursen&Thorlund, Business analytics for managers.

REFERENCE BOOKS
2. BalramKrishnan , Business analytics: concepts and theories.
3. R N Prasad and SeemaAcharya , Fundamentals of business analytics.
4. Thomas W Miller , Modelling techniques in predictive analytics
5. Lander ,R for everyone: Advanced Analytics and graphics
6. Evans, Business Analytics

CO-PO Mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Proble	**PO3** Ethical orientation	**PO4** Global perspective & Communicatio	**PO5** Leadership & Team Building	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning

		m Solving Skills		n Skills	Skills			& Researc h Skills
CO 1	L	L						
CO 2	M	L	M	M			M	
CO 3	M	H				M		M
CO 4		M	L	M		L		
CO 5	M	H				M		M

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