



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	Specialization	Full Marks	CIA			End Sem.		Credits	
							WT	OTH	Pass Marks	Marks	Pass Marks		
2023 - 25	III	MBR3010T	1	Entrepreneurship Development and New Venture Creation	-	100	60	-	30	40	20	4	
		MBR3020T	1	Corporate Strategy	-	100	60	-	30	40	20	4	
		MBR3011T	1	Advanced Cost and Management Accounting	Finance*	100	60	-	30	40	20	4	
		MBR3021T	1	Project Appraisal & Finance		100	60	-	30	40	20	4	
		MBR3031T	1	Investment Analysis and Portfolio Management		100	60	-	30	40	20	4	
		MBR3041T	1	Taxation		100	60	-	30	40	20	4	
		MBR3051T	1	Financial Institutions and Markets		100	60	-	30	40	20	4	
		MBR3061T	1	Financial Statement Analysis and Reporting		100	60	-	30	40	20	4	
		MBR3012T	1	Integrated Marketing Communications		Marketing*	100	60	-	30	40	20	4
		MBR3022T	1	Consumer Behaviour			100	60	-	30	40	20	4
		MBR3032T	1	Sales and Distribution Management	100		60	-	30	40	20	4	
		MBR3042T	1	Product and Brand Management	100		60	-	30	40	20	4	
		MBR3052T	1	Services Marketing	100		60	-	30	40	20	4	
		MBR3062T	1	Business to Business Marketing	100		60	-	30	40	20	4	
		MBR3013T	1	Manpower Planning, Recruitment and Selection	HR*	100	60	-	30	40	20	4	
		MBR3023T	1	Managing Diversity & Inclusions		100	60	-	30	40	20	4	
		MBR3033T	1	Industrial Relations & Labour Laws		100	60	-	30	40	20	4	
		MBR3043T	1	Training and Development		100	60	-	30	40	20	4	
		MBR3053T	1	Performance Management System		100	60	-	30	40	20	4	
		MBR3063T	1	Compensation and Benefits Management		100	60	-	30	40	20	4	
		MBR3014T	1	Decision Modelling	Business Analytics*	100	60	-	30	40	20	4	
		MBR3024T	1	Data Visualization and Business Intelligence		100	60	-	30	40	20	4	
		MBR3034T	1	Multivariate Analysis		100	60	-	30	40	20	4	
		MBR3044T	1	Data Mining		100	60	-	30	40	20	4	
		MBR3054T	1	Cognitive Analytics		100	60	-	30	40	20	4	
		MBR3064T	1	Data Warehousing and DBMS		100	60	-	30	40	20	4	
		MBR3030J	2	Project Work	-	150	-	-	-	150	75	6	
		Total :						750					

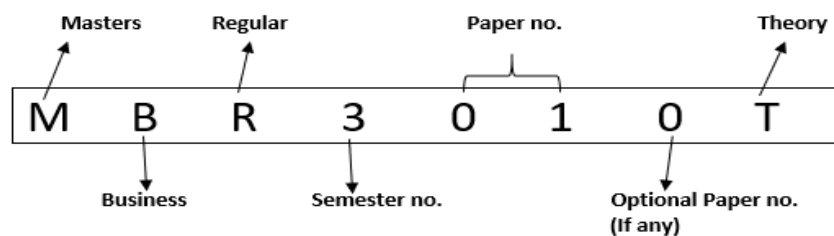
*Student Can Choose any 4 out of 6 papers of the specialization

Note: No students have opted for these papers -

ACRONYMS (AS APPLICABLE) :

T=Theory
 P=Practical
 WT= Written test
 A=Assignment
 ATT=Attendance
 OTH=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

MBR3010T: [Entrepreneurship Development and New Venture Creation], [4 credits], [Semester III], [Nature of the Course: Core Course]

Course Outcomes (CO)

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

- **CO1:** Understand the domain of entrepreneurship in terms of its meaning, tools, nature and significance and describe the development of entrepreneurship from historical theories to modern conceptualizations.
- **CO2:** Describe the characteristics and skills of an entrepreneur, the role played by EDPs in fostering these skills as well as the various approaches employed to classify entrepreneurs.
- **CO3:** Analyze the entrepreneurial environment and formulate a comprehensive business plan for creating a new venture
- **CO4:** Elaborate the various steps and requirements of the start-up process and compare the different forms of business ownership.
- **CO5:** Apply various principles of financial management, human resource management and marketing management for making entrepreneurial decisions.

Course Content

Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Entrepreneurship: An Introduction	Meaning; Tools of Entrepreneurship; Nature and Characteristics; Why Entrepreneurship; Factors affecting Entrepreneurship; Entrepreneurship & Economic development; Barriers to Entrepreneurship; Future of Entrepreneurship	Understanding the meaning, tools, and nature of entrepreneurship	4	10%	0.4	CO1
2	Theories of Entrepreneurship	Historical Perspectives of Entrepreneurship; Emergence of Entrepreneurship; Theories of Entrepreneurship;	Understanding the development of entrepreneurship from historical theories to modern conceptualizations	3	7.5%	0.3	CO1

3	The Entrepreneur	Characteristics & Skills of an Entrepreneur; Views of James J. Berne, McClelland, Kilby and Michael Armstrong on Successful Entrepreneur; How entrepreneurs think; Components of the Entrepreneurial Process	Characteristics & Skills of an Entrepreneur	3	7.5%	0.3	CO2
4	Entrepreneur : Types and Functions	Different types of Entrepreneurs; Functions of an Entrepreneur; Entrepreneur vs. Entrepreneurship; Owner-Manager vs. Entrepreneur	Classification of Entrepreneurs, Functions of Entrepreneurs	3	7.5%	0.3	CO2
5	Entrepreneurship and Role of Environment	Meaning of Environment; Relation between Entrepreneurship & Environment; Entrepreneurial Environment. Startup scenario in India,	Understanding the Entrepreneurial Environment	4	10%	0.4	CO3
6	Entrepreneurship Development Programs	Meaning of EDP; Need for EDP; Course Content of an effective EDP; Phases of an EDP; Evaluation of an EDP	Understanding the meaning, need and contents of EDPs	3	7.5%	0.3	CO2
7	Small Scale Units and New Venture Creation:	Steps in a Start-Up Process; Legal Framework for a starting New Venture; Details of a Business Plan Development for a New Venture Creation, SSI vs. Start-ups	Steps in a Start-Up Process and Business Plan Development for a New Venture Creation	4	10%	0.4	CO4

8	Forms of Ownership	Sole Proprietorship; Partnership; Joint Stock Company; Franchising	Understanding the different forms of business ownership	3	7.5%	0.3	CO4
9	Financial Management for New Venture Creation:	Sources of Funding Financial Planning; Financial Statements; Break-Even Analysis; Ratio Analysis	Sources of Funding start-ups and financial planning for a new venture	3	7.5%	0.3	CO5
10	Human Resource Initiatives for a New Venture:	Leading and Motivating; Communication Management	HR Initiatives for a new venture	3	7.5%	0.3	CO5
11	Marketing Management for a New Venture	Pricing Policy; channels of Distribution; Advertising	Marketing Management for a New Venture	3	7.5%	0.3	CO5
12	Case Discussion	Case Discussion	Case discussion	4	10%	0.4	CO1, CO3 CO5

Suggested Texts

1. Entrepreneurship – New Venture Creation by David H. Holt, Prentice Hall of India Pvt. Ltd. New Delhi, 2004
2. Entrepreneurship by Rajeev Roy, Oxford University Press, New Delhi, 2009
3. Entrepreneurship – International Edition by Robert D. Hisrich & Michael P. Peters, McGraw Hill, New York, 2002
4. Entrepreneurship in Action by Mary Coulter, Prentice Hall of India Pvt. Ltd. New Delhi, 2003

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	M	H		M		H		
CO4	H					H		
CO5	H	M			L	H		

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

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

Section 02

□ **MBR3020T: [Corporate Strategy], [4 credits], [Semester III], [Nature of the Course: Core Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Understand and explain the core concepts and frameworks of corporate strategy, including competitive advantage, strategic positioning, and value creation.
- **CO2:** Analyze complex business environments to identify strategic opportunities and threats and evaluate their potential impact on organizational performance.
- **CO3:** Analyze the strategic position of an organization and implement the most suitable strategies at corporate, business, and functional levels.
- **CO4:** Understand and examine the nature and dynamics of the strategy formulation and strategic implementation processes at both corporate and business levels.
- **CO5:** Evaluate the effectiveness of different corporate strategies through case studies and develop strategic approaches or solutions for successfully managing a business in the global context.

Course Content

Module No.	Module Name	Topic (s)	Description	No. of Hours Allotted	Marks Allotted	Credit for each Module	Associated Course Outcome
1	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, CO3, CO4
		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 Level Strategies	Concentration	Concept and Application	6	15%	0.15	CO3, CO4, CO5
		Integration					
		Diversification					
		Internationalization					
		Cooperation					
		Stability					
		Retrenchment					
Restructuring							
4	IV. Designing Business Level Strategies	Cost Leadership	Concept and Application	6	15%	0.15	CO3, CO4, CO5
		Differentiation					
		Focus					
		Blue-ocean strategy					
5	V. Strategic Analysis and Choice	Tools and Techniques of Strategic Analysis	Types and Application	6	15%	0.15	CO3, CO5
6.	VI. Strategy Implementation and Strategic Change	Strategy Implementation	Concept and Application	6	15%	0.15	CO4, CO5
		Re-Positioning the Organization					
		Structural, Behavioral, Functional and operational implementation					
		Strategic Change					

Suggested Readings

1. Hunger, Wheelen, Hoffman, Strategic Management and Business Policy, 13th edition, 2012, Pearson Education Inc.
2. Charles W. L. Hill, Gareth R. Jones, Melissa A. Schilling, Strategic Management: An Integrated Approach, 11th edition, Cengage Learning

☐ 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	M						
CO2	H	M						
CO3	H	H						
CO4	H	H					M	M
CO5	H	H		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 10 th session)	Individual	5	CO1, CO2
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	CO3, CO4
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15 th session)	Group	10	CO2
Project Presentation (tentatively between 35 th -40 th session)	Group	20	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

- **MBR3011T: [Advanced Cost and Management Accounting], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

- **CO1:** Understand how costs are classified according to their common characteristics and explain various methods of costing.
- **CO2:** Apply marginal costing technique to various decision-making areas.
- **CO3:** Analyze variances between actual costs and standard costs.
- **CO4:** Apply activity-based costing to calculate product costs.
- **CO5:** Prepare cost information, a budget, and a cash flow forecast to support management in planning, controlling, and 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	Introduction	Cost unit, cost center, concepts of cost, cost sheet. (Definition, Scope, objectives and significance of cost accounting, its relationship with financial accounting and management accounting, Cost Objects, Cost centers and Cost Units, Elements of cost, Classification of costs)	Basic Concepts and Terminologies	4	10%	0.4	CO1
II	Costing System	(a) Job Costing (b) Batch Costing (c) Contract Costing (d) Process Costing – Normal and abnormal losses, equivalent production, Joint and By Products. (e) Operating Costing or Service Costing – Transport, Hotel and Hospital)	Methods of Costing	6	15%	0.6	CO1
III	Marginal Costing in decision Making	Meaning of Marginal Cost and Marginal Costing, Absorption Costing vs. Marginal Costing Break-even analysis, Margin of safety Application of Marginal Costing for decision making Other decision-making applications	CVP analysis & Short-term decision-making	8	20%	0.8	CO2

IV	Standard Costing	Concept of standard cost and standard costing, Advantages and limitations ,Computation of variances relating to material and labour costs, overheads, profits, sales etc.	Variance analysis	8	20%	0.8	CO3
V	Activity Based Costing	Cost driver, cost pool, differences between traditional and ABC, Case studies.	ABC Costing	2	5%	0.2	CO4
VI	Budgeting	Concepts, Types of Budgets (ii) Budgetary Control Vs Standard Costing (iii) Advantages and limitations (iv) Preparation of Budgets	Budget & Budgetary control	8	20%	0.8	CO5
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning	2	5%	0.2	CO2; CO4
	Project & presentation		Reflective & Application Learning	2	5%	0.2	CO2; CO4
				40	100%	4	

Suggested Readings:

1. Management and Cost Accounting, Cengage Learning EMEA 2007, Colin Drury.
2. Advanced Cost and Management Accounting, V.K. Saxena and C.D. Vashisht, Sultan Chand and Sons.
3. Principles and Practices of Cost Accounting, Asish K. Bhattacharya, Wheeler Pub.
4. Cost and Management Accounting: Theory & Practice, Bhabatosh Banerjee, PHI.
5. Advanced Management Accounting: Text, Problems and Cases, Prof. Jawahar Lal, S Chand & Co Ltd.
6. Cost and Management Accounting, S.P. Jain & K.L. Narang, Kalyani Publishing House.
7. Modern Cost and Management Accounting, M Hanif, McGraw Hill Education.
8. Cost and Management Accounting, S.P. Basu and M.L. Das, Rabindra Library Publishing House.
9. Cost and Management Accounting, Prof. Amitabh Basu, Tee Dee Publishing House.
10. Cost and Management Accounting: Theory, Problems & Solutions, M.N. Arora, Himalaya Publishing House.
11. Cost and management Accounting, Ravi M Kishore, Taxmann

□ **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	M				L	M	
CO2	H	H				L	H	H
CO3	H	H					H	L
CO4	H	M				L	M	M
CO5	H	H				L	M	H

Note: '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 10 th session)	Individual	5	CO1
Surprise Quiz2 (tentatively after 15 th session)	Individual	5	CO2
Mid Semester Exam	Individual	20	CO1, CO2
Assignment/Surprise Test (tentatively after 25 th session)	Individual	10	CO1, CO2, CO3, CO4, CO5
Project/Case Presentation (tentatively between 35 th -40 th 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

□ **MBR3021T: [Project Appraisal and Finance], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

□ **Course Outcomes (CO)**

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

- **CO1:** To have a theoretical foundation regarding project evaluation
- **CO2:** To have an understanding of compound investment strategies, financial instruments, large-scale investments and project finance, and entrepreneurial finance and valuation of small projects
- **CO3:** To provide knowledge about different sources of financing and financial appraisal techniques and have knowledge of planning, scheduling, and controlling of projects.
- **CO4:** To have an understanding of different types of project risk and also post assessment of the project
- **CO5:** To acquaint students about social cost benefit analysis

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Overview of projects	Overview of Project: Capital Investment- objective, Importance and types, facets of project analysis, key issues in major investment decision, Strategic planning and capital budgeting, Generation and Screening of Project Idea	Types of projects	3	7.5%	0.3	CO1
II	Projected Cash Flow	Elements of cash flow stream, principles of cash flow estimation, FCFE & FCFF valuation, cash flow for a replacement project,	Projecting Cash flow of projects (Considering Salvage value and Terminal value in Horizon Period)	3	7.5%	0.3	CO2, CO4

III	Project Risk Analysis	Measures and perspectives on Risk, Certainty equivalent and Risk Adjusted Discount Rate, Sensitivity, Scenario, BEP, Simulation, Decision Tree Analysis, Project selection under risk.	Risk Analysis Model	12	30%	1.2	CO4
IV	Project Financing Decisions	Financing of Project: Equity / Ordinary Shares – Issue Procedures, Term Loans, Debentures / Bonds, methods of offering, Venture capital Financing, Project Financing structure, case study - Financing Infrastructure Projects - Venture Capital and Private Equity	Decision on Project financing	6	15%	0.6	CO3
V	Project Management	Network Development and Scheduling the Project: Determination of Critical path, PERT and CPM Model, Network Cost System, Project Crashing	Network Analysis	10	25%	1	CO3
VI	Project Review and Social Cost Benefit	Post Audit, Abandonment Analysis and Agency Problems - Rational of SCBA, Saving and Income distribution impact analysis	Societal Aspect of Project	6	15%	0.6	CO5

Suggested Readings:

Textbook: Sitangshu Khatua, Project Management & Appraisal, TMH

Reference Books:

1. Prasanna Chandra, “Projects”, Tata McGraw Hill
2. Samuel J. Mantel, Jack R. Meredith, Scott M. Shaffer, Margaret M. Sutton, & R. Gopalan, “Project Management”, Wiley India Publication
3. Timothy, D.R. and W.R. Sewell, “Project Appraisal and Review”, Macmillan, India
4. Gary, Larsen & Desai, “Project Management”, Tata McGraw Hil

□ **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	H							
CO3	H	H						M
CO4	H	H				M		M
CO5	H	H		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)
Surprise Quiz	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Case study	Group	10	CO3, CO4
Assignment	Group	20	CO2, CO3, CO4
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

□ **MBR3031T: [Investment Analysis & Portfolio Management], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

□ **Course Outcomes (CO)**

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

- **CO1:** Comprehend the interrelationship between real sector and financial sector
- **CO2:** Integrate the various theories of Investment Analysis
- **CO3:** Examine the application of various theories in the valuation of bond and equities
- **CO4:** Evaluate and analyse various securities fundamentally and technically
- **CO5:** Asses the various techniques for measuring portfolio performance and also to know the techniques for portfolio management and selecting the optimum portfolio

□ **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	Relationship between the financial sector and the real sector	Overview and Scope	4	10%	0.4	CO 1
		The decision to save and allocation of savings					
		Importance of financial literacy					
		Financial Sector Environment and the Macroeconomics of Finance					
II	Securities Market	Introduction to various financial assets	Market & Instruments	2	5%	0.2	CO1
		The Indian financial system and the different players					
		Players and Instruments					
III	Capital Market Theory	Risk & return trade off	Capital Market	6	15%	0.6	CO2
		The capital market line, The security market line. Significance of Beta and Alpha					
		The Capital Asset Pricing Model and the significance of required rate of return					
		Markowitz Model					
IV	Valuation of Equity	The dividend discount model	Equity valuation theories	4	10%	0.4	CO 3
		Constant & Variable growth model					

V	Valuation of Debt	Defining a debt instrument	Debt valuations	6	15%	0.6	CO3
		Coupon rate, rate of interest, hurdle rate, yield to maturity, holding period yield					
		Duration and convexity					
		Modified duration					
VI	Portfolio Management	Methods and criteria of portfolio selection.	Portfolio Management	6	15%	0.6	CO 5
		The steps in portfolio formation and rebalancing					
		Sharpe ratio					
		Treynor ratio					
VII	Fundamental & Technical Analysis	Economic, Industry and Company Analysis	Fundamental & Technical Analysis	4	10%	0.4	CO 4
		Ratio Analysis					
		Fundamental analysis vs. technical analysis. Charts and patterns. Support, resistance, head and shoulders, moving average, momentum					
		Various Techniques					
VIII	Efficient Market Hypothesis	EMH Theory	Efficient Market Hypothesis	4	10%	0.4	CO 3 & CO5
		APT Theory					
		Case Study Analysis					
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning	2	5%	0.2	CO 2 & 5
	Project & Presentation		Reflective & Application Learning	2	5%	0.2	CO 2 & 5

Suggested Readings:

Textbooks:

1. Investments, 11th Edition by Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, TMH
2. An Introduction of Financial Economics, Khatua, Majumdar & Ali, ABS, 2021.

Reference Books:

1. Security Analysis and Portfolio Management, Ranganatham and Madhumati, Pearson.
2. Security Analysis and Portfolio Management, Fischer, Jordan and Pradhan, Pearson.
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing

□ **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	H							
CO3		H				H		M
CO4		H				H		M
CO5		M				L		L

** *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 10 th session)	Individual	5	
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3, CO4
Assignment (tentatively after 15 th session)	Group	10	CO3
Project Presentation (tentatively between 35 th -40 th 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

- **MBR3041T: [Taxation], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

- **CO1:** Understand the basic concepts of tax; determine residential status of an individual, HUF and firms; identify the incidence/charge of tax.
- **CO2:** Compute five heads of income, i.e., salaries, income from house property, profits & gains of business or profession, capital gains, and income from other sources.
- **CO3:** Understand the provisions and procedure in respect of clubbing & aggregation of incomes and set-off & carry forward of losses.
- **CO4:** Identify, explain, and compute the various deductions under chapter VI A in computing total income; compute total income and net tax liability of an individual and of the firm, and understand tax planning and management.
- **CO5:** Get an idea of Goods and Services Tax (GST) and its provisions.

- **Course Content**

Module No.	Module Name	Topics	Description	Hours Allotted	Marks Allotted	Credits	Associated Course Outcome
1.	Introduction	Direct v. Indirect Tax, Basic concepts pertaining to Income Tax, Definitions, Residential Status, Heads of Income	Basic concepts and definitions	5	12.5%	0.5	CO1
		Exemptions u/s 10 of the Income Tax Act	Exclusions from Total Income				
2.	Heads of Income - I	Different forms of salary, tax treatment of allowances, perquisites, leave encashment, contribution to PF, pension, gratuity, deductions u/s 16	Income from Salaries	10	25%	1.0	CO2
		Computation of annual value of self-occupied and let out properties, vacancy loss and unrealized rent, deductions u/s 24, treatment of interest on housing loan	Income from House Property				
3.	Heads of Income - II	Basis of charge, basic principles for arriving at business income, specific business deductions/allowances,	Profits and Gains of Business or Profession	10	25%	1.0	CO2

		admissible and inadmissible expenses, depreciation allowance					
		Basis of charge, capital asset, transfer of capital asset, full value of consideration, cost of acquisition, computation of long term and short term capital gains, tax rates, exemptions	Capital Gains				
		Basis of charge, general provisions u/s 56, deductions u/s 57, amounts not deductible u/s 58	Income from Other Sources				
4.	Clubbing of income, set-off and carry forward of losses	Transfer of income without transfer of asset, revocable transfer, consideration, when clubbing is applicable	Tax implications of clubbing of income, set-off and carry forward of losses	4	10%	0.4	CO3
5.	Computation of tax liability and return of income	Computation of gross total income, deductions under Chapter VIA, marginal relief, tax liability, advance tax, TDS, return of income	Deductions from gross total income, rebate and marginal relief, tax liability and return of income	4	10%	0.4	CO4
6.	Indirect Tax	Overview of Indirect Taxes, the Pre-GST regime, need for implementation of GST, types of GST, GST rates, registration	Introduction to GST	5	12.5%	0.5	CO5
		Concept of supply, value of taxable supply, tax invoice, input tax credit, composition scheme levy of GST, reverse charge mechanism	GST Law				
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning	1	2.5%	0.1	CO3; CO4
	Project & Presentation		Reflective & Application Learning	1	2.5%	0.1	CO5
				40	100%	4	

Suggested readings:

1. Indirect Taxes: Law and Practice, V.S. Datey, Taxmann Publications.
2. Direct Taxes: Law and Practice, Singhania and Singhania, Taxmann Publications.
3. Practical Approach to Direct and Indirect Tax, Gupta and Ahuja, Wolters Kluwer publications.
4. Direct Taxes, Lal and Vashist, Pearson.
5. Taxation, CA G Sekhar, Commercial Law Publishers (India) Pvt. Ltd. - Padhuka's
6. Taxation I & II, S. Mundra and V. Mundra, Law Point Publishing House.
7. Principles and Practice of Direct & Indirect Taxes, S. K. Roy, ABS
8. Direct & Indirect Taxes, C.H. Sengupta, Dey Book Concern.

□ **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	L		M				
CO2	H	M	L			M	M	
CO3	H	M	L			L	L	
CO4	H	H	M			M	M	M
CO5	H	H						M

Note: '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 10 th session)	Individual	5	CO1
Surprise Quiz2 (tentatively after 15 th session)	Individual	5	CO2
Mid Semester Exam	Individual	20	CO1, CO2
Assignment (tentatively after 25 th session)	Group	10	CO1, CO2, CO3, CO4, CO5
Project Presentation/Case Presentation (tentatively between 35 th -40 th 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

□ **MBR3051T: [Financial Institutions and Markets], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

□ **Course Outcomes (CO)**

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

- **CO1:** Understand the nature and role of financial system and appreciate its role in economy
- **CO2:** Understand various types of markets, intermediaries and their specific roles
- **CO3:** Understand various instruments, their roles, issue and trading process, and valuations.
- **CO4:** Understand various financial services, their roles and valuations.
- **CO5:** Apply the knowledge for investing, financing and working capital decisions

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 Financial System	Nature and role of financial system, linkages between financial system and economic growth, overview and functions of financial markets. Intermediation – role and benefits, moral hazard and adverse selection, types of financial markets, components of financial markets and their classifications. financial assets and financial services in the globalized financial system.	Introduction to Financial System	8	20%	0.8	CO1, CO2
II	Money Market	Money markets and their role in the economy, various instruments and their valuations, intermediaries in the money market and services provided by them, recent developments.	Money market	6	15%	0.6	CO3, CO5

III	Capital Market	Capital markets and their role in the economy, various instruments and their valuations, intermediaries in the capital market and services provided by them, Structure of Indian Capital market and functioning of stock exchanges, role of SEBI, regulation in the Indian stock capital market in the globalized system, stock market indices, recent developments.	Capital Market	8	20%	0.8	CO3, CO5
III	Financial Services	Merchant Banking, depository services, credit rating, factoring, forfeiting, housing finance, lease financing, securitization, venture capital and relevant regulatory guidelines.	Financial Services	8	20%	0.8	CO4, CO5
V	Mutual Funds	Background, diversifiable and non-diversifiable risk – market portfolio and role of mutual funds. Different types of MFs, MF industry in India and relevant SEBI guidelines	Mutual Funds	6	15%	0.6	CO2, CO4, CO5
VI	Foreign Investments	Types of Foreign investments, regulatory framework and recent trends in India	Foreign Investments	4	10%	0.4	CO1, CO5

Suggested Readings:

Textbook :

1. Mishkin, Eakins, Jayakumar and Pattanaik; Financial Markets and Institutions; PHI

Reference Books:

2. Bharti Pathak; Indian Financial System; Pearson
3. Saunders and Cornett; Financial Markets and Institutions; McGrawHill Publications

□ **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		M	M		L		M
CO2	H	M	L			L		M
CO3	H	M	L			L		M
CO4	H	M	L			L		L
CO5	M	H	L	M		L		L

** 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 1 & Quiz 2	Individual	10	CO1/CO2
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Case study	Group	10	CO4
Assignment	Group	20	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

- **MBR3061T: [Financial Statement Analysis and Reporting], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

- **CO1:** Understand the generally accepted principles of financial accounting
- **CO2:** Understand different statements and financial reports and make use of them in decision-making.
- **CO3:** Analyze the financial statements of a firm to judge its performance and compare the financial performance of firms.
- **CO4:** Understand principles of revenue recognition and credit rating.
- **CO5:** Comprehend the overall financial performance of the firm and able to compare

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Understanding Financial Statements	Types of financial statements (common size, comparative, trend analysis), Stock vs flow concept, Income statement, Balance sheet, Cash flow statement, relationship among statements, detailed components of Annual Reports, an overview of IND AS.	Financial Statements and their relationship	8	20%	0.8	CO1, CO2
II	Ratio Analysis	Ratio analysis, benefit and objectives, Profitability, turnover, valuation. Solvency and liquidity ratios, Dupont Analysis	Ratio Analysis to judge and compare firm performance	8	20%	0.8	CO2, CO3
III	Cash Flow Analysis	Cash flow statement, Components and managerial implications, finding free cash flow to firm (FCFF) and to equity holders (FCFE)	Analysis of cash flows and finding free cash flow	6	15%	0.6	CO4

IV	Revenue Recognition	Revenue recognition – flow and concepts, importance and process. Need for standardization, generally accepted principles and IND AS. Percentage Completion and Compete Contract method.	Revenue recognition – principles, importance and process	4	10%	0.4	CO4
V	Credit Rating	Fundamentals of Credit Rating – Principles. Methodology of credit ratings – stability and rating through the cycle, Internal credit appraisal and due diligence. Credit rating agencies and their websites.	Credit Rating and credit appraisal	4	10%	0.4	CO5
VI	Financial Statement analysis for lending and investment decisions	Lending and investment decisions – use of ratio analysis and understanding of the financial statement of firms to arrive at their optimal Lending and investment decisions	Lending and investment decisions through fundamental analysis	4	10%	0.4	CO2, CO5
VII	Components of Annual Report	Components of Annual Reports – Management discussion and analysis, Corporate Governance Report, Auditor’s Report	Read between the lines of the Annual Report	2	5%	0.2	CO2, CO5
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning	2	5%	0.2	CO2 & CO5
	Project & presentation		Reflective & Application Learning	2	5%	0.2	CO2 & CO5

Suggested Readings:

Textbook:

1. Charles H Gibson; Financial Statement Analysis; Cengage Learning

Reference Book:

1. Palepu, Healy, Bernard; Business Analysis and Valuation using Financial Statements; Cengage Publishing

□ **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		L			M		M
CO2	H	H	M			M		M
CO3	H	H				M		M
CO4	H	M	M			L		
CO5								

*** 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 10 th session)	Individual	5	
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15 th session)	Group	10	CO4
Project Presentation (tentatively between 35 th -40 th 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

□ **MBR3012T: [Integrated Marketing Communications], [4 credits], [Semester III], [Nature of the Course: Elective Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Explain the fundamental concepts of Communications and promotions
- **CO2:** Analyze the communication models to develop promotional campaigns for a brand
- **CO3:** Design message and media strategies using different tools and metrics
- **CO4:** Formulate the alternatives to decide the promotion mix elements of IMC strategies
- **CO5:** Assess the effectiveness and ethics of the promotional programmes

Course Content

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction to Integrated Communications	Overview of promotion Mix elements & Integration	Promotional mix elements- characteristics, advantages, disadvantages, Integrated Marketing Communication approach, Relationship amongst the promotional mixes and with other marketing mix elements, History of advertising; Various forms of Advertising;	4	5%	0.4	CO1
2	Promotional Planning	IMC Planning and Objectives Setting	Steps of the Planning Process; Advertising Objectives: Sales approach versus communication approach; DAGMAR approach. Advertising Budget: Budgeting approaches –	6	20%	0.6	CO1, CO2
3	Foundations of Advertising Design	Communication process, Advertising and Brand Building	Communication process. Communication models - traditional hierarchical response models; Alternate response hierarchies; ELM model; FCB; Cognitive Response model; Involvement and Communication, Brand value proposition and promoting desired image; corporate branding	8	20%	0.8	CO2

4	Designing an advertisement campaign	Elements of Media and Message Strategies, creative strategies and tactics	<p>Message Strategies: cognitive; affective; conative; and brand strategies; Creative strategies - Message factors; message structure; message appeals- rational; emotional; scarce; message source factors - credibility; attractiveness; power; executional frameworks means-end theory; leverage points; Creative tactics for print and audio-visual media - copywriting; body copy; headlines; layout; visuals; Slogans; logos; signatures; storyboards.</p> <p>Media Strategy: Media planning process; media mix – different types of media – television; radio; print; outdoor; internet; characteristic features; advantages and limitations coverage; reach frequency; impact; Scheduling – Patterns; factors influencing choice of media</p>	10	25%	1.0	CO2, CO3
5	Advertising Industry	Client-agency relationship and ethical practices	<p>Advertisers; Advertising Agencies; and Support Organizations; types of agencies; structure; role and functions of ad agencies; agency compensation and evaluation tools</p> <p>Advertising and Society: Social – social and cultural issues; Ethical – deceptive; offensive; economical-effect on consumer choice; competition; cost and prices; and</p> <p>Regulatory Aspects of Advertising – ASCI.</p>	2	5%	0.2	CO5

6	IMC Mix Elements	Sales promotion, personal selling, direct marketing, public relation and publicity	<p>Sales Promotion: definition; reasons for rapid growth of Sales Promotion; objectives of Sales Promotion; Types of Sales Promotion.</p> <p>Tools and techniques of Consumer and Trade Promotion, role of sales promotion in IMC Programme.</p> <p>Public Relations and Corporate Advertising: definition; new role of PR; objectives; tools and techniques of public relations with merits and demerits; Corporate advertising- scope and types; role of PR in IMC Programme;</p> <p>Direct Marketing: definition; reasons for growth, objectives of direct marketing; tools and techniques of direct marketing.</p> <p>Personal selling – steps, objectives of communication, types of presentations, objection handling</p>	8	20%	0.8	CO3, CO4
7	Promotional effectiveness	Measuring promotional effectiveness by pre and post tests	<p>Evaluation of Promotional Effectiveness: reasons to measure effectiveness; what; when; where; how to test.</p> <p>Testing methods - pre-testing and post testing techniques to measure effectiveness of advertisements.</p> <p>Essentials of effective measures; problems with current methods; measuring effectiveness of other promotions</p>	2	5%	0.2	CO5

Suggested Readings:

Textbooks:

- 1) G.E. Belch & M. A Belch, Advertising & Promotion, TMH
- 2) K.E. Clow & D. Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education

Reference Books

1. Advertising and Integrated Brand Promotion, T. C. O'Guinn, C.T. Allen & R, J. Semenik, Advertising, Thompson
2. W. Wells, J. Brunett & S, Moriarty, Advertising, Pearson
3. J. Jethwaney & S. Jain, Advertising Management, OUP

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			L	L	
CO2	H	M	L	M				L
CO3	H	H	M	M				M
CO4	H	H		M	L			M
CO5	H	M	H			L	L	L

** *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)
Case Based Assignment (tentatively after 6 sessions)	Individual	5	CO1
Case Based Assignment (tentatively after 12 sessions)	Group	5	CO1, CO2
Surprise Quiz (tentatively after 20 sessions)	Individual	10	CO1, CO2,
Mid Semester Exam	Individual	20	CO1, CO2,
Project Assignment based on field work (tentatively to be submitted after 36 sessions)	Group	20	CO2, CO3, CO4,
TOTAL	60		

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

Section 02

□ **MBR3022T: [Consumer Behaviour], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Enumerate the theories associated with Consumer Behaviour
- **CO2:** Identify and interpret the factors affecting the consumer behaviour
- **CO3:** Demonstrate the impact of internal dynamics such as attitude, learning, motivation, perception, and personality, on the consumer's decision-making process
- **CO4:** Illustrate the shift in consumers behaviour with respect to the changing business situations
- **CO5:** Analyze the behaviour of consumers to create strategic consumer segments

Course Content

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction to Consumer Behaviour	Meaning; nature and importance of Consumer Behaviour; Understanding consumers and market segments	Overview of Consumer Behaviour and its scope	2	5%	0.2	CO1
2	Consumer as an Individual	Dynamics of Motivation; Needs; Need Arousal; Goals; Maslow's Hierarchy of Needs; A Trio of Needs; Measurement of Motives	Internal Factors responsible for consumer's behaviour	6	15%	0.6	CO1, CO2
3	Personality and Consumer Behaviour	Nature and Theories of Personality; Freudian, Neo-Freudian, Trait Theory of Personality; Consumer Innovators and Innovativeness; Dogmatism; Inner- versus Other-Directedness; Need for Uniqueness; Optimum Stimulation Level; Sensation Seeking; Variety and Novelty Seeking; Need for Cognition; Visualizers versus Verbalizers; Consumer Materialism; Fixated Consumption; Compulsive Consumption; Consumer Ethnocentrism; Personality and Color; Self and Self-Image	Impact of Consumer Personality on their buying behaviour	6	15%	0.6	CO1, CO2, CO3

4	Consumer Perception	Elements of Perception; Sensory Input; Absolute and Differential Threshold; Perceptual Selection, Organization, Interpretation; Perceived Quality; Perceived Risk; Consumer Imagery	Formation and Impact of Consumer Perception	2	5%	0.2	CO1, CO2, CO3
5	Consumer Learning	Elements of Consumer Learning; Motives, Cues, Responses, Reinforcement; Classical Conditioning; Instrumental Conditioning; Observational Learning; Information Processing; Cognitive Learning; Outcomes and Measures of Consumer Learning	Types and Impact of Consumer Learning	4	10%	0.4	CO1, CO2, CO3
6	Consumer Attitude Formation and Change	Attitude-Toward-Behavior Model; Theory of Reasoned Action; Theory of Trying-to-Consume; Attitude-Toward-the-Ad Model; The Utilitarian Function; The Ego-Defensive Function; The Value-Expressive Function; The Knowledge Function; The Elaboration Likelihood Model; Self-Perception Attributions; Types of attributions	Building blocks of consumer attitude	6	15%	0.6	CO3, CO4, CO5
7	Socio-Cultural Settings of Consumers	Family and Its Social Standing; Family Decision-Making and Consumption-Related Roles; Family Life Cycle; Nontraditional Families and Non-Family Households; Reference Groups; Types of Reference Groups and their influence on products and brands; Social Standing and Consumer Behavior; Characteristics of Social Classes; Influence of Culture; Subcultures; Nationality and Ethnicity; Religious Subcultures; Regional Subcultures; Generation; Gender; Cross-Cultural Consumer Behavior;	Impact of socio-cultural setting on consumer behaviour	8	20%	0.8	CO1, CO2, CO3
8	Consumer Decision-making and Consumer Research	Consumer Decision-Making Model; Decision-Making Input; Decision-Making Process; Models of consumer decision-making: Traditional; behavioural economics; and contemporary (Howard and Sheth Model; Nicosia Model; Engle and	Consumer Decision making process	6	15%	0.6	CO4, CO5

		Blackwell Model); Input; process and output model; Gifting Behavior; Diffusion and Adoption of Innovations; Types of Innovations; The Adoption Process					
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Suggested Readings:

Text Book:

1. Leon G. Schiffman & Leslies Lazer Kankuk: Consumer Behaviour (Edition 6th) PHI – New Delhi

Reference Books

1. Loudon & Bitta: Consumer Behaviour, McGraw Hill International, 2000
2. Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company

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		L					
CO2	M					M		
CO3	M	M				M	M	L
CO4	M	M				M	M	L
CO5	M	H	L			M	L	L

** 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)
Case Based Assignment (tentatively after 15 th session)	Individual	10	CO2, CO3
Surprise Quiz (tentatively after 25 th session)	Individual	10	CO1, CO2
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 25 th session)	Individual	10	CO3, CO4, CO5
Project Presentation (tentatively between 35 th -40 th session)	Group	10	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

Section 02

□ **MBR3032T: [Sales and Distribution Management], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Understand the background and fundamental concepts of personal selling.
- **CO2:** Understand and apply the principles of sales organization and sales planning to create an effective sales force structure.
- **CO3:** Demonstrate in-depth knowledge of various roles, skills and functions related to sales force management and control.
- **CO4:** Analyze different types of distribution channels and apply various principles of channel management to real world scenarios.
- **CO5:** Understand and apply the core concepts of physical distribution & logistics to relevant business situations.

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 :	Concept; Objectives and Functions of Sales Management; Evolution of Sales Department; Nature and Scope of Personal Selling and Sales Management; Duties; Responsibilities; Functions of a Sales Manager	Acquaintance with the fundamental Concept	4	10%	0.4	CO1
II	Personal Selling:	Types of Selling situations; Buyer-seller dyad; Theories of selling; Steps of Selling process; Salesmanship; Product and customer knowledge; Types of objections; Negotiation; When and How to Negotiate	Theories & application; Negotiations	4	10%	0.4	CO1
III	Sales Organization:	Setting up Sales organization; Different models of Sales Organization; Factors determining Sales organization structure; Problems associated with structuring the sales organization; Modifications of Sales Organization.	Creation & designing of Sales organization	4	10%	0.4	CO2

IV	Sales Planning :	Importance of Sales Planning; Sales objectives; Strategies; Sales Forecasting; Sales Territories; procedure for designing sales territories; assigning territories; Sales Quotas ; importance; procedure; types and method of establishing Quotas; Sales budget	Sales Planning objectives	6	15%	0.6	CO2
V	Sales Force Management and Sales Control:	Sales Force Planning; Recruitment and selection; Training and Development; Placement and Induction; Motivating Sales Force; Leading the Sales Force; Compensation and Promotion Policies. Analysis of Sales Volume; Costs and Profitability; Managing expenses of sales personnel; Evaluating Sales Force Performance.	Sales Force Management functions	6	15%	0.6	CO3
VI	Introduction to Distribution Management :	Marketing Channel structure; functions and advantages; types of channel intermediaries – wholesalers; distributors; stockiest; sales agents; brokers; franchisers; C&F agents; and retailers.	Distribution Management concepts	6	15%	0.6	CO4
VII	Channel Design and Management :	channel objectives & constraints; identification; evaluation and selection of channel alternatives; channel management and control – recruiting and selecting channel members; motivating; evaluating channel arrangements , conflict management	Channel Design Management	6	15%	0.6	CO4
VIII	Physical Distribution & Logistics:	Goals; function; processing; warehousing; inventory & transportation	Distribution & Logistics	4	10%	0.4	CO5

Suggested Readings:

1. Still, Cundiff, Govani & Puri: Sales and Distribution management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases – McGraw Hill.
3. Sahadev, Sales & Distribution Management, OUP
4. K.K. Havaldar & V. M. Kavale, Sales and Distribution management, TMH

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			M				
CO2	H	M	M	L	H			
CO3	H			L	H			
CO4	H	H		M	M			M
CO5	H	H						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)
Surprise Quiz (tentatively after 10 th session)	Individual	10	CO1, CO3
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after the 20 th session)	Group	10	CO3, CO4
Case Presentation (tentatively between 35 th -40 th 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

□ **MBR3042T: [Product and Brand Management], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Enumerate the classification of products and theories related to product development
- **CO2:** Explain the basic concepts associated with brand management
- **CO3:** Choose the alternative strategies to manage product and competition in the market
- **CO4:** Prepare strategic alternative for different brand management scenario
- **CO5:** Criticize different brand management strategies and devise strategies to develop sustainable brands

Course Content

Sl. No	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction to Product Management	Introduction; Product Management scopes, Product Level, Classification, New Product types, Product Mix, Product Differentiation; The Product Life-Cycle Concept; New-Product Development Process; BAH model, Generic product development process, Stage-Gate process, Product roadmap; Steps in creating product roadmap; Beta programme	Overview of Product Management and steps in Product development	8	20%	0.8	CO1
2	Product Market Competitiveness	Product market competition, types, Factors determining competition, Methods of determining competition, Competitor analysis, Sources of competitor information, Competitor's objectives, Differential Advantage analysis, Product category attractiveness analysis, Category competitiveness factors, Environmental Analysis	Identification of Product Market Competitiveness and strategy formation	6	15%	0.6	CO1, CO3

3	Product Market Segmentation, Research and Strategy formation	Product Market Segmentation (consumer and industrial market segmentation); Measuring Consumer Difference; PLC and Product Strategies, Product Line Extension, Effective Marketing Mix for different stages; Product market research, Review Programmes	Identification of product market segment, product market research types and strategy formation	6	15%	0.6	CO1, CO3, CO5
4	Introduction to Brand management	Brand concepts; Reasons for branding; Branding challenges and opportunities; Applications of branding; Concepts of Brand Personality; Brand Image; Brand identity Model; Brand Equity; Brand Essence, Brand Prism	Introduction to Branding and different concepts related to branding	8	20%	0.8	CO2
5	Building the Brand	Designing marketing programmes for branding; Integrated marketing communications; Measuring brand performance; Brand positioning; Positioning guidelines; defining brand values	Learning Branding Activity	6	15%	0.6	CO2, CO4
6	Designing Sustainable Brand	Brand Management Research, Types, Building Brand equity; Brand extensions; Reinforcing and revitalizing brands, Brand Repositioning	Brand Research and Growth and sustainability of brand	6	15%	0.6	CO2, CO4, CO5

Suggested Readings:

Textbooks:

1. Managing Brand Equity: David A. Aaker, Free Press
2. Product Policy and Management: Michael J. Baker, Ronald McTavish; Macmillan Press

Reference Books:

1. Strategic Brand Management: Kevin Lane Keller, Prentice Hall India
2. Expert Product Management, Brian Lawley
3. Product Management in India: Ramanuj Majumder

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		L			L	L	
CO2	M		L			M	M	L
CO3	M	M	M			M	M	L
CO4	M	H				M	M	L
CO5	M	H	L			M	L	L

** 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)
Case Based Assignment (tentatively after 15 th session)	Individual	10	CO3, CO4
Surprise Quiz (tentatively after 25 th session)	Individual	10	CO1, CO2
Mid Semester Exam	Individual	20	CO1, CO2
Project Presentation (tentatively between 35 th -40 th 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	CO1, CO2, CO3, CO4

Section 02

□ **MBR3052T: [Services Marketing], [4 credits], [Semester III], [Nature of the Course: Marketing Specialization]**

□ **Course Outcomes (CO)**

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

- **CO1:** Understand the fundamental characteristics of services and the unique marketing challenges faced by service organizations.
- **CO2:** Analyze key parameters of service design to effectively identify and manage customer experiences, expectations, perceptions, and outcomes.
- **CO3:** Develop service quality measurement tools to enhance customer loyalty and evaluate the effectiveness and efficiency of customer service offerings using the elements of the marketing mix for services.
- **CO4:** Analyze the role of customer relationship marketing (CRM) and retention strategies in fostering an environment that promotes excellence in customer service.
- **CO5:** Evaluate a firm's service performance by applying theoretical concepts and practical approaches to contemporary case studies.

□ **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1	I. Service Marketing	Introduction to services; Importance of services in the economy; Reasons for growth of services	Overview and Concepts of Services Marketing	4	10%	0.1	CO1
		Different types of service sector; Trends in service sector; Role of technology in service sector					
		Concept and characteristics of services					
		Marketing Mix of Services					
2	II. Consumer Behaviour in Services	The Three Stage Model of Service Consumption; Customer Expectations of Services; Factors affecting customer expectations of services; Customer Perceptions of Services	Concepts, Models and application	6	15%	0.15	CO2
		Positioning of Services					

3	III. Creating the Service Product & Distribution	Creating service product; The Flower of Services;	Concepts, Models and application	6	15%	0.15	CO1, CO2, CO3
		New Service Development; Branding Service Firms, Products and Experiences					
		Distribution in service context; Strategies for effective distribution					
4	IV. Pricing & Promotion of services	Approaches to Pricing; Value-definition based pricing strategies	Concepts, Models and application	6	15%	0.15	CO1, CO2, CO3
		Promoting Services: Integrated Services Marketing Communications; The Service Communication Mix; Challenges of service communication					
5.	V. Designing and managing service process	Designing service delivery system; Service Blueprinting; Balancing Demand and Capacity	Concepts, Models and application	9	22.5%	0.225	CO1, CO2, CO3
		Planning the service environment; Servicescape strategies					
		Managing People; Strategies for delivering service quality through people; Service leadership and culture					
6.	VI. Service Performance	Service quality: GAPS Model; Measuring & improving service quality: Customer handling, Recovery Management & Service Guarantee; Relationship Management: Role of CRM	Concepts, Models and application	6	15%	0.15	CO3, CO4, CO5
7.	VI. Overview of Current Trends in Service Industries	Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.	Concepts and application	3	7.5%	0.075	CO5

Suggested Readings

1. Jochen Wirtz, C.Lovelock, J. Chatterjee (2019) *Essentials of Services Marketing* (3rd ed.) Pearson Education
2. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. (2018) *Services Marketing: Integrating Customer Focus Across the Firm with Connect Access.*(7th ed.). New York: NY. McGraw-Hill Education.

□ **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	M		M				
CO2	H	H		M			L	M
CO3	H	H		M				M
CO4	H	M		M			M	M
CO5	H	H		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 10 th session)	Individual	5	CO1, CO2
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15 th session)	Group	10	CO2
Project Presentation (tentatively between 35 th -40 th session)	Group	20	CO2, CO3, 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

□ **MBR3062T: [Business to Business Marketing], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Identify various marketing concepts involved in organizational buying.
- **CO2:** Comprehend the buying process of business markets.
- **CO3:** Analyse the Channel Management opportunities for business-to-business marketing
- **CO4:** Apply the Business Marketing Intelligences concepts to B2B markets
- **CO5:** Apply the Sales Promotion & communication strategies for B2B markets

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	B2B Overview	Perspective on the organization buyer; Nature of Industrial Marketing. Industrial Marketing Vs. Consumer Marketing; difference between B2B and B2C offerings. Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer; Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and non-standardized parts; Industrial services	Familiarity with Basic Concepts	7	20 %	0.8	CO1
II	Dimensions of Organizational Buying	Organizational customer - Buying behavior. Environmental & organizational Influences; The Buy Grid Model; Buy phases; Buying decision making; Processes and procedures Buying Roles; buying center concept; Interpersonal	Identification of Important Variables of Industrial Buying Behavior	7	20 %	0.8	CO2

		Dynamics of Industrial Buying Behavior; Roles of Buying Centre; Conflict Resolution in Decision Making; Ethics in Purchasing.					
III	Business Marketing Intelligences	Segmenting the organizational Market. Organizational Demand Analysis: demand measurement techniques; Measuring Market Potential and Sales Forecasting. Measuring customer values and creating value for the customer; Value Analysis and measurement	Segmentation & Sales Forecasting	7	20 %	0.8	CO3, CO4
IV	Channel Management	Main Distribution Channels; Aspects of Contractual Arrangements; Advantages and Disadvantages of the Use of Middlemen; Factors in Channel Choice; Selling to Middlemen; Physical Distribution; Distribution Effectiveness Analysis	Marketing Channels for B2B	7	15 %	0.6	CO4
V	Pricing	The Simple Pricing Models; Pricing Objectives; Industry Pricing Process. Price Monitoring; The Use of Probability in Pricing; Legislation and Pricing; Export Pricing;	Industry Pricing Process	6	15 %	0.6	CO4, CO5
VI	Sales Promotion	Influencing the Buyer; Personal Selling; The COMPACT Model. Advertising; Other Forms of Sales Promotion; The Co-ordination of Promotion; Direct Marketing Strategies; CRM	Industrial Sales Promotion tools	6	10 %	0.4	CO4, CO5

Suggested Readings:

1. Michael D Hutt, Dheeraj Sharma, Thomas W Speh, B2B Marketing: A South-Asian Perspective Cengage Learning, 11/e, 2014
2. Sharad Sarin, Strategic Brand Management for B2B Markets: A Road Map for Organizational Transformation, Sage publications, 2010
3. Dwyer, F. Robert & Tanner, John F. Jr. Business Marketing, McGraw-Hill, 4/e., 2009

Journals:

1. Journal of Marketing Research
2. Journal of Business-to Business Marketing, Taylor & Francis Online.

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	M	L	L				M
CO3	M	M			M	M		M
CO4		M					M	M
CO5	H	M			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)
Surprise Quiz (tentatively after 10 th session)	Individual	10	CO1
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2, CO3
Individual Assignment or Group Project (tentatively after 20 th session)	Individual	15	CO4, CO5
Case Study Presentation (tentatively after 35 th session)	Group	15	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

Section 02

□ **MBR3013T: [Manpower Planning, Recruitment and Selection], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Comprehend the various techniques of HRP in a global perspective
- **CO2:** Integrate the theories and predict manpower requirements
- **CO3:** Examine the application of job analysis and evaluation on manpower planning
- **CO4:** Assess the efficiency of the recruitment and selection process of global organizations with suitable recommendations
- **CO5:** Realise the significance of human resource accounting and audit for a business enterprise

□ **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 Human Resource Planning	Meaning & Concept	Overview and Scope	4	10%	0.4	CO1
		Responsibilities of modern HR					
		Objectives					
		Macro & Micro HRP					
II	Productivity, Technology and HRP	Time Scale & Wastage Analysis HRP in practice	HRP: process & practice	3	7.5%	0.3	CO1
III	Job Analysis and Job Evaluation	Job Description & Job Specification	Understanding Job details	7	17.5%	0.7	CO3
		Job Assessment & Work Measurement					
		Ergonomics					
IV	Forecasting	Demand Forecasting	Methods of analysing manpower requirements	8	20%	0.8	CO2
		Supply Forecasting					
V	Recruitment	Recruitment process	Recruitment practices	5	12.5%	0.5	CO4
		Internal & External Recruitment					
		Attitude Survey					
VI	Selection	Steps in Selection Process	Selection practices	5	12.5%	0.5	CO4
		Application Blank & Selection Tests					
		Strategic Employment					

		Interview					
		Appointment & Induction					
		Benefits of Internal Mobility; Transfers, promotions, Demotions, Separations					
VII	HRA and Audit	Concept	Accounting & Audit	3	7.5%	0.3	CO5
		Approaches					
		HRD Audit					
VIII	Application & Reflective Learning	Projects & Case Study	Practical applications	5	12.5%	0.5	CO1, CO2, CO3, CO4, CO5

Suggested Readings

1. Ian Maitland, Manpower Planning and Recruiting, 2005, Infinity Books
2. D K Sharma, Manpower Planning, 2012, Centrum Press

□ 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: Life long learning & Research Skills
CO1	H			M				
CO2	H	H						M
CO3	H							
CO4	H			H				
CO5	H						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)
Surprise Quiz1 (tentatively after 10 th session)	Individual	5	
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15 th session)	Group	10	CO4
Project Presentation (tentatively between 35 th -40 th 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

- **MBR3023T: [Managing Diversity and Inclusion], [4 credits], [Semester III], [Nature of the Course: HR Elective Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Understand the concept of workplace diversity
- **CO2:** Interpret workplace diversity in relation to gender, age, generation, social class, culture, race, disabled worker, LGBT and HIV / AIDS.
- **CO3:** Analyze management and leadership in the context of workplace diversity and inclusion.
- **CO4:** Identify the key roles and responsibilities of Human Resource Management in handling workplace diversity and inclusion.
- **CO5:** Evaluate the implementation of strategies for managing workplace diversity.

- **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1	Introduction Workplace Diversity and Inclusion	Meaning of Diversity and Inclusion at Work	Overview and meaning	6	15%	0.3	CO1
		Overview of Workplace Diversity and Inclusion					
2	Workplace Diversity: Issues concerning Gender, Age and Generation	Gender and Workplace Diversity	Gender, Age and Generation related Diversity	7	20%	1	CO2, CO4
		Age and Workplace Diversity					
		Generation and Workplace Diversity					
3	Workplace Diversity: Issues concerning Social Class, Culture and Race	Social Class and Workplace Diversity	Social Class, Culture and Race related Diversity	7	20%	1	CO2, CO4
		Culture and Workplace Diversity					
		Race and Workplace Diversity					
4	Workplace Diversity: Issues concerning Disabled Worker, LGBT and HIV / AIDS	Disabled Worker and Workplace Diversity	Disabled Worker, LGBT and HIV / AIDS related Diversity	7	20%	1	CO2, CO4
		LGBT and Workplace Diversity					
		HIV / AIDS and Workplace Diversity					

5	Management and Leadership in Workplace Diversity and Inclusion	Art of Management in handling Workplace Diversity and Inclusion	Strategies for Management Approach to Leadership in Workplace Diversity and Inclusion	6	15%	0.4	CO3
		Leadership in Managing Inclusion					
6	New Paradigms in Workplace Diversity and Strategies for Inclusion	Concepts	Modern elements of Workplace Diversity and approached for Inclusion	7	10%	0.3	CO4, CO5
		Implications					
		Roadmap					

Suggested Readings

1. Betchoo, Nirmal Kumar (2015), *Managing Workplace Diversity: A Contemporary Context*, (First edition), bookboon.com.
2. Harvard Business School Press Pocket Mentor - *Managing Diversity: Expert Solutions to Everyday Challenges*, Harvard Business Press, BookChor

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	M		M				
CO2	H	M					M	
CO3	H	H			L		M	
CO4	H					M		
CO5	H		M	L	L			

** 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 10 th session)	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15 th session)	Group	10	CO3, CO4
Presentation (tentatively between 35 th -40 th session)	Group	20	CO4, CO5
TOTAL		60	

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

Section -02

MBR3033T: [Industrial Relations and Labour Laws], [4 Credits], [Semester IV], [Nature of the Course: Specialization]

□ **Course Outcomes (CO)**

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

- **CO1:** Understand the concepts of Industrial Relations and Its dynamics
- **CO2:** Enumerate the meaning of Labour, Labour Market and its demand
- **CO3:** Elaborate the Functions; Approaches of Trade Unions and Labour Legislations in India
- **CO4:** Examine Industrial Disputes and its settlement and Labour Administration in Indian Context and EPM
- **CO5:** Distinguish Industrial Relations between Public and Private Sectors

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 Industrial Relations (IR)	Industrial Relations – Concept and Perspectives Approaches to IR,	Managing IR Changes, Scope and importance of IR, Actors and Models of IR	4	10%	0.4	CO1
II	Trade Unions	Concept, Purpose, Functions and Structure of Trade Unions, Trade union movement in India	The Trade Union Act, 1926 and International Trade Union Federations.	4	10%	0.4	CO2
III	Industrial Disputes and its settlement	Industrial Disputes Grievances Prevention Machinery for Settlement	Factors, Forms, Trends, Classification Conciliation; Arbitration; Adjudication	4	10%	0.4	CO3
IV	Employee Participation in Management (EPM)	Participation vs Collective bargaining	Elements; Objectives; Levels; Forms; Pre-requisites; Practices Management Strategy in Collective Bargaining.	4	10%	0.4	CO4
V	Industrial Relations in Public and Private Sectors	Public and Private Sectors	Analysis, Features, Managing Human Capital, State Interventions and informal unorganized sector	3	9%	0.4	CO5
VI	Labour and Labour Market	Meaning, definitions, types, forms and characteristics.	Nature and Composition of Indian Labour Force	3	9%	0.4	CO2

		Features, Demand and Supply of Labour	New Dynamics of Labour Market in India and Problems of Labour in India				
VII	Labour Legislations in India	Concept, meaning, objectives, forms, and Classification, Social Justice and Labour Legislation	The Code on Wages, 2020, Industrial Relations Code, 2020, Social Security Code and the Occupational Safety, 2020, Health and Working Conditions Code, 2020.	6	12%	0.4	CO3
VIII	Labour Administration in India and ILO	Labour Administration; Meaning, Purpose, Indian Context, Labour Policy	Administrative Agencies, Autonomous Organizations and Reforms in Labour Administration. International Labour organizations (ILO) and its administration: Origin, importance and nature	4	10%	0.4	CO4
IX	Labour Welfare and Measures	Concept, Scope, Types, Theories and Principles	Classification of Labour Welfare activities and Measures, Industrial Health and Hygiene, Industrial Accidents and safety, Occupational Diseases	4	10%	0.4	CO6
X	Case Presentations	Case Analysis	Creating new knowledge of IR	4	10%	0.4	CO7

Suggested Readings

1. Dynamics of Industrial Relations by Mamoria, Mamoria & Gankar, Himalaya Publishing House, 2006.
2. Industrial Relations: Concepts and Legal Framework by A. M. Sarma, Himalaya Publishing House, 2007.
3. Industrial Relations: Trade Unions & Labor Legislations by Sinha, Sinha & Shekhar, Pearson, 2013.
4. P.L. Malik, Industrial Law, Eastern Book Company, New Delhi, 2011
5. N. D. Kapoor; Handbook of Industrial Laws; Sultan Chand
6. H. K. Saha Roy; Industrial & Labour Laws
7. C.S. Venkata Ratnam, Globalization and Labour-Management
8. Relations Dynamics of Change, Response Books, 2001

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				
CO2	H					H		
CO3	H			M				
CO4	H	M						
CO5	H	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)
Surprise Quiz1 (tentatively after 10 th session)	Individual	5	
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15 th session)	Group	10	CO3, CO4
Project Presentation (tentatively between 35 th -40 th 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

- **MBR3043T: [Training and Development], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Enumerate the meaning of TD
- **CO2:** Interpret the rational and overview of TD
- **CO3:** Classify the TNA methods
- **CO4:** Assess the various approaches to learning and review training transfer at work.
- **CO5:** Contrast the approaches and methods of Training and Development; evaluate them; distinguish between approaches to Training Evaluation and Monitoring

□ **Course Content**

Module No	Module Name	Module Subtopic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction to TD	Meaning, Forces	Introduction	5	10%	0.4	CO 1
		Snapshots of TD in enterprises					
II	Strategic Training Interventions	Evolution of TD	Evolution and Process	6	15%	0.4	CO2
		Process, Methods					
III	Training Needs Assessment	Concept and Significance of TNA	TNA	5	15%	0.7	CO3
		Process and Scope of TNA					
IV	Learning Approaches and Program Design	Meaning, Theories	Learning	6	10%	0.4	CO 4
		Process of learning					
		Learning Outcomes					
V	Transfer of Training	Training Design	Training Transfer	6	15%	0.8	CO 5
		Training Transfer					
VI	Training Methods	Traditional and Modern Methods of TD	Methods and Tools	8	17.5%	0.8	CO 5
		Application of Methods in specific situations					
		On-the-job and off-the-job initiatives of TD					
VII	Training Evaluation	Meaning and Scope	Evaluation	7	17.5%	0.5	CO 5
		Evaluation Process					
		Evaluation strategy					
VIII	Employee Development & Special Issues in TD	Employee Development	Employee Development	7	17.5%	0.5	CO 4, CO 5
		Special issues in TD					
IX	Case Studies and Application	Case Discussion	Cases and Application	7	17.5%	0.5	CO 5
		Application and Review					

Suggested Reading

- Employee Training and Development by Raymond A Noe and Amitabh Deo Kodwani, 5th Edition, McGraw-Hill 2012

□ 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				
CO2			M					
CO3	H					L	M	M
CO4		M						
CO5	H	M		L		H		
CO6	H			L		H		
CO7			L					H
CO8						L		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)
Surprise Quiz1 (tentatively after 10 th session)	Individual	5	CO1, CO2, CO3
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	CO4, CO5
Mid Semester Exam	Individual	20	CO1 & CO2
Assignment (tentatively after 15 th session)	Group	10	CO3
Project Presentation (tentatively between 35 th -40 th 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 (10 marks compulsory question in the form of conceptual, application oriented, case-based or situation based)	CO1, CO2, CO3, CO4, CO5

Section - 02

□ **MBR3053T: [Performance Management System], [4 Credits], [Nature of the Course: Specialization]**

□ **Course Outcomes (CO)**

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

- **CO1:** Understand the Performance Management dealing with Meaning; Concept; Perspectives
- **CO2:** Elaborate the Conceptual Framework of Performance Management in the context of global organizations
- **CO3:** Examine the Methods of Appraisal, Measuring and Rating Performance.
- **CO4:** Evaluate Factors Influencing Rewards for Employee Performance in Organizations
- **CO5:** Create new knowledge and apply creative solutions for IIMA cases

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Performance Management- An Overview	Meaning; Concept; Perspectives;	Interlinks between Organizational development and employee performance systems	4	10%	0.4	CO 1
II	Performance Management Models	Components; Conceptual Framework	Institutionalization of PMS and Conceptual Framework of PMS	5	12.5%	0.5	CO 1
III	Performance Planning and Goal Setting	Meaning, Objectives, Process and of Performance Planning	Methods of Performance Planning; Align individual, team, and organizational goals	5	12.5%	0.5	CO2
IV	Performance Appraisals and Rating.	Meaning, Concepts, Principles and of Purpose performance appraisal	Methods and Approaches, Traditional Vs Modern Methods	4	10%	0.4	CO 1

V	Performance Monitoring and Feedback	Meaning; Characteristics; Performance Monitoring Plan (PMP)	Performance Coaching: Employee Performance Coaching Models and Process. Performance Counselling	5	12.5%	0.5	CO 4
VI	Performance Management Implementation	Implementation of Performance Management; Strategies for Effective implementation of PMS, Bottlenecks in implementing PMS and Factors affecting effective use of PMS	Continuous improvement, adaptation of performance management strategies, overcoming resistance and gaining buy-in from stakeholders in PMS.	6	15%	0.6	CO 4
VII	Performance Development and Recognition	Identify areas of Improvement, L&D needs, and preferences of employees using different learning methods and styles.	Design and implement individual development plans (IDPs) for employees. Compensation: Objectives, Components, and Linkages; Recognize and reward high-performing employees using various methods and incentives	4	10%	0.4	CO 4
VIII	Ethics in Performance Management and Role of HR	Implications, Objectives and Significance of Ethics	Code of Ethics in Performance Management	5	12.5%	0.5	CO 3
IX	Cases and Discussion	Case Based Learning	IIMA Case Components	2	5 %	0.2	CO 5

Suggested Readings:

1. Performance Management by A. S. Kohli & T. Deb, Oxford University Press, 2008.
2. Essentials of Performance Management by Anjali Ghanekar, Everest Publishing House, 2010

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	M			L
CO2	H		M		M		H	
CO3	H	H			M			
CO4	H	M						
CO5	H	M		M				H

• CIA PLAN

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

□ **MBR3063T: [Compensation and Benefits Management], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

□ **Course Outcomes (CO)**

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

- **CO1:** Differentiate different jobs in an organization and critically analyse the compensation structures
- **CO2:** Explain the significance of the wage theories and understand the ethical perspective
- **CO3:** Illustrate and outline a competency-based compensation design
- **CO4:** Design suitable compensation systems for different jobs in a global perspective
- **CO5:** Justify the legal Implications of wages and compensation

□ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Compensation-meaning & concept	Meaning	Introduction	4	10%	0.4	CO1
		Linking motivation theories to compensation					
		Objectives of compensation					
II	Job Analysis and Job Evaluation	Meaning and Process	Overview & Significance	4	10%	0.4	CO1
		Information management for Job Analysis					
		Methods of Job Evaluation					
III	Wage Theories	Wage Theories	Concepts & Types	4	10%	0.4	CO2
		Types of wages: Minimum Wage; Fair Wage; Living Wage; Money Wage; Real Wage					
IV	Wage Policy and Wage Fixation	Wage regulatory authorities: National Wage Policy, Statutory Wage Fixation, Wage Boards, Pay Commissions; Adjudication	Concepts, scope & wage framework	4	10%	0.4	CO2
		Factors leading to Differentials in Wages					

V	Wage Legislation	Payment of Wages Act, 1936; Minimum Wages Act, 1948	Definition, Scope & Applicability	4	10%	0.4	CO5
		Payment of Bonus Act, 1965; Equal Remuneration Act, 1976					
VI	Wage and Salary Administration (Pay Determination)	Factors determining pay	Pay Process	3	7.5%	0.3	CO3
		Pay problems in business.					
VII	Structuring employee compensation/salary	Pay Survey	Planning executive compensation	6	15%	0.6	CO4
		Determining Market Pay line					
		Understanding Pay Policy					
		Pay Grades/Bands; Broad banding					
		Components of salary (executive compensation)					
VIII	Wage Incentives	Individual and Group Incentives	Types of incentives; Productivity-linked wages	5	12.5%	0.5	CO4
		Principles for Installing Incentive Schemes					
	Application & Reflective Learning	Projects and Case Discussions	Application	6	15%	0.6	CO1, CO2, CO3, CO4, CO5

Suggested Readings

1. Dipak Kumar Bhattacharya, Compensation Management, 2rd edition, 2014, OUP, India
2. George T Milkovich, Jerry M Newman, C S Venkata Ratnam, Compensation, 9th edition, 2017, McGraw-Hill Education

□ **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						M	M
CO2	H		H					M
CO3	H	H						M
CO4	H	H		M				M
CO5	H		H					M

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

• **CIA PLAN**

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

- **MBR3014T: [DECISION MODELLING], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

Course Content

Unit 1: Decision Theory –Type of managerial decision, Classification of decision based on complexities, Decision making under certainty, Decision making under uncertainty, Decision under risk, Decision under conflict, Decision trees, Application of decision trees, Illustrative examples.

Unit2: Spreadsheet Modeling - Introduction to Spreadsheets, Formula Entry in Excel, Implementation of Control-Flow Statements, Creating Charts in Excel, Dashboard Development, Generating Tornado Diagrams, Pivot Tables and Charts, Lookup and Reference Functions, Customization of Toolbars and Menus, User-Defined Functions, Utilizing Auditing Tools

Unit 3: Linear programming – Principles of simplex method, Problems involving mixed constraints, special cases on simplex method, Degeneracy in linear programming, multiple optimal solution, unbounded solution, infeasibility, Dual Simplex method, Revised simplex method, goal programming, Meaning of sensitivity analysis, concept of shadow price and Reduced Cost, scarce and abundant resources. Illustrative examples.

Unit 4: Simulation – Introduction of simulation technique, Advantages of simulation, Limitation of simulation, Applications of simulation, Monte Carlo Simulation.

Suggested Readings:

1. Operation Research, Gupta and Hira
2. Spreadsheet Modeling & Decision Analysis, Cliff Ragsdale

Section 02

- **MBR3024T: [DATA VISUALISATION AND BUSINESS INTELLIGENCE], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

Course Content

Unit1: Data Visualisation Overview - Importance of Data Visualisation for business; Ingredients for Good Data Visualisation, Identify and recognize the different types of data attributes, Data-Ink and Chartjunk concepts

Unit 2: Data Visualisation Types - List the different plots: Bar charts, Scatter Plots, Maps, Bullet Graphs, Pie Charts, Donut Charts, Heat Maps, and Tables; Transform data from raw formats to visualization-suitable formats, Various tools supporting data visualisation; Identify the proper chart(s) and preattentive attributes

Unit 3: Dashboard in Tableau - Introduction to Tableau; different components of the Tableau main utilities: load a dataset file, data types, measures vs dimensions, how to visualize pairs of attributes, new combined attributes, Build a single plot using Tableau, Dashboard and its components; use the calculated field, parameter, control, filtering & table calculation concepts; Create an interactive dashboard using controls and using one control to change multiple plots in the dashboard; Interpret data from the Dashboard to take decision organizations

Unit 4: Communicating with Data - The Language of Data; What is Data Communication; What makes an effective Data Communication; Examples of effective Data Communication

Unit 5: Customer Persona – What is Customer Persona; Why is it important; How do we create a customer persona; Examples of a Customer Persona from Marketing, Finance and HR perspective

Suggested Readings:

1. Information Graphics” by Sandra Rendgen, Julius Wiedemann
2. Storytelling With Data: A Data Visualization Guide for Business Professionals” by Cole Nussbaumer Knaflic

Section 02

- **MBR3034T: [MULTIVARIATE ANALYSIS], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

Course Content

Unit 1: Overview of Multivariate Analysis: Variables, Measurement Scale, Measurement Error, Graphical representation of data, Outliers, Missing values, sample size, validity, reliability, Statistical Significance and Statistical power, Dummy variable, Type of statistical error, Important statistical Assumptions, Classification of multivariate techniques.

Unit 2: Multiple Linear Regression Analysis (MLR): Overview, Objectives of MLR, Design of a MLR, assumptions of MLR, Outlier detection, Estimation of the model, Assessment of overall fit, Interpretation of regression model, Effect of multi-co linearity, heteroscedasticity, Inclusion of dummy variables, Validity of result, Stepwise regression, Illustrative examples using R / SPSS.

Unit 3: Logistic Regression (LR) : Objectives of LR, Comparison with linear regression, Applications in business, healthcare, and social sciences, Probability and Odds Ratio, Design of LR, Assumptions of LR, Estimation of LR model, Interpreting logistic regression coefficients, Assessment of overall fit, interpretation of the result, validation of the model, Miss-classification and Classification accuracy, Extension of logistic regression for multiple categories Illustrative examples using R

Unit4: Time Series Forecasting (TS): Trend, Cyclical effect, Irregular or random effect, Seasonal effect, Auto Correlation, Moving Averages, Exponential Smoothing, Linear Trend Model, Quadratic Trend Model, Exponential Trend Model, Model Selection Using First, Second and Percentage Differences, Autoregressive Modeling for Trend Fitting and Forecasting, Time-Series Forecasting of Seasonal Data, Least-Squares Forecasting with Monthly or Quarterly Data. Illustrative examples using R / SPSS.

Suggested Readings

1. Multivariate Data Analysis by Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson. Pearson
2. Bowerman, B. L., R. T. O'Connell, and A. Koehler. Forecasting, Time Series, and Regression, 4th ed. Belmont, CA: Duxbury Press

Section 02

- **MBR3044T: [DATA MINING], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

Course Content

Unit 1: Introduction to Data Mining: Definition and significance of data mining, Key concepts: data, information, knowledge, Data mining process: preprocessing, modeling, evaluation, interpretation, Exploratory data analysis (EDA), Data cleaning and handling missing values, data reduction, data exploration, Data transformation and normalization, Dealing with categorical variables

Unit 2: Data mining algorithms: Supervised and Unsupervised Learning; Prediction and Classification, Bagging and Boosting, Prediction vs. classification, Defining Bayesian networks, Linear Models and Nearest Neighbour

Unit 3: Principal Component Analysis (PCA): Overview, Deriving Factors and overall fit, Choosing Factor model and number of factors, Interpretation of the factors, Validation of factors, Additional use of PCA results, Illustrative examples using R/ SPSS.

Unit 4: Cluster Analysis (CA): Conceptual development, Objectives of CA, Assumptions of CA, Design of CA, CA decision process, employing k-means, hierarchical and DBSCAN methods, deriving clusters, Assessment of overall result, inter relationship between clusters, validation of clusters, illustrative examples using R

Unit 5: Multiple Discriminant Analysis (DA): Objectives of DA, Design of DA, Assumptions of DA, Estimation of discriminant model, Assessment of overall fit, interpretation of the result, validation of the model, Miss-classification and Classification accuracy, Illustrative examples using R

Suggested Reading:

1. Data Mining: Concepts and Techniques, 3rd Edition
2. Jiawei Han, Micheline Kamber and Jian Pei **ISBN 978-0123814791**

Section 02

- **MBR3054T: [COGNITIVE ANALYTICS], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

Course Content

- Unit1: Web Analytics Overview:** Introduction to social media, social media landscape, Social Media Analytics & its need, Web & social media (websites, web apps, mobile apps & social media), Application of WA in different social media platforms
- Unit 2: Web metric:** Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on-site, Real-time report, traffic source report, custom campaigns, content report, Random graphs & network evolution, Social Context: Affiliation & Identity, On-site web analytics, off-site web analytics
- Unit 3: Social media Analytics:** Introduction, parameters, demographics, analyzing page audience: Reach and engagement, Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc.
- Unit 4: Introduction to Text Analytics:** Natural language basics, Text Documents vs Formal DBMS, Processing and understanding text, Pattern Recognition, Text Summarization, Text similarity and Clustering, Text classification, Semantic and Sentiment analysis, Text Analytics Applications and Opportunities, text analytics in social media, text analytics in retail industry

Suggested Readings:

1. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
2. Actionable Web Analytics: Using Data to Make Smart Business Decisions by Jason Burby and Shane Atchison
3. Natural Language Processing in the Real-World Text Processing, Analytics, and Classification by Jyotika Singh

Section 02

- **MBR3064T: [DATA WAREHOUSING AND DBMS], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

Course Content

Unit1: Introduction to Data Management: Definition and Importance of Data, Overview of Data Management in Business, Types of Database Systems, Role of DBMS in Business, Tables, Relationships, and Constraints, Purpose of Database Systems, View of Data, Data Abstraction, Instances and Schemas, the ER Model, Relational Model, Other Models

Unit 2 : Database Design and Normalization: Entity-Relationship Diagrams (ERD), Database Design Process, Normal Forms (1NF to 3NF), Benefits and Challenges of Normalization, Multi-valued dependencies and Fourth normal form, Join dependencies design a database for a hypothetical business scenario.

Unit 3: Database Management and Administration: ACID Properties, Locking Mechanisms, Authentication and Authorization, Encryption and Access Controls, Database Backup Techniques, Point-in-Time Recovery, Security Mechanism: Authorization, Encryption, Concurrency control, Problem of concurrency control

Unit 4: Data Warehousing: Data warehousing Components, Purpose and Benefits, Building a Data warehouse, Data Warehouse Architecture, DBMS Schemas for Decision Support, Data Extraction, Cleanup, and Transformation Tools, Metadata, reporting, Query tools and Applications, Online Analytical Processing (OLAP), OLAP and Multidimensional Data Analysis, Query Optimization Techniques

Suggested Readings:

1. Fundamentals of Database Systems, Elmasri Navathe Pearson Education.
2. An Introduction to Database systems, C.J. Date, A. Kannan, S. Swami Nadhan, Pearson