ATLAS SKILLTECH UNIVERSITY
SCHOOL OF MANAGEMENT & ENTREPRENEURSHIP

Courses Offered
Core Courses and Elective Courses

Master in Business Management
2 Year Full Time Program

(Academic Year 2021-22)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of the country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching–learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce a uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in the grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core,elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education system in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Curriculum Structure and Framework

The following types of courses constitute the programmes of study. Each of them will require a specific number of contact hours, laboratory/studio/workshop activities, field-based learning/projects, internships, and community engagement and service
- Lecture courses: Courses involving lectures relating to a field or discipline by an expert or qualified personnel in a field of learning, work/vocation, or professional practice.
- Tutorial courses: Courses involving problem-solving and discussions relating to a field or discipline under the guidance of qualified personnel in a field of learning,
- work/vocation, or professional practice.
- Practicum or Laboratory work: A course requiring students to participate in a project or practical or lab activity that applies previously learned/studied principles/theory related to the chosen field of learning, work/vocation, or professional practice under the supervision of an expert or qualified individual in the field of learning, work/vocation or professional practice.

Course Definition

1. Core Course:

A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points

All the UG programs shall be of either six semesters or eight semesters duration unless specified otherwise.
An academic year consists of two semesters: Odd Semester and Even Semester.
A semester normally extends over a period of 15 weeks (5-day week).

Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.

The credit pattern for a course (L: T:P) shall be decided by the respective Board of Studies (BoS).

Credit means the unit by which the course work is measured. One hour of Lecture or Tutorial per week for 1 week amounts to 1 credit.

Two hour sessions of Practicals per week for 15 weeks' amounts to 1 credit per semester. The total duration of a semester is 16 weeks

A course will be evaluated for 100 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. Elective Course:

Elective Course is a course which can be chosen from a pool of multidisciplinary offerings. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an experience or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill enhancement.

Program Educational Objectives (PEOs) :

PEO1: (Leadership and Management) exhibit leadership qualities and the ability to manage teams and projects, with an emphasis on ethical decision-making, communication skills, and adaptability.

PEO2: **(Entrepreneurship and Innovation)** be equipped with the knowledge and skills to create, develop, and manage innovative business initiatives and entrepreneurship opportunities.

PEO3: (Ethical and Social Responsibility) embrace ethical values and social responsibility   to make responsible business decisions that benefit both organizations and society.

PEO4: (Global Perspective) will understand the global business environment, its   cross- cultural challenges, and opportunities, and develop competencies   to operate   in an international context.

Program Outcomes (PO)

PO1 - Apply critical thinking and problem-solving skills to complex business challenges.

PO2 - Analyse business data and information to identify trends and opportunities

PO3 - Demonstrate leadership and interpersonal skills in organizational settings.

PO4 - Assess the ethical and social implications of business decisions.

PO5- Adapt to new technologies and practices in the field of business management.

PO6 - Identify, define, analyze and solve critical business issues and interpret results for driving optimum solutions.

PO7 - Communicate proficiently in oral and written, presentation

PO8 - Understand global issues from different perspectives, be able to learn from and respect different cultures, and be able to apply different forms of communication in different cultural settings.

PO9 - Use appropriate research methods, tools, and techniques for seizing available opportunities for business growth and managing change in the organization.

PO10 - Apply and evaluate alternative strategies   through   assessment and evaluation   of   business environment   for efficiency, effectiveness and sustainability using   techniques of   data analytics and predictive modelling

PO11 - Acquire leadership qualities, apply and demonstrate entrepreneurial skills, strategize, mobilize people and resources, create value and convert innovative ideas into business ventures

PO12 - Develop competency for knowledge acquisition for lifelong learning and demonstrate effort to continuously innovate and create breakthrough management practices.

Program Specific Outcomes (PSO's)

PSO1 (FIN)
Demonstrate application of fundamental finance concepts, theories, and models to real world business

PSO2 (MKT)
Demonstrate application of marketing theories and frameworks to real-world business.

PSO3 (BA)
Analyse, Interpret and communicate data-driven findings to support business decision-making.

PSO4 (Entre)
Analyse, Interpret and Evaluate complex business problems to provide innovative business solutions

MBA: Two-Year (6-Trimester) CBCS

Course Code	Course	Course Type	Periods			Evaluation Scheme				Credits
			L	**T**	**P**	**MT**	**ET**	**A**	**Total**	
Trimester 1										
MBA MGT 101	Interpersonal Communication	Core	3	-	-	50%	40%	10%	100%	3
MBA MGT 103	Legal Literacy for Business	Core	3	-	-	50%	40%	10%	100%	3
MBA MGT 105	Macroeconomics	Core	3	-	-	50%	40%	10%	100%	3
MBA FIN 101	Financial Statements - Accounting & Analysis	Core	3	-	-	50%	40%	10%	100%	3
MBA MKT 101	Marketing Management	Core	3	-	-	50%	40%	10%	100%	3
MBA ENT 101	Entrepreneurial Research Methods	Core	3	-	-	50%	40%	10%	100%	3
MBA BA 101	Programming Lab I	Core	1	-	4	50%	40%	10%	100%	3
	TOTAL									**21**
Trimester 2										

MBA MGT 102	International Business	Core	3	-	-	50%	40%	10%	100%	3
MBA MKT 102	Digital Media Marketing	Core	3	-	-	50%	40%	10%	100%	3
MBA FIN 102	Cost and Management Accounting	Core	3	-	-	50%	40%	10%	100%	3
MBA RES 102	Research Methodology	Core	3	-	-	50%	40%	10%	100%	3
MBA MGT 104	Managerial Economics	Core	3	-	-	50%	40%	10%	100%	3
MBA MGT 106	Ethics and Corporate Governance	Core	3	-	-	50%	40%	10%	100%	3
MBA ENT 102	Social Entrepreneurship	Core	3	-	-	50%	40%	10%	100%	3
	TOTAL									**21**
Trimester 3										
MBA FIN 103	Financial Management	Core	3	-	-	50%	40%	10%	100%	3
MBA MKT 103	Integrated Marketing Communication	Core	3	-	-	50%	40%	10%	100%	3
MBA MGT	Corporate Strategy	Core	3	-	-	50%	40%	10%	100%	3

107										
MBA MGT 109	Organizational Behaviour	Core	3	-	-	50%	40%	10%	100%	3
MBA MGT 111	Total Supply Chain	Core	3	-	-	50%	40%	10%	100%	3
MBA BA 103	Business Statistics	Core	2	-	2	50%	40%	10%	100%	3
MBA BA 105	Data Visualization	Core	1	-	4	50%	40%	10%	100%	3
	TOTAL									**21**
			Trimester 4							
MBA MGT 202	Enterprise Risk Management	Core	2	-	-	50%	40%	10%	100%	2
MBA RES 202	Capstone Methodology 1	Core	1	-	-	50%	40%	10%	100%	1
MBA FIN 202	Corporate Finance & Valuation	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA FIN 204	Leasing, Hire Purchase, Project & Infrastructure Finance, Corporate Governance	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA FIN 206	Financial Analytics	Specialisation	1	-	2	50%	40%	10%	100%	2

MBA MKT 202	Consumer Behaviour	Speciali sation	2	-	-	50%	40%	10%	100%	2
MBA MKT 204	Services Marketing	Speciali sation	2	-	-	50%	40%	10%	100%	2
MBA MKT 206	Marketing Analytics	Speciali sation	1	-	2	50%	40%	10%	100%	2
MBA ENT 202	Innovation in FMB and SMEs	Speciali sation	2	-	-	50%	40%	10%	100%	2
MBA ENT 204	Fin Tech Ventures	Speciali sation	2	-	-	50%	40%	10%	100%	2
MBA ENT 206	Growth Hacking	Speciali sation	2	-	-	50%	40%	10%	100%	2
MBA BA 202	Applied Statistics for Business	Speciali sation	1	-	2	50%	40%	10%	100%	2
MBA BA 204	R Programming	Speciali sation	-	-	4	50%	40%	10%	100%	2
MBA BA 206	Data Mining & Warehousing	Speciali sation	-	-	4	50%	40%	10%	100%	2
	TOTAL									**15**
	Trimester 5									
MBA IT 201	Internship - Industry Readiness	Core	-	-	6	50%	40%	10%	100%	6

Code	Course Name	Type								
MBA RES 203	Capstone Methodology 2	Core	-	-	-	50%	40%	10%	100%	1
MBA FIN 201	Banking Insurance & NBFC	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA FIN 203	Financial Modelling	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA FIN 205	Investment Banking, Merger Acquisitions & Corporate restructuring	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA MKT 201	Sales & Distribution Management	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA MKT 203	Retail & Rural Marketing	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA MKT 205	B2B Marketing	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA ENT 201	Business Model Innovation	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA ENT 203	Logistics & Supply chain Management	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA ENT 205	Capital Term Sheets	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA BA 201	Machine learning	Specialisation	-	-	4	50%	40%	10%	100%	2
MBA BA 203	AI Management	Specialisation	1	-	2	50%	40%	10%	100%	2
MBA BA 205	Database Management Systems	Specialisation	1	-	2	50%	40%	10%	100%	2

	TOTAL					50%	40%	10%	100%	**19**

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Code	Course	Type								
MBA MGT 204	Negotiation and Decision Making	Core	2	-	-	50%	40%	10%	100%	2
MBA RES 204	Capstone Dissertation	Core	-	-	-	50%	40%	10%	100%	1
MBA FIN 208	Global Finance	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA FIN 210	Financial Engineering & Risk Management	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA FIN 212	Behavioral Finance	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA MKT 208	Luxury Marketing and Management	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA MKT 210	International Marketing	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA MKT 212	Experiential Marketing	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA ENT 208	Go Live	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA ENT 210	Building the A Team for Startups	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA ENT 212	Investor relations and Fundraising	Specialisation	2	-	-	50%	40%	10%	100%	2
MBA BA 208	Big Data Analytics	Specialisation	-	-	4	50%	40%	10%	100%	2

MBA BA 210	Recommendation system	Speciali sation	-	-	4	50%	40%	10%	100%	2
MBA BA 212	Advance Data Analytics	Speciali sation	-	-	4	50%	40%	10%	100%	2
	TOTAL									**15**

MBA 1st Year
Trimester 1
Interpersonal Communication (MBA MGT 101)

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Course Name: Interpersonal Communication   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MGT 101**

Course Objectives:
1. Develop an understanding of one's personality through introspection and reflection.
2. Create a compelling personal brand that reflects individual uniqueness and strengths.
3. Enhance verbal communication skills by learning effective listening and responding techniques.
4. Master non-verbal communication, particularly body language, to convey congruent messages.
5. Cultivate a growth-oriented mindset, enabling conscious communication and projecting authenticity and confidence.

Course Description:
Interpersonal Communication is a comprehensive course focusing on personal branding, verbal and non-verbal communication, and mindset development. Students delve into understanding their personality, crafting a unique personal brand, and mastering effective verbal communication through active listening and assertive delivery. They also learn the power of non-verbal cues, aligning body language with spoken words for congruent messaging. The course emphasizes the importance of a growth-oriented mindset, enabling students to communicate authentically and adaptably while navigating various personal and professional scenarios. Through practical exercises and self-reflection, students emerge with enhanced communication skills, confidence, and a compelling personal narrative.

Course Contents:

Unit	Modules	
1	1.1	Importance of a positive attitude and the effects of Internal motivation
	1.2	From the subconscious to the conscious communication
	1.3	Understanding Brands
	1.4	Discovering Uniqueness
	1.5	Brand Yourself
	1.6	Move from one's "Comfort zone" to "Creator zone"
	1.7	Your PBI Personal Brand Identity
2	2.1	Understand communication dynamics.
	2.2	Learn effective listening skills and responding skills.
	2.3	Demonstrate the vital elements of communication and phonetics.

	2.4	Convey information clearly and avoid misunderstandings, inefficiencies
3	3.1	Enhance delivery when communicating that will include voice, tone, confidence and hence create the best impressions
	3.2	Greetings, Gestures, Posture and Facial Expressions
	3.3	Use Body Language effectively
	3.4	Advantages and disadvantages of e-mail
	3.5	Writing business e-mails: Structure: subject, greeting, signing off
	3.6	Responding, style, tone, colloquialism
	3.7	Pitfalls of Writing, Important tips: Do's & Don'ts
4	4.1	Styles of Communication
	4.2	Experiences- understanding – perceptions
	4.3	Conflict Resolution
5	5.1	Structure of an Effective Presentation
	5.2	Presentation Mapping Process
	5.3	Sight /Sound of a Presentation
	5.4	Coping with Anxieties & Stress
	5.5	Knowing Your Audience
	5.6	Speak with energy, confidence and smile

Course Outcomes (COs): After completing the course, the student shall be able to:

1. An introspective program that will enable the participants to tune into their awareness, get out their subconscious brain and awaken to an understanding of their communication patterns which will help them to engage in life connected communication.
2. A diagnostic and action process which empowers the participants with the drive to reflect, identifying their uniqueness. It will help them create a Brand Identity for themselves and thereby hone their personality and become the number one choice for people. It's a tool for self-awareness and sensing the world around you.
3. They will get a deeper understanding of a conceptual framework of communication, its components and the impact of a message.
4. They will learn the barriers and challenges in communication and develop effective listening techniques.
5. The participants will be equipped with effective Verbal and Non-Verbal communication skills to enhance their people interface. They will master their communication styles and how to make good impressions. It emphasizes on Words, Voice Tone and Body language. They will be able to write effective emails with the right protocols and sensitivity.
6. They will be equipped with approaches, frameworks and tools for communicating effectively. Learn to adopt an assertive style of communication
7. Gain critical communication Skills in presentations, delivery and acquire the confidence to speak and present in front of an audience and command attention. They will know how to deliver a structured presentation and acquire skills to handle audience nuances.

References

- Switzler, A., Granny, J., & McMillan, R. (2001). Crucial Conversations. McGraw-Hill Education.
- Ziglar, Z. (2017). Born to Win, Made for Success. Made for Success Publishing.
- Robbins, T. (2012). Awaken the Giant Within: How to Take Immediate Control of Your Mental, Emotional, Physical and Financial Life. Simon & Schuster, UK ed.

MBA 1st Year
Trimester 1
Legal Literacy for Business (MBA MGT 103)

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Course Name: Legal Literacy for Business   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MGT 103**

Course Objectives:
1. Demonstrate an understanding of the legal environment of business
2. Demonstrate recognition of the requirements of a contract agreement
3. Demonstrate recognition of transactions involving the Negotiable Instruments
4. Demonstrate understanding of the Partnership Act, Intellectual Property Rights and The Companies Act and apply their provisions thereof in real life business situations.

Course Description:
The course on Legal Aspects of Business provides a comprehensive exploration of the legal framework within which businesses operate. Students will gain a thorough understanding of the legal environment of business, including the intricacies of contract agreements and the recognition of their requirements. Through in-depth study, students will also become adept at recognizing transactions involving negotiable instruments. Furthermore, the course delves into key aspects such as the Partnership Act, Intellectual Property Rights, and The Companies Act, equipping students with the knowledge and skills to apply their provisions in real-life business scenarios. By blending theoretical concepts with practical applications, this course empowers students to navigate the legal complexities of the business world with confidence and proficiency.

Course Contents:

Unit   Modules
1   The Indian Contract Act
    1.1   Agreement, Contract, Offer, Acceptance, Consideration, Void agreements, Voidable agreement.
    1.2   Essentials of a contract.
    1.3   Kinds of contracts: Valid, Void, Voidable, Contingent and Quasi Contract and E-contract.
    1.4   Communication, Acceptance and Revocation of contract (Sec3-5)
    1.5   Capacity to Contract (Sec10-12)
    1.6   Consideration
    1.7   Free Consent

1.8   Legality of Objects and Void Agreements

1.9   Contracts of Indemnity & Guarantee, Bailment and Pledge.

2   Sales of Goods Act

    2.1   Conditions & Warranty

    2.2   Unpaid seller

3   Law of Partnership

    3.1   Introduction and Nature of Partnerships,

    3.2   Registration of Firms

    3.3   Drafting a Partnership Deed

    3.4   Relations of Partners to One Another, Relations of Partners to Third Parties

    3.5   Changes in a Firm & Dissolution

4   Negotiable Instruments Act & Insurance Laws

    4.1   Negotiable Instrument, Essentials: (Sec.13)

    4.2   Promissory Notes and Bills of Exchange (Secs 4,5,108-116)

    4.3   Cheques and Penalties in case of dishonour of certain cheques (Secs: 6,123-131A,138-147)

    4.4   Insurance in India

    4.5   Regulation of Insurance Sector

5   The Companies Act & Corporate Law

    5.1   Company & its Formation

    5.2   Concept of Corporate Personality, Corporate Veil, Limited Liability and Citizenship

    5.3   Types of Companies.

    5.4   Membership of a company.

    5.5   Memorandum of Association and Articles of Association.

6   Intellectual Property Law

    6.1   Patent Law

    6.2   Trademark Laws

    6.3   Copyright Laws: What works are protected, rights, who owns the rights and duration.

    6.4   Design, Geographical indicators, Plant varieties & Trade Secrets

7   Miscellaneous

    7.1   Laws of Succession and provisions relating to a Will

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Apply legal knowledge to business transactions.
2. Communicate effectively using standard business & legal terminology.
3. Improve problem solving and ethical decision making skills
4. Conduct basic legal research by referring to case laws, legislation and scholarly journal articles
5. Work in teams to analyze cases, with knowledge of the methods that can be used to apply and distinguish cases.
6. Comprehend and create Contracts. Apply for Patents, Trademarks & Copyrights for Business.

References

- Gulshan, S. S. (2012). Mercantile Law (4th ed.). Excel Books.
- Kapoor, N. D. (2022). Business Law. Sultan & Chand
- Tulsian, P. C. (2018). Business Law. Tata McGraw Hill

MBA 1st Year
Trimester 1
Macroeconomics (MBA MGT 105)

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Course Name: Macroeconomics   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MGT 105**

Course Objectives:
- To introduce the principles of macroeconomics and develop an understanding of how a country's economy works.
- While trying to discern among good, better, and best choices for improving and maintaining a nation's standard of living and level of economic and societal well-being.
- Understand key stakeholders of an economy including households, consumers, savers, firm owners, investors, government officials, and global trading partners.
- Overview of macroeconomic issues: the determination of output, employment, unemployment, interest rates, and inflation, monetary and fiscal policies.
- Important policy debates such as, the sub-prime crisis, social security, the public debt, and international economic issues are critically explored

Course Description:
The Macroeconomics course provides students with a foundational understanding of the principles that govern national economies. Through a comprehensive exploration of macroeconomic concepts, students will develop insights into the functioning of a country's economy and its impact on societal well-being. Emphasizing the evaluation of choices for enhancing a nation's standard of living, students will analyze key stakeholders, including households, consumers, firms, government officials, and global trading partners. The course offers an overview of macroeconomic issues such as output determination, employment, interest rates, and inflation, as well as the policies—both monetary and fiscal—that shape economic outcomes. Additionally, students will critically engage with important policy debates, including the sub-prime crisis, social security, public debt, and international economic issues, fostering a nuanced understanding of contemporary economic challenges and potential solutions. Through theoretical frameworks, case studies, and real-world applications, this course equips students with the analytical tools necessary to comprehend and navigate the complexities of macroeconomic systems.

Course Contents:

Unit	Modules
1	Classical Theory: The Economy in the Long Run
	1.1 National Income: Where It Comes from and Where It Goes.
	1.2 Money and Inflation
	1.3 The Open Economy
	1.4 Unemployment
2	Growth Theory: The Economy in the very Long Run
	2.1 Economic Growth I: Capital Accumulation and Population Growth
	2.2 Economic Growth II: Technology, Empirics, and Policy
3	Business Cycle Theory: The Economy in the Short Run
	3.1 Introduction to Economic Fluctuations
	3.2 Aggregate Demand I: Building the IS–LM Model
	3.3 Aggregate Demand II: Applying the IS–LM Model
	3.4 Aggregate Supply and the Short-Run Tradeoff Between Inflation and Unemployment
	3.5 A Dynamic Model of Aggregate Demand and Aggregate Supply
4	Macroeconomics Policy Debates
	4.1 Stabilization Policy
	4.2 Government Debt and Budget Deficits
5	More on the Microeconomics Behind Macroeconomics
	5.1 Consumption
	5.2 Investment
	5.3 Money Supply, Money Demand, and the Banking System

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the basic theories underpinning modern Macroeconomics.
2. Critically analyse applied Macroeconomic theories.
3. Apply Macroeconomic theories in a real world setting.
4. Have the ability to define and analyse problems based on modelling frameworks and an understanding of relevant data and institutional detail.
5. Identify key contemporary macroeconomic problems, both domestic and international, and discuss possible solutions and potential innovations towards improving current policies and practices.

References

- Mankiw, N. G. (2013). Macroeconomics (8th ed.). Worth Publishers.
- The Economist; *Weekly Economics Times*. The Economist

MBA 1st Year
Trimester 1
Financial Statements - Accounting & Analysis (MBA FIN 101)

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Course Name: Financial Statements - Accounting & Analysis   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA FIN 101**

Course Objectives:

1. Along with the financial understanding, students will develop the technical skills needed to analyze corporate financial statements and disclosures for use in financial analysis.
2. Learn to interpret how accounting standards form a part of the financial reporting
3. process.
4. This course is recommended for students who want a more in-depth overview of the financial accounting required for understanding firm performance.
5. They understand potential future risks through analysis of reported financial information, such as students intending to go into security analysis and investment banking.

Course Description:
The Financial Statements - Accounting & Analysis course offers students a comprehensive exploration of corporate financial statements and disclosures, providing them with both a theoretical understanding and practical skills for financial analysis. Through this course, students will develop the technical proficiency needed to analyze financial statements effectively, utilizing key accounting standards as a framework for interpretation. Recommended for those seeking a deeper understanding of financial accounting and its role in assessing firm performance, this course caters to students aspiring to careers in fields such as security analysis and investment banking. By delving into financial reporting processes and dissecting reported financial information, students gain insights into potential future risks and opportunities, enhancing their ability to make informed decisions in the dynamic realm of finance. With a blend of theoretical concepts, case studies, and hands-on analysis, this course equips students with the knowledge and skills essential for success in financial analysis and decision-making roles.

Course Contents:

Unit   Modules
1   Overview of Fundamentals of Financial Accounting
         1.1   Introduction to Accounting
         1.2   Accounting Process; Mapping Business Activity into Financial Statements
         1.3   Economics vs. Accounting; Balance Sheet Presentation

1.4   Revenue Recognition; Accrual Accounting and the Matching Principle

2   Concepts and Understanding of Balance Sheet and Income Statement

     2.1   Cost of Goods Sold, Inventory Accounting & CSR Accounting

     2.2   Concepts and Understanding of Owner's Equity

     2.3   Concepts and Understanding of Non-Current Assets and Liabilities

     2.4   Concepts and Understanding of Current Assets and Current Liabilities

3   Concepts & Understanding of Cash Flow Statements

     3.1   Meaning of Cash Flow Statement

     3.2   Purpose of Cash Flow Statement

     3.3   Format of Cash Flow Statement

     3.4   Preparation of Cash Flow Statement

     3.5   Uses of Cash Flow Statement

4   Performing Financial Statement Analysis

     4.1   Introduction to Financial Statement Analysis

     4.2   Uses of Ratios

     4.3   Different types of Financial Ratios including DuPont

     4.4   Limitations of Ratios

Course Outcomes (COs): After completing the course, the student shall be able to:

1. To provide an understanding of financial accounting fundamentals for prospective consumers of corporate financial information, such as managers, stockholders, financial analysts, and creditors.
2. Along with the financial understanding, students will develop the technical skills needed to analyze corporate financial statements and disclosures for use in financial analysis.
3. The course focuses on understanding how economic events like corporate investments, financing transactions and operating activities are recorded in the three main financial statements (i.e., the income statement, balance sheet, and statement of cash flows).
4. They understand potential future risks through analysis of reported financial information, such as students intending to go into security analysis and investment banking
5. Learn to interpret how accounting standards affect the financial reporting process

References:

- Anthony, R., Hawkins, D., & Merchant, K. (2017). Accounting: Text and Cases. Tata McGraw Hill
- Chandra, P. (2019). Financial Management: Theory & Practice. McGraw Hill
- Grewal, T. (2020). Introduction to Accountancy. S. Chand & Company.
- Dhamija, S. (2018). Financial Accounting for Managers. Pearson Publications

MBA 1st Year
Trimester 1
Marketing Management (MBA MKT 101)

L	T	P
3	-	-

Course Name: Marketing Management   **Course Contact Hours: 3**

Course Credit Hours: 3   **Course Code: MBA MKT 101**

Course Objectives:
1. To gain an understanding of key marketing concepts and skills
2. To assess marketing potential, understand and analyze consumer behavior
3. To appreciate the socially responsible marketing programs
4. To carry out STP analysis (Segmentation, targeting, and positioning) and develop an understanding of operational marketing through application of Marketing Mix
5. To appreciate role of brands in influencing customer choice

Course Description:

The Marketing Management course is designed to provide students with a comprehensive understanding of fundamental marketing concepts and skills essential for success in the field. Through this course, students will learn to assess marketing potential and analyze consumer behavior, enabling them to identify market opportunities and effectively target consumer segments. Additionally, students will explore the importance of socially responsible marketing programs, gaining insights into ethical considerations and sustainable practices in marketing. The course emphasizes the application of strategic marketing frameworks such as Segmentation, Targeting, and Positioning (STP) analysis, as well as the development and implementation of Marketing Mix strategies to achieve organizational objectives. Furthermore, students will gain an appreciation for the role of brands in influencing customer choice, understanding the significance of brand identity and positioning in competitive markets. Through a combination of theoretical knowledge, case studies, and practical exercises, this course equips students with the tools and perspectives necessary to excel in marketing management roles and contribute to the success of organizations in today's dynamic business environment.

Course Contents:

Unit   Modules

1   Understanding Marketing Management

2   Capturing Market Insights

3	Connecting with Customers - Segmentation, Targeting & positioning
4	Building Strong Brands

Course Outcomes (COs): After completing the course, the student shall be able to:
1. To gain deeper insights for the student to understand the practical applications of marketing in the real world.
2. To develop skills and techniques required for understanding the basics of marketing.
3. To analyze how brands, operate in the market place.
4. To make the student understand the STP and its importance in marketing.
5. To develop skills for the student to understand the types of markets and also the how products, services, brands and people operate in the marketplace.

References
- Kotler, P., & Keller, K. L. (2017). Marketing Management. Pearson.
- Kotler, P. (2017). Marketing 4.0: Moving from Traditional to Digital. Pearson.
- Ramaswamy, V. S., & Namakumari, S. (2018). Marketing Management: Indian Context Global Perspective. Sage Publications.
- Saxena, R. (2017). Marketing Management. Tata McGraw Hill.

MBA 1st Year
Trimester 1
Entrepreneurial Research Methods (MBA ENT 101)

L	T	P
3	-	-

Course Name: Entrepreneurial Research Methods   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA ENT 101**

Course Objectives:
1. Build a robust fundamental in researching the entrepreneurial landscape for new opportunities, products, competition and capital.
2. Appreciate the process of transforming research into actionable insights
3. Understand innovation dynamics of various industries.

Course Description:
The Entrepreneurial Research Methods course provides students with essential skills to navigate the entrepreneurial landscape. Students learn to research new opportunities, products, competition, and capital sources. Emphasis is placed on turning research into actionable insights and understanding innovation dynamics across industries. Through practical exercises and case studies, students develop the ability to identify and capitalize on entrepreneurial opportunities effectively.

Course Contents:

Unit   Modules
1   Opportunity Research for E&I
    1.1   What to solve for to start a new venture?
    1.2   Where to find entrepreneurial opportunities?
    1.3   How to test for scalability?
    1.4   Exploring technology landscape to borrow from Absolute Innovation Industries
    1.5   Mapping Value Chains & Issue Trees to spot problem areas & pain points
    1.6   Dissecting the Geometry of Innovation
2   Insights via Observation
    2.1   Observing Behaviors (A pragmatic and problem oriented approach)
    2.2   Using Tools to assess observation
3   Competition Research for E&I
    3.1   Mapping Direct Competition
    3.2   Mapping Indirect Competition
    3.3   Building a competitive matrix: at Product Level, Technology Level, People Level, Process Level

       3.4   How to Un-Compete and Win Customer Mindshare & Wallet Share

4   Metrics & Pivots

       4.1   Identifying progress of your new venture

       4.2   Pivot: What, Why, How? How Frequent?

       4.3   Metrics That Matter

Course Outcomes (COs): After completing the course, the student shall be able to:

1. To help the learner understand the diverse research methods (both secondary and primary to conduct research for his/her entrepreneurial venture.
2. To competitor landscaping and being able to plot the competition. How to make competition irrelevant from an entrepreneurial perspective.
3. To commercialize TRLs via entrepreneurial ventures

References

- Jake Knapp, Sprint
- Winarsky, N., Kressel, H. (2015) If You Really Want to Change the World: A Guide to Creating, Building, and Sustaining Breakthrough Ventures, Harvard Business School Publishing
- Varol, O. (2020), Think Like a Rocket Scientist: Simple Strategies for Giant Leaps in Work and Life, WH Allen
- Heath, D. (2020). Upstream), Avid Reader Press / Simon & Schuster; Illustrated edition

MBA 1st Year
Trimester 1
Programming Lab I (MBA BA 101)

L	T	P
1	-	4

Course Name: Programming Lab I   **Course Contact Hours: 3**

Course Credit Hours: 5   **Course Code: MBA BA 101**

Course Objectives:
1. To understand the basic data structures like Built-in Data types, User defined Data type.
2. To create, implement, pass values through functions using Python
3. To implement the Object Oriented Programming concepts using Python Programming.
4. To understand the implementation of K-means, clustering algorithms using Python Programming.
5. To develop a GUI application using various technical tools in Python.

Course Description:
The Programming Lab I course introduces students to Python programming fundamentals, focusing on data structures, function implementation, and object-oriented programming concepts. Students will learn to manipulate built-in and user-defined data types, create and pass values through functions, and implement object-oriented programming principles. Additionally, the course covers advanced topics such as K-means clustering algorithms and GUI application development using Python. Through practical exercises, students gain essential programming skills for data analysis, machine learning, and software development.

Course Contents:

Unit	Modules
1	Basics of Programming
2	Data Structures
3	Functions
4	Object Oriented Concepts
5	GUI Development

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Students should be able to write a basic Python program using lists, functions and built-in data types.
2. Students should be able to implement K- means algorithm using Python.
3. Students should be able to apply the Object Oriented Programming concepts to develop an application in Python.
4. Students should be able to develop a GUI application using list box, combo box and data buttons.
5. Students should obtain an enhanced programming skill to solve the complex real time problems.

References
- Brown, J. C. (2018). Python: The Complete Reference. Tata McGraw Hill.
- Lubanovic, B. (2017). Introducing Python: Modern Computing in Simple Packages. O'Reilly Media.
- Kuhlman, D. (2011). A Python Book: Beginning Python, Advanced Python, and Python Exercises. Retrieved from https://www.davekuhlman.org/python_book_01.pdf
- Van Rossum, G. (2018). Python Tutorial Release 3.6.4. Retrieved from https://www.academia.edu/39043140/Python_Tutorial_Release_3.6.4_Guido_van_Rossum_and_the_Python_development_team
- Dufour, B. (2014). A Comprehensive Introduction to Python Programming and GUI Design Using Tkinter. http://msdl.cs.mcgill.ca/presentations/02.02.Tkinter/python-intro.pdf

MBA 1st Year
Trimester 2
International Business (MBA MGT 102)

L	T	P
3	-	-

Course Name: International Business   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MGT 102**

Course Objectives:
1. Understand procedures to support the movement of products and services across international borders.
2. Gain an overview of how governments influence international business activities
3. Assess different international markets for investment & growth opportunities
4. Embrace cultural diversity, corporate sustainability and social responsibility in international business.
5. Understand the role of social and economic aid organizations such as the UN, EU, IMF and World Bank

Course Description:
This course provides a comprehensive overview of the complexities and opportunities involved in conducting business on a global scale. It equips students with the knowledge and skills necessary to navigate the intricate landscape of international business, covering key aspects such as trade procedures, governmental influence, market analysis, cultural diversity, sustainability, and the role of international aid organizations.

Course Contents:

Unit	Modules
1	Introduction to international Business
	1.1 Objective, Scope, Importance and Current Trends
	1.2 Approaches to International Business
	1.3 Reasons for International Business – For Corporates and Country
	1.4 Modes of Entry and Operation
	1.5 EPRG Approach
2	Trade Theories and Relevance in International Business
	2.1 Absolute advantage
	2.2 Comparative advantage
	2.3 Factor Proportion's Theory
	2.4 Michael Porter's Diamond Model of Competitive Advantage

2.5　　　International PLC theory
　　　2.6　　　Counter Trade
3　　　FDI, Foreign Exchange Dealings and Balance of Payments
　　　3.1　　　Theories of FDI
　　　3.2　　　Benefits & Costs of FDI
　　　3.3　　　Evolution of International Monetary Systems
　　　3.4　　　Structure of Balance of Payments
　　　3.5　　　Equilibrium, Disequilibrium & Adjustment
4　　　International Business Environment
　　　4.1　　　Political & Legal Environment
　　　4.2　　　Economic Environment
　　　4.3　　　Socio-Cultural & Ethical Environment
　　　4.4　　　Hyperinflation
　　　4.5　　　Barriers of International Trade
　　　4.6　　　International Pricing

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Apply their understanding of what determines the success of firms with regard to various strategies in the global business environment.
2. Use their understanding of theories that explain why and how firms internationalize.
3. Develop well-reasoned arguments about CSR in international business, multinationals from and in emerging economies
4. Develop problem-solving skills by addressing relevant managerial problems in international business.
5. Apply communication, networking and teamwork skills to support international trade.

References

- Sharan, V. (2010). International business: Concepts, environment & strategy (3rd ed.). Pearson.
- Rao, S. (2019). International business: Text & cases (4th ed.). Himalaya Publishing House.
- Chandran, R. (2005). International business (2nd ed.). Jaico Publishing House.

MBA 1st Year
Trimester 2
Digital Media Marketing (MBA MKT 102)

L	T	P
3	-	-

Course Name: Digital Media Marketing   **Course Contact Hours: 3**

Course Credit Hours: 3   **Course Code: MBA MKT 102**

Course Objectives:
1. Understanding Fundamentals of google analytics
2. Using the google AdWords and google webmaster tools
3. How does display ads and google SEO function
4. How to increase website or app traffic

Course Description:

This course is designed to provide students with a comprehensive understanding of digital media marketing strategies, focusing on key areas such as search engine optimization (SEO), content writing, blogging, and Google advertising. Through a combination of theoretical knowledge and practical exercises, students will develop the skills necessary to thrive in the dynamic field of digital marketing. By the end of this course, students will be equipped with the knowledge and skills needed to excel in digital media marketing, allowing them to pursue career opportunities in various industries or launch their own successful marketing campaigns.

Course Contents:

Unit	Modules
1	Fundamentals and Functionalities of Google analytics
2	Data analytics on Website data
3	Fundamentals of Google SEO I
4	Functionalities of Google SEO II
5	Introduction to Google AdWords

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Student understand the industry abbreviations
2. One knows how to formulate google SEO strategies
3. Content writing and SEO blogging becomes
4. Gets to know the tricks of trade in google advertising.

References
- Netflix (2021). The billion-dollar code.
- Young, M. (2009). Ogilvy on advertising. Carlton Books
- Netflix, The Social Dilemma
- Brandt, R. L. (2017). The Google guys: Inside the brilliant minds of Google founders Larry Page and Sergey Brin. Penguin Publishing Group.

MBA 1st Year
Trimester 2
Cost and Management Accounting (MBA FIN 102)

L	T	P
3	-	-

Course Name: Cost and Management Accounting   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA FIN 102**

Course Objectives:
1. To introduce students to basic concepts in costing
2. To help students to apply concepts of costing in real life situations
3. To prepare students to be able to apply costing techniques and solve case

Course Description:

This course provides students with a comprehensive understanding of cost accounting principles and their practical applications in real-world scenarios. Through a combination of theoretical concepts and practical exercises, students will gain the necessary skills to analyze costs, make informed decisions, and apply costing techniques effectively. By the end of this course, students will be equipped with the knowledge and skills necessary to navigate cost-related challenges in various business contexts. Whether pursuing careers in finance, operations, or management, students will have a solid foundation in cost accounting and management practices.

Course Contents:

Unit	Modules
1	Cost Accounting – Introduction
	1.1 Overview and Basic Concepts in Cost accounting
2	Process costing - concept and overview
	2.1 Concepts of Normal / Abnormal Loss
3	Activity Based costing – concept and overview
	3.1 Limitations of traditional methods
	3.2 Benefits of ABC analysis
4	Standard Costing
	4.1 Breakeven Point and CVP Analysis
5	Costs in decision making
	5.1 Target Costing and Value Engineering

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand the basics of cost and management accounting
2. Understand Process costing, normal & abnormal loss concepts and calculations
3. Understand traditional costing and ABC – concepts and calculation
4. Understand Standard costing concepts and calculation
5. Understand BEP, MOS concepts and calculation
6. Understand relevance of costs in decision making with numerical examples

References
- Saxena, V., & Vashist, C. (2017). *Advanced cost & management accounting* (4th ed.). Sultan Chand & Sons.
- Arora, M. N. (2021). *A textbook of cost and management accounting* (11th ed.). Everest Publishing House.

MBA 1st Year
Trimester 2
Research Methodology (MBA RES 102)

L	T	P
3	-	-

Course Name: Research Methodology **Course Contact Hours: 3**
Course Credit Hours: 3 **Course Code: MBA RES 102**

Course Objectives:
1. The course aims to introduce students to the logic, design, and pitfalls of qualitative research methods used in business research-including but not limited to in-depth interviews, ethnographic field study, participant observation, case study, and focused group discussion.
2. This course is designed to provide clear methodological grounding in the aforementioned methods and their histories and to systematically guide students in the development and completion of a research project using the latest methods of qualitative research. Students will gain a toolkit of up-to-date digital research frameworks, tools, terminologies, and approaches through which to also undertake rigorous qualitative research in business and related fields.

Course Description:
This course provides students with a comprehensive understanding of cost accounting principles and their practical applications in real-world scenarios. Through a combination of theoretical concepts and practical exercises, students will gain the necessary skills to analyze costs, make informed decisions, and apply costing techniques effectively. By the end of this course, students will be equipped with the knowledge and skills necessary to navigate cost-related challenges in various business contexts. Whether pursuing careers in finance, operations, or management, students will have a solid foundation in cost accounting and management practices.

Course Contents:
Unit   Modules
1   Introduction and Frameworks
        1.1   Problem framing process
        1.2   Impact effort grid
        1.3   Stakeholder mapping
2   Competition Analysis
        2.1   Ethics in research
        2.2   Competition analysis
        2.3   Contextual research plan
3   Data collection methods
        3.1   Interviews and Focus groups

3.2   Survey

3.3   Netnography

4   Data Analysis

4.1   Interpretation and Analysis of Data

4.2   Discovering and Making sense of Data

4.3   Insight formation

5   Communication & publication

5.1   Presenting and Publishing Your Research

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Analyze the logic, design, and pitfalls of qualitative research in understanding business.
2. Ask better qualitative research question.
3. Collect data through qualitative data collection methods.
4. Navigate the ethical minefields of research with confidence
5. Conduct an extensive study on their own and conclude preliminary insights from the gathered data.

References

- Madsbjerg, C., & Rasmussen, M. B. (2014). *The moment of clarity*. Harvard Business Review Press.
- Belk, R., Fischer, E., & Kozinets, R. V. (2012). *Qualitative consumer and marketing research*. SAGE Publications Ltd.
- Nuttavuthisit, K. (2019). *Qualitative consumer and marketing research: The Asian perspectives and practices*. Springer Nature Singapore Pte Ltd.
- Maison, D. (2019). *Qualitative marketing research: Understanding consumer behavior*. Routledge.
- Kozinets, R. V. (2020). *Netnography: The essential guide to qualitative social media research*. SAGE Publications India Pvt Ltd.

MBA 1st Year
Trimester 2
Managerial Economics (MBA MGT 104)

L	T	P
3	-	-

Course Name: Managerial Economics　　　　　　　　　**Course Contact Hours: 3**
Course Credit Hours:　3　　　　　　　　　　　　　　　**Course Code: MBA MGT 104**

Course Objectives:

1. Micro-economic theory and public awareness has attracted immense attention in the last few decades which is very well evidenced by the level of content and discussion about both the global and domestic economy in the media. The primary aim of this course is to provide students with a clear understanding of microeconomic theory and its application in a real-world context.
2. This course is an introduction of microeconomic theory in business with real world use cases. The main theme of the course modules focuses on How households, firms, and governments make decisions of what goods and services to produce, how to produce the goods and for whom to produce them. This course will help you apply the skills and tools learned from theory to current world events.

Course Description:

Managerial Economics delves into the fundamental principles of microeconomic theory and its application in real-world business scenarios. In recent decades, the intersection of microeconomic theory and public awareness has garnered significant attention, evident in the extensive discussions and analyses of global and domestic economies in various media platforms. This course serves as an introduction to microeconomic theory within the context of business operations, offering practical insights and use cases to enhance students' understanding. By the end of this course, students will possess a solid foundation in microeconomic theory and its practical applications in managerial decision-making. They will be equipped with the skills and tools necessary to navigate dynamic business environments and contribute effectively to strategic decision-making processes.

Course Contents:

Unit　Modules
1　　　Introduction to business and economics
　　　　1.1　　Economics and the world of business
　　　　1.2　　Business organizations
　　　　1.3　　Business and Markets
　　　　　　　　1.3.1　　The working of competitive markets

     1.3.2 Business in a market environment

2   Demand and Supply – Theory and Practice
    2.1   Demand and the consumer
    2.2   Demand and the firm
    2.3   Products, marketing and advertising
    2.4   Costs of production
    2.5   Revenue and profit

3   Revenue and profit in competitive market
    3.1   Profit maximization under perfect competition and monopoly
    3.2   Profit maximization under imperfect competition
    3.3   Supply: Alternative Strategies
    3.4   An introduction to business strategy
    3.5   Alternative theories of the firm
    3.6   Growth strategy
    3.7   The small-firm sector
    3.8   Pricing strategy

4   Investment and employment of capital
    3.1   Markets for the Factors of Production
    3.2   Income Inequality and Poverty
    3.3   The Theory of Consumer Choice
    3.4   Price Determination
    3.5   Production frontier

4   Data Analysis
    4.1   Interpretation and Analysis of Data
    4.2   Discovering and Making sense of Data
    4.3   Insight formation

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Professional Competency and Identity with applied research
2. Understand Economics and how it is related to the world of business.
3. Understand extreme markets, i.e., competitiveness and monopoly, and the markets in between, i.e., oligopoly, duopoly (betrand/cournot), and the stackelberg model.
4. Understand firm relation in labour market and in capital market
5. Understand uncertainty, risk, and asymmetric information.

References
- Sloman, J., Garratt, D., Guest, J., & Jones, E. (2016). Economics for business. Pearson Education.
- Babić, A. (2007). International economics: Theory and policy. Place of publication not available: Publisher not available.
- Mankiw, N. G. (2014). Principles of economics. Cengage Learning.

MBA 1st Year
Trimester 2
Ethics & Corporate Governance (MBA MGT 106)

L	T	P
3	-	-

Course Name: Ethics & Corporate Governance   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MGT 106**

Course Objectives:
1. Identify ethical issues in business.
2. Use tools like stakeholder analysis while making business decisions
3. Look at issues from more than one point of view.
4. Adopt a well-reasoned process by which they can arrive at ethically-defensible decisions.
5. Understand the nuances of corporate governance using business examples.

Course Description:
This course delves into the intricate intersection of ethics and corporate governance within the realm of business. Through a comprehensive examination of real-world scenarios and theoretical frameworks, students will develop the critical skills necessary to navigate ethical dilemmas and uphold principles of good governance in corporate settings. By the end of the course, students will emerge with a comprehensive understanding of the complex interplay between ethics and corporate governance in business, equipped with the tools and knowledge necessary to navigate ethical challenges and contribute to responsible and sustainable business practices.

Course Contents:

Unit   Modules

1   Business and Ethics
         1.1   Introduction to Ethics, History, Evolution & Theories (Kant and Utilitarianism,
                 Virtue Ethics, Normative vs. Descriptive Theories)
         1.2   Relationship between Morality, Ethics, Law & philosophical underpinnings
         1.3   Moral Reasoning & Cost Benefit Analysis
         1.4   Codes of Ethics and Professional Ethics
         1.5   Role of Government & other enforcing agencies
2   Ethical Decision Making
         2.1   Leader`s Decision Making Dilemma: Short Term Gains Vs Long Term Impact
         2.2   Models & Frameworks for Ethical Decision Making
         2.3   Introduction to Stakeholder theory tool for decision making: Usage and its

relevance
- 2.4 Context under which the stakeholder theory for decision making works and it doesn't.
- 2.5 Whistle blowing & ways to promote it in an organization
3   The Ethical Organization
- 3.1 Cultivating & Embracing the culture of Ethical Behavior in the organization. (Programs & Approaches adopted)
- 3.2 Triple Bottom Line
- 3.3 Ethical Code of Conduct across different business operations & functions (Pricing, Marketing, Advertising, HRM, Operations, Technology etc.)
- 3.4 CSR: Relevance & Its value to the organization & the public
- 3.5 Legalities involved in mandating impact investments (CSR)
- 3.6 Creating Shared Value (CSV) (Theory & its application)
4   Corporate Governance and Leadership Influence
- 4.1 Concept, Agency Theory & Evolution of Corporate Governance
- 4.2 Board & Management (Understanding the board's role and responsibilities in relation to management, enabling transparency and accountability, working with management to oversee company strategy)
- 4.3 Proactive Governance and Risk Mitigation (Systems & processes adopted to mitigate compliance failures, Preparing for unexpected events and crises)
- 4.4 Understanding and handling conflict of interest on leadership positions

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the importance of ethics & corporate social responsibility.
2. Identify various ethical issues in different aspects of Business such as Pricing, Marketing, Advertising, etc.
3. Demonstrate the ability to use various models and frameworks to undertake an ethical decision.
4. Appreciate the role of a leader in creating an ethical culture.
5. Recognize the role governance plays in business operations and its various implications.

References

- Fernando, A. C. (2012). Business ethics and corporate governance (2nd ed.). Pearson Education.
- Das, G. (2012). The difficulty of being good: On the subtle art of dharma. Penguin India.
- Ariely, D. (2013). The honest truth about dishonesty: How we lie to everyone—especially ourselves. Harper Perennial.
- Khanka, S. S. (2014). Business ethics and corporate governance (principles & practice). S Chand & Company.

MBA 1st Year
Trimester 2
Social Entrepreneurship (MBA ENT 102)

L	T	P
3	-	-

Course Name: Social Entrepreneurship   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA ENT 102**

Course Objectives:
1. Understand the important role that business can play in bringing about social impact, while earning monetary rewards
2. Understand tools and frameworks that will enable them to use business education to solve societal problems.
3. Understand the relevance and role played by various stakeholders in the impact entrepreneurship ecosystem.

Course Description:
This course explores social entrepreneurship as a powerful tool for addressing global challenges. Students will gain a deep understanding of the concept and its application across sectors, learning diverse pathways for impactful involvement. They'll delve into measuring impact and scaling projects, equipping them to make meaningful contributions and inspire change.

Course Contents:

Unit   Modules

1   Introduction to Social Entrepreneurship
         1.1   Difference in approach while running a social enterprise vis-à-vis a profit
                  enterprise or a non-profit.
         1.2   Types of social enterprises spread across various sectors
         1.3   Reflect on societal problems that bother them as individuals and possible
                  business solutions to them
2   Tools and techniques of a social enterprise
         2.1   Key tools and techniques that can be used to create solutions, deploy them and
                  measure impact
         2.2   Relevant frameworks to understand the impact on triple bottom line i.e. people,
                  planet and profit.
3   Structures of a Social enterprise
         3.1   Structures of social enterprises in different formats to create social and financial

impact
     3.2   Ideal business models that could be adopted in the social entrepreneurship
            domain
4   Scale and sustainability of social enterprises
     4.1   Scale of social enterprises
     4.2   Sustainability measures of social enterprises
     4.3   Approaches and models used in planning of scale and sustainability of a social
            enterprise

Course Outcomes (COs): After completing the course, the student shall be able to:
1. To understand the concept of social entrepreneurship and be inspired to find new ways to tackle the world's greatest challenges
2. Appreciate that social entrepreneurship is a mind-set to tackle problems across different sectors (public, private, non-profit)
3. Discover a pathway for how one can make change whether this is founding an enterprise, serving on a board, or supporting social entrepreneurs in other creative ways
4. Learn the various different models & frameworks for measuring impact.
5. Understand the principles of scaling impact driven projects.

References
- Bornstein, D., & Davis, S. (2016). Social entrepreneurship: What everyone needs to know. Oxford University Press.
- Bansal, R. (2011). I have a dream. Westland.
- Novogratz, J. (2010). The blue sweater: Bridging the gap between rich and poor in an interconnected world. Rodale Books.
- Ellis, T. (2010). The new pioneers: Sustainable business success through social innovation and social entrepreneurship. John Wiley & Sons Inc.
- Hartigan, P., & Elkington, J. (2008). The power of unreasonable people: How social entrepreneurs create markets that change the world (leadership for the common good). Harvard Business Review Press.
- Yunus, M. (2011). Building social business: The new kind of capitalism that serves humanity's most pressing needs. Perseus Books Group.
- Galinsky, L., & Nuxoll, K. (2011). Work on purpose. Echoing Green.

MBA 1st Year
Trimester 3
Financial Management (MBA FIN 103)

L	T	P
3	-	-

Course Name: Financial Management   **Course Contact Hours: 3**

Course Credit Hours: 3   **Course Code: MBA FIN 103**

Course Objectives:
1. To understand the basics of Financial statements and its role in Financial decision making
2. To analyze the major financial objective of Enterprise and meaning of Share-holder wealth maximization
3. To measure the cost of funds associated with any financial project
4. To understand the fundamentals of capital budgeting and related issues
5. To relate the working capital framework along the long term investment issues under capital market regime

Course Description:
This course is designed to provide students with a comprehensive understanding of financial management principles and practices essential for making informed business decisions. Throughout the course, students will delve into the fundamental concepts of financial statements and their pivotal role in shaping financial decision-making processes. By the end of this course, students will develop a robust foundation in financial management, enabling them to navigate complex financial scenarios with confidence and make informed decisions that drive organizational success.

Course Contents:

Unit   Modules

1	1.1	Financial statements and its role in Financial Decision Making enterprise or a non-profit.
	1.2	Goal or objectives of a Firm
	1.3	Time preference behavior of investors
	1.4	Equity versus Debt and its role in Financial Management
	1.5	Introduction to Capital markets and its role in Financial management across firms
2	2.1	Short term versus Long term decision making
	2.2	Cost of Funds-Types
	2.3	Capital Budgeting
	2.4	Capital structure decision
	2.5	Dividend policy framework

3	3.1	Working capital meaning and purpose
	3.2	Money market and its role
	3.3	Inventory management
	3.4	Receivables management
	3.5	Cash Management
4	4.1	F&O markets and brief about Derivatives
	4.2	Mutual Funds and Portfolio risk management services
	4.3	Contemporary issues in Finance
	4.4	CAPM versus Relative multiples approach

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Ability to relate the financial statements results with financial analysis and valuation of assets
2. Numerical ability to calculate the intrinsic values of assets
3. Correlate the short-term versus long-term financial decisions for managing the liquidity and profitability balance
4. Understanding the valuation of Debt and equity instruments with context to internal as well as market driven prices
5. Construct a Financial model of a hypothetical project/case study and provide a proper solution to the problem in hand.

References
● Pandey, I. M. (2015). *Financial management* (11th ed.). Vikas Publishing House.
● *Indian Journal of Finance*. AMC Pvt Ltd.

MBA 1st Year
Trimester 3
Integrated Marketing Communications (MBA MKT 103)

L	T	P
3	-	-

Course Name: Integrated Marketing Communications   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MKT 103**

Course Objectives:
1. Help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers
2. Provide a managerial framework for integrated marketing communications planning.
3. Equip students with frameworks to critically assess marketing communications' campaigns.
4. Explain how the communication process fits into and works with consumer behavior and evaluate different media options available and plan media.
5. Appreciate the ethical and social issues in advertising.

Course Description:
This course provides students with a comprehensive understanding of the principles, strategies, and tools employed in modern marketing communications. Through a combination of theoretical concepts and practical applications, students will explore the dynamic landscape of marketing communications and its pivotal role in informing, persuading, and engaging consumers. Students will engage in interactive lectures, case studies, group discussions, and practical exercises to deepen their understanding of integrated marketing communications and develop essential skills for success in the field.

Course Contents:

Unit   Modules

1   Introduction
        1.1   Introduction to Integrated Marketing Communication evolution, contemporary perspective, role of IMC in branding
        1.2   Branding lessons – Brand architecture, hierarchy, brand elements, guidelines
        1.3   Promotional mix – tools of IMC, advertising, direct marketing, interactive/internet marketing, sales promotion, publicity/public relations, personal selling
        1.4   Role of IMC in marketing process
2   IMC Program Situation Analysis
        2.1   Organizing for advertising and promotion – role of advertising agencies and other marketing communication organizations

2.2   Perspectives on consumer behaviour

2.3   The communication process – nature, basic model of communication Source, message and channel factors

2.4   Objectives and budgeting for integrated marketing communications programs – DAGMAR approach

3   Developing IMC Programs

3.1   Creative Strategy – planning and development, creative process, advertising campaigns, creative briefs

3.2   Media Planning – designing media plans, media objectives, developing and implementing media strategies

3.3   Evaluation of Media – television, radio, print

3.4   Support Media – outdoor advertising, out-of-home media, in-store media, other miscellaneous outdoor media

3.5   Direct Marketing, internet and interactive media

3.6   Sales Promotions – consumer oriented, trade oriented

3.7   Personal Selling Public Relations, Publicity, and Corporate Advertising

4   The Broader Environment

4.1   Monitoring and control – measuring the effectiveness of the promotional program, conducting research, testing process

4.2   Social, ethical and economic aspects of advertising and promotion – social and ethical criticism of advertising, economic effects of advertising, effect on consumer choice, competition and product costs and prices

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Demonstrate proficient utilization of technology and support resources in meeting the requirements of the Integrated Marketing Communications (IMC) program.
2. Define IMC and articulate the planning process involved in executing IMC campaigns.
3. Conduct comprehensive situation analyses for brands, including target audience identification and effective targeting strategies.
4. Formulate clear, measurable marketing communications objectives and strategies aligned with brand goals.
5. Develop robust paid media plans, considering strengths and weaknesses of traditional and digital media platforms.
6. Create impactful creative strategies and integrate them seamlessly across various functions within the IMC framework.

References

- Kotler, P. (2015). Marketing management (13th ed.). Pearson.
- Moriarty, S., Mitchell, N., & Wells, W. (2016). Advertising and IMC (10th ed.). Pearson.
- Belch, G., & Belch, M. (2018). Advertising and promotion: An integrated marketing communications perspective (11th ed.). Tata McGraw-Hill.

MBA 1st Year
Trimester 3
Corporate Strategy (MBA MGT 107)

L	T	P
3	-	-

Course Name: Corporate Strategy   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MGT 107**

Course Objectives:
1. Describe the practical and integrative model of the strategic management process that defines basic activities in strategic management
2. Demonstrate knowledge and ability in formulating strategies and strategic plans
3. Analyze the competitive situation and strategic dilemma in dealing with the dynamic global business environment in terms of rapidly changing market trends and technological advancement
4. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences

Course Description:
This course offers a comprehensive exploration of corporate strategy, focusing on practical applications and integrative models within the strategic management process. Through a combination of theoretical frameworks, case studies, and interactive discussions, students will develop a deep understanding of key concepts and tools essential for effective strategic decision-making.

Course Contents:

Unit   Modules

Unit		Modules
1	1.1	Nature of Strategic Management
	1.2	CLV and Customer Equity
	1.3	Strategic Planning Process
	1.4	What is our business, Vision and Mission, Goals, SWOT
2	2.1	Environment Analysis – Macro and Microenvironments, PEST
	2.2	Industry Analysis- Porter's 5 forces, BCG,
	2.3	Core competency, competitive advantage and hyper competition model
	2.4	Strategy Implementation – Porter's Generic Model – Focus v/s Differentiation
3	3.1	Product, Market Segmentation and Positioning
	3.2	Strategy Implementation – Diversification Strategies
	3.3	Integration Strategies -Horizontal and Vertical Integration
	3.4	Red v/s Blue Ocean Strategy

4	4.1	Offensive Strategies – Improving Market Position and building competitive Advantage
	4.2	Defensive Strategies
	4.3	Strategy Review, Evaluation, & Control
5	5.1	Balanced Scorecard
	5.2	Strategy Maps
	5.3	Social Responsibility and Triple Bottom line

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand the nature of strategic-management process. & be able to define of key terms in strategic management.
2. Learn Strategy Formulation – Who are we? Vision, Mission, Internal and External Analysis & Strategies in Action – Types of Strategies, Porters Models. Balanced Scorecard, Mckinsey Model
3. Be able to undertake strategy formulation in for profit and not for profit organizations & Implementing Strategies
4. Understand Pitfalls in Strategy implementation. Why do some companies fail in strategizing?
5. Understand how a firm may achieve sustained competitive advantage.

References

- Thompson, A., Strickland, L., & Gamble, J. (2007). Crafting and executing strategy: The quest for competitive advantage: Concepts and cases (16th ed.). McGraw-Hill Education.
- David, F. R. (2010). Strategic management: Concepts (13th ed.). Pearson.
- Kotler, P. T., & Armstrong, P. (2018). Principles of marketing. Pearson.

MBA 1st Year
Trimester 3
Organizational Behavior (MBA MGT 109)

L	T	P
3	-	-

Course Name: Organization Behavior   **Course Contact Hours: 3**
Course Credit Hours: 3   **Course Code: MBA MGT 109**

Course Objectives:
1. To enable students to demonstrate a thorough knowledge and understanding of organizational behavior
2. To help students to apply the theories, concepts and models taught in the course relevant contemporary to navigate efficiently across organizational issues
3. To Build a capacity in students for self-reflection and a willingness to engage in self-appraisal & appraisal of others

Course Description:
Organizational Behavior (OB) is the study of human behavior in organizational settings. This course delves into the psychological, social, and structural factors that influence individual and group behavior within organizations. Through a blend of theoretical frameworks, empirical research, and practical applications, students will develop a nuanced understanding of how people interact, communicate, and collaborate in various work environments.

Course Contents:

Unit   Modules

Unit	Module	Description
1	1.1	Introduction to Human Resource Management
	1.2	Introduction to Recruitment & Retention
	1.3	Learner characteristics, Learning Styles, Training as a means of improving performance & productivity
	1.4	Objectives of performance appraisal
	1.5	HRM in emerging workplaces
	1.6	Latest trends in HRM
2	2.1	Fundamentals of Organizational Behavior
	2.2	Learning Principles & Theories
	2.3	Factors influencing motivation at the workplace
	2.4	Building a culture of trust at the workplace

3	3.1	Managing professional relationships
	3.2	Influence of leadership on workplace performance
	3.3	Forming Effective Teams
	3.4	Conflict Management
4	4.1	Personality Test
	4.2	Managing Oneself
	4.3	Science of Motivation
	4.4	Evolution of a good leader
	4.5	Theories of Decision Making
	4.6	Cross Cultural Work Influence
5	5.1	Building of an Effective Organizational Culture
	5.2	Honing appropriate work ethic
	5.3	Dimensions of Future of Work

Course Outcomes (COs): After completing the course, the student shall be able to:

1. The student should be able to contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
2. The student should be able to identify personal dimensions of personality job satisfaction, motivation and learning.
3. The student should be adept at working in groups, understand group dynamics, examine group types and team working techniques.
4. The student should be able to evaluate the developments of basic conflict resolutions, discuss the main problems about stress, power and politics and ethics.

References

- Dessler, G., & Varrkey, B. (2017). Human resource management (15th ed.). Pearson.
- Robbins, S. P. (2016). Organizational behavior (16th ed.). Pearson.

MBA 1st Year
Trimester 3
Total Supply Chain (MBA MGT 111)

L	T	P
3	-	-

Course Name: Total Supply Chain **Course Contact Hours: 3**
Course Credit Hours: 3 **Course Code: MBA MGT 111**

Course Objectives:
1. To understand the concept of Total Supply Management for application in actual working situations
2. Knowledge of integration of Inflows and outflows to effectively and efficiently serve the customer while maximizing the overall value to all stakeholders
3. Optimize the inventory of inputs as well as finished goods and accrue sustainable competitive advantage to the firm.
4. To improve the bottom line by affecting cost reductions and thus increase stockholders' worth

Course Description:
Strategic Supply Chain Management is a comprehensive course designed to provide students with an in-depth understanding of the principles, practices, and strategies essential for optimizing supply chain operations in today's global marketplace. Through a blend of theoretical concepts, practical case studies, and industry best practices, students will develop the knowledge and skills necessary to design, implement, and manage efficient and resilient supply chains.

Course Contents:

Unit Modules

1	1.1	Introduction to Total Supply chain and its strategic Implications
	1.2	Objectives of TCM.
	1.3	Drivers and elements of supply chain in detail
2	2.1	Supply side and demand side strategies
	2.2	Distribution Networks and the utility of channel members
	2.3	Transportation Management—Domestic and International
3	3.1	Forecasting and forecasting Techniques
	3.2	Inventory management and warehousing
4	4.1	Logistic Management
	4.2	Sales and operations planning
	4.3	Customer Services

4.4   Integration of TCM and IT

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Formulate Strategy of Procurement and optimization of manufacturing facilities
2. Effective management of distribution network
3. Reduction in cost of procurement
4. Reduction in distribution Costs
5. Improving employee morale as total supply management will necessitate empowerment of employees
6. Prudent logistic management

References

● Agarwal, D. K. (2003). Logistics and supply chain management. McMillan.

● Chopra, S., & Kalra, M. (2016). Supply chain management (6th ed.). Pearson.

MBA 1st Year
Trimester 3
Business Statistics (MBA BA 103)

L	T	P
2	-	2

Course Name: Business Statistics
Course Credit Hours: 4

Course Contact Hours: 3
Course Code: MBA BA 103

Course Objectives:
1. Master multiple regression for business analysis.
2. Develop business analytics proficiency.
3. Understand time series and dynamic models.

Course Description:
This course is for students with elementary economic statistics background. It is an introductory course on business statistics. It reviews and builds on basic statistical concepts, covered in statistics & mathematics. The concepts and models studied in this course have numerous applications in economics, entrepreneurship, data sciences, finance, marketing, management and related domains. Topics covered will include multiple regression models, business analytics, decision making, dummy variables, simple dynamic models and co-integration models. Practical problems using advanced excel and other statistical tools will be solved.

Course Contents:

Unit   Modules

1   Introduction and Key Statistical Concepts
     1.1   The growth of statistics and Business Analytics
     1.2   Introduction and data collection
     1.3   Types of variables
     1.4   Measures of central tendency, variation and shape
     1.5   Numerical descriptive measures for a population
     1.6   Five-number summary and box-and-whisker plots

2   Probability Concepts & Discrete Distributions
     2.1   Probability distribution for a discrete random variable
     2.2   Covariance and its application
     2.3   Binomial distribution
     2.4   Poisson distribution

2.5   Hypergeometric distribution

2.6   Using the Poisson distribution to approximate the binomial distribution

3   Normal Distribution and Sampling Distribution

        3.1   Continuous probability distributions

        3.2   The normal distribution

        3.3   Evaluating normality

        3.4   The uniform distribution

        3.5   The exponential distribution

        3.6   Sampling distributions

        3.7   Sampling distribution of the mean

        3.8   Sampling distribution of the proportion

        3.9   Types of survey sampling methods

        3.10   Evaluating survey worthiness

4   Estimation using Confidence Intervals

        4.1   Confidence interval estimation for the mean (σ known)

        4.2   Confidence interval estimation for the mean (σ unknown)

        4.3   Confidence interval estimation for the proportion

        4.4   Determining sample size

        4.5   Applications of confidence interval estimation in auditing

        4.6   Confidence interval estimation and ethical issues

5   Hypothesis Testing: One-Sample Tests & Two-Sample Tests

        5.1   Hypothesis-testing methodology

        5.2   Z test of hypothesis for the mean (σ known)

        5.3   One-tail tests

        5.4   t test of hypothesis for the mean (σ unknown)

        5.5   Z test of hypothesis for the proportion

        5.6   The power of a test

        5.7   Comparing the means of two related populations

        5.8   F test for the difference between two variances

        5.9   Comparing two population proportions

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Collect appropriate data to study.
2. Describe and present data creatively using numerical measures.
3. Solve complex business problems using some basic concepts like probability theory.
4. Derive conclusions and inferences from data.
5. Make use of statistical techniques in business and economics.

References

- Berenson, M., Levine, D., Szabat, K. A., & Krehbiel, T. C. (2012). Basic business statistics: Concepts and applications. Pearson.
- Rosling, H., Rosling, O., & Rosling Rönnlund, A. (2018). Factfulness. Flatiron Books

MBA 1st Year
Trimester 3
Data Visualization (MBA BA 105)

L	T	P
1	-	4

Course Name: Data Visualization   **Course Contact Hours: 3**
Course Credit Hours: 5   **Course Code: MBA BA 105**

Course Objectives:
1. Students should know how to communicate a story using visuals
2. Convert raw data into insights using various technological tools

Course Description:
Data Visualization and Interpretation is a dynamic course designed to equip students with the knowledge and skills needed to effectively communicate insights from data through visual representations. In an era of information overload, the ability to create compelling and informative data visualizations is essential for decision-making and storytelling. Through hands-on projects, interactive exercises, and theoretical discussions, students will learn the principles and best practices of data visualization and apply them to real-world datasets.

Course Contents:

Unit	Modules
1	Story telling with data visuals
2	Analytics and visualization with MS Excel
3	Analytics and visualization with Power BI
4	Analytics and visualization with Tableau

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Students should have understanding of the art of storytelling through data visualization
2. They should have good understanding of data architecture for analytics and learn to extract and transform those data
3. They should be able to handle data analysis with MS Excel
4. Build and publish reports using Power BI
5. Build and publish reports using Tableau.

6. They should be able to do full-fledged case studies

References

- Microsoft. (n.d.). Power BI documentation. Retrieved from https://docs.microsoft.com/en-us/learn/powerplatform/power-bi?WT.mc_id=powerbi_landingpage-marketing-page

MBA 2nd Year
Trimester 4
Enterprise Risk Management (MBA MGT 202)

L	T	P
2	-	-

Course Name: Enterprise Risk Management   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA MGT 202**

Course Objectives:
1. The primary aim of this course is to provide the learners with a clear understanding of the role risks play in determining corporate performance.
2. It is intended to help the learners in assessing and measuring the probable risks and developing decision-making skills required for managing and mitigating risks.

Course Description:
Risk Management is the process of identifying, evaluating and dealing with the threats an organization may face. As unexpected and damaging risks can destroy an organization and positive risks turned into opportunities can enhance an organization, risk management is considered as a highly-valued and sought-after discipline. This course aims to provide a high-level of understanding of the various types of risks, their analysis, treatment and mitigation where necessary.

Course Contents:

Unit   Modules

1   Introduction to Risk Management
        1.1   Understanding Enterprise Risk Management
        1.2   Principal Terms in Enterprise Risk Management
        1.3   Classification of Enterprise Risks
        1.4   Risk Management Process
2   Measuring Risks
        2.1   Risk Analysis and Assessment
        2.2   Risk Identification
        2.3   Risk Evaluation Process
3   Financial and Other Risks
        3.1   Managing Financial Risks
        3.2   Financial Risk Management Tools
        3.3   Role of credit agencies in the evaluation of risk management functions
        3.4   Other Risks

4   Managing Risks
    4.1   Measures of correlation and discuss the relative merits of each for modelling
           Purposes
    4.2   Enterprise-wide risk aggregation techniques incorporating the use of correlation
           and regression
    4.3   Scenario analysis and stress testing in the risk measurement process

Course Outcomes (COs): After completing the course, the student shall be able to:
    1. Demonstrate an understanding of risks, types of risks and various sources of risks.
    2. Comprehend the risk rating criteria and the key risk indicators (KRIs)
    3. Evaluate the need for risk measurement and a good risk management framework.
    4. Apply the required risk management frameworks to organization settings.
    5. Recommend methods to manage an organization's risks.

References

    ● Institute of Directors, India. (2020). A handbook on enterprise risk management. Institute of
      Directors.
    ● Kaplan, R., & Mikes, A. (2018). Swissgrid: Enterprise risk management in a digital age.,
      https://hbsp.harvard.edu/product/119045-PDF-ENG?Ntt=Swissgrid%3A%20Enterprise%20R
      isk%20Management%20in%20a%20Digital%20Age

MBA 2nd Year
Trimester 4
Corporate Finance & Valuation (MBA FIN 202)

L	T	P
2	-	

Course Name: Corporate Finance & Valuation   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA FIN 202**

Course Objectives:
1. This course will help develop the analytical skills for making corporate investment with regards to financial decisions and valuation matrix.
2. It aims to develop proficiency in Valuing assets and liabilities through a learning process that blends concepts with applications.
3. The course also familiarizes students with the usage of spreadsheets to build financial models for valuation.
4. They will be able to appreciate the linkages between valuation and strategy of firms.

Course Description:
In the Corporate world, valuations are needed for many reasons such as investment analysis, capital budgeting, merger and acquisition transactions, financial reporting, determination of tax liability and in litigation.
Corporate Finance course teaches how to develop the required information for valuing companies from financial statements and other information sources in a real-world setting using actual Annual Reports of Companies.

Course Contents:

Unit   Modules

1   Financial Analysis, Forecasting & Modeling
    1.1   Corporate objectives and Strategy
    1.2   The Financial Plan
    1.3   Financial Modeling
    1.4   Different method of Financial Statement Forecasting
    1.5   Determining Project Cash Flows
    1.6   Sales Forecast, Pro Forma P&L & Proforma B/S
    1.7   Sensitivity Analysis
2   Capital Structuring and Dividend policies
    2.1   Global perspectives in Capital structures

2.2   Dividends – an overview
2.3   Global practices in Dividend policies
2.4   Concept of Bonus Shares, Stock Splits & Share Buyback
3   Valuation methods and Cost of Capital
3.1   DCF Valuation methods
3.2   Book Value Approach
3.3   Stock & Debt Approach
3.4   Direct Comparison Approach
3.5   ROIC (Return on Capital Invested) Concept
3.6   Excess Earnings Valuation
3.7   Measuring Continuing Value
3.8   Market multiples
4   Value Based Management
4.1   Alcar Approach
4.2   EVA Approach
4.3   BCG Approach
4.4   Cash Flow Return on Investment (CFROI)

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand & apply detailed Financial Forecasting & Modeling for different businesses
2. Perform Sensitivity Analysis on detailed Financial Models to understand & project profits under different business cycles & scenarios
3. Comprehend the impact of Corporate Actions like Dividends, Bonus shares, Stock splits & Share Buy-back
4. Have an in-depth understanding of 8 different valuation models and cost of capital
5. Identify the difference between Company Valuations & individual asset / liability valuation

References

● Chandra, P. (2011). Corporate valuation and value creation (1st ed.). Tata-McGraw Hill.

MBA 2nd Year
Trimester 4
Leasing, Hire Purchase, Project & Infrastructure Finance, Corporate Governance (MBA FIN 204)

L	T	P
2	-	-

Course Name: Leasing, Hire Purchase, Project & Infrastructure Finance, Corporate Governance

Course Contact Hours: 2

Course Credit Hours: 2   **Course Code: MBA FIN 204**

Course Objectives:
1. Describe the mechanics of leasing.
2. Evaluate an operating lease.
3. Evaluate leasing as a financing decision.
4. Choose between leasing and hire purchase.
5. Discuss the plausible and dubious reasons for leasing.
6. Discuss the features of project finance.
7. Discuss the features of Corporate Governance in India

Course Description:
Leasing and Hire-Purchase decisions have occupied center-stage across various boardrooms, more so with the Covid-19 pandemic making the question pertinent. In addition, Corporate Governance has been in the limelight with increasing focus on senior management accountability and ownership of business ethics. Project and Infrastructure Finance will make the students aware of large-scale project dynamics, challenges and landscape.

Course Contents:
Unit   Modules

1   Leasing
    1.1   Types of Leases
        1.2.1   Finance lease vs Operating Lease
        1.2.2   Sale and Lease back vs direct lease
        1.2.3   Single investor lease vs Leveraged lease
        1.2.4   Domestic vs International Lease
    1.2   Rationale for Leasing
    1.3   Leasing as a Financial Decision
    1.4   Wet & Dry Lease – Case Study
2   Hire Purchase

	2.1	Features
	2.2	Choice between leasing and hire purchase
3	Project Finance	
	3.1	Features
	3.2	Main Parties
	3.3	Case Study
4	Corporate Governance	
	4.1	Corporate Governance in India
	4.2	Devices for containing Agency Costs
	4.3	SEBI Code
	4.4	ESOPs

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand the mechanics of leasing.
2. Evaluate leasing as a financing decision
3. Choose between leasing and hire purchase
4. Discuss the features of project finance
5. Discuss the features of Corporate Governance in India

References:

● Shapiro, A. C., & Hanouna, P. E. (2019). Multinational financial management. John Wiley & Sons Ltd.

MBA 2nd Year
Trimester 4
Financial Analytics (MBA FIN 206)

L	T	P
1	-	2

Course Name: Financial Analytics   **Course Contact Hours: 2**
Course Credit Hours: 3   **Course Code: MBA FIN 206**

Course Objectives:
1. Financial Analytics as a skill set has been considerably growing in significance. Industry is in search of experts who can not only understand Finance but also who can leverage technologies for applications to analytical applications. Thus, Financial Analytics is here to stay and is expected to remain in the forefront from the perspective of industry demand. Candidates with this skill would find it easy to fit themselves into various roles in the analytics teams which companies have to offer.
2. This course covers key topics that are used frequently in the financial industry. Candidates will be equipped with the core knowledge to work in the domain of quantitative/financial analytics in the industry.

Course Description:
The Financial sector has always been on the forefront to adopt new technologies and provide innovative solutions for complex business problems. In this current era of big data revolution, Financial Analytics is a must have skill for students

Course Contents:

Unit   Modules

1   Fixed Income analytics
      1.1   Recap of Capital Markets concepts
      1.2   Review of Fixed Income Products
      1.3   Understanding concepts of yields and spreads
      1.4   Bootstrapping zero rates and implied forward rates
      1.5   Pricing bonds with standard coupons and non-standard coupons
      1.6   Risk Measures for Bonds
      1.7   Understand concept of securitization
2   Options
      2.1   Understanding options, types, payoffs etc.
      2.2   Interpret Put-call parity and no arbitrage prices of options

2.3	Binomial model for pricing options	
2.4	Monte Carlo pricing of options	
2.5	Options Trading Strategies	
3	Building blocks of Risk Management	
3.1	Meaning of Risk	
3.2	Understanding Risk Process	
3.3	Meaning of Value at Risk	
3.4	Various Models for VaR	
3.5	Idea of Interest Rate swaps	
3.6	Meaning of Credit Risk	
3.7	Introduction to Credit Default Swaps	
4	Introduction to Python for Analytics	
4.1	Python and its relevance to financial analytics	
4.2	Overview of building blocks of Python - data types, looping, conditional statements etc.	
4.3	Introduction to popular libraries in Python	

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand key concepts in finance including - financial products, popular trading strategies,
2. Learn the approach for pricing of financial products, risk management strategies etc.
3. Learn implementation of these concepts using various tools (Python/Excel).
4. Learn the building blocks of quantitative finance which will be the base for learning other advanced concepts in the future
5. Relate the concepts studied in this course to the gamut of big data analytics used by Banks/FIs

References

● Hull, J. C. (2018). Options, futures & other derivatives (9th ed.). Pearson.
● Wilmott, P. (2012). Paul Wilmott on quantitative finance (2nd ed.). Wiley.
● McKinney, W. (2013). Python for data analysis (1st ed.). O'Reilly.

MBA 2nd Year
Trimester 4
Consumer Behavior (MBA MKT 202)

L	T	P
2	-	-

Course Name: Consumer Behavior   **Course Contact Hours: 2**

Course Credit Hours: 2   **Course Code: MBA MKT 202**

Course Objectives:
1. Understand how economic factors like income, pricing, and economic conditions influence consumer behavior.
2. Explore the psychological factors such as perception, motivation, and decision-making that drive consumer choices.
3. Examine how social and cultural influences shape consumer identity, lifestyle choices, and brand preferences.

Course Description:

Consumer is the heart of any business and understanding them is the key for successful business. A clear understanding of consumer behavior is necessary for developing different marketing strategies. In this competitive environment success of any business depends, how well the company understands their customers. This subject provides a theoretical grounding in the field of customer behavior examining both internal and external factors which affect consumer behavior and their decision-making process. It develops an awareness and understanding of customers as the central focus of marketing action, and discusses relevant theories developed in marketing, psychology and other behavioral sciences. Three factors determining consumer behavior known as economic determinants, psychological determinant and sociological determinant will be studied in detail.

Course Contents:

Unit   Modules

1   Introduction to Consumer Behavior
        1.1   Need to understand and study consumers
        1.2   Impact of studying consumer behavior and its impact to Business
        1.3   Segmentation, Targeting and Positioning
        1.4   Customer Value, Satisfaction and Retention
2   External Influence
        2.1   Group behavior; Social class; Opinion leaders;
        2.2   Reference Groups.

	2.3	Role of Culture and Subcultures; Family
3		Consumer decision process
	3.1	Problem recognition;
	3.2	Search and evaluation of alternatives; Purchase process; Post purchase Behavior and cognitive dissonance.
	3.3	Consumer adoption process and diffusion of innovation; Situational influences.
	3.4	Cross-cultural issues of consumer behavior
	3.5	Rural consumer behavior
	3.6	Organizational buying behavior
	3.7	Behavior for FMCGs v/s Consumer durables v/s Services
	3.8	Consumer behavioral research
4		Organization buying process
	4.1	Roles of buying centers/ Decision making units.
	4.2	The importance of the decision making process in Industrial Marketing.

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Have the capacity to understand issues that influence organizations.
2. Develop critical and creative thinking skills.
3. Be able to develop strategic decision-making skills.
4. Associate business ethics with organization sustainability with specific reference to its marketing strategies.
5. Acquire conceptual insights into key aspects such as social, psychological and other factors that influence consumer behavior and will enable them to evaluate various business cases

References
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- Loudon, D. L., & Della Bitta, A. J. (2017). Consumer behaviour (14th ed.). Tata McGraw Hill.
- Hawkins, D., Mothersbaugh, D., & Mookerjee, A. (2012). Consumer behaviour: Building marketing strategy (12th ed.). McGraw Hill International edition.
- Solomon, M. R. (2013). Consumer behaviour: Buying, having and being (10th ed.). Pearson

MBA 2nd Year
Trimester 4
Services Marketing (MBA MKT 204)

L	T	P
2	-	-

Course Name: Services Marketing   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA MKT 204**

Course Objectives:
1. Enhance Service Quality: Apply marketing concepts to improve service quality, focusing on customer experiences in the service industry.
2. Foster Customer Satisfaction: Explore strategies to increase and maintain customer satisfaction levels, emphasizing building strong relationships and loyalty.
3. Cultivate Service Culture: Develop methods for creating and sustaining a service-oriented culture within firms, integrating marketing strategies for employee engagement and customer-centric values.

Course Description:
Service sector has become the largest contributor to the country's GDP. Professionals are using and benefitting from service marketing to build loyalty and maintain long-term relationships with customers.

Course Contents:

Unit   Modules

1   Introduction to Service Marketing
     1.1   Concepts, Definitions & Characteristics of Services
     1.2   Categories of Services
     1.3   7 Ps of Service Marketing
     1.4   Product-Service continuum
     1.5   SEC of Service Marketing
     1.6   Service Marketing Triangle
     1.7   Emerging service sectors in India & abroad
     1.8   Challenges in Service Marketing
2   Service Quality Spectrum
     2.1   Dimensions of Service quality / ServQual
     2.2   Service quality models – GAP, Nordic, Multi-level, Hierarchical, Gronroos
     2.3   Ethics in Service Marketing
3   Devising Strategy

3.1   Servicescape Model
3.2   Measuring Service Marketing (NPS)
3.3   Service Excellence Standards
3.4   Service Recovery Strategies

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Explain how the characteristics of service products differ from tangible goods, and their impact on design and execution of marketing strategies for services across different cultural contexts.
2. Develop an understanding of the overlap of marketing with operations management and human resource systems in the successful design and management of service organizations.
3. Apply the 7 P's of the services marketing mix to develop a positioning strategy for any service organization.
4. Critically analyze the problems faced by services marketing professionals and apply knowledge to develop and communicate recommended solutions
5. Understand and apply the services marketing tools and models in a global context to increase customers' perceptions of satisfaction, service quality and value.

References

● Zeithaml, V. A., Bitner, M. J., Gremler D. D., & Pandit, A. (2018). Services marketing (7th ed.). McGraw Hill.
● Wirtz, J., Lovelock, C. H., & Chatterjee, J. (2015). Services marketing: People, technology, strategy (8th ed.). Pearson.
● Parasuraman, V. A., Zeithaml, A., & Berry, L. L. (1991). Customer expectations of service. MIT Sloan Management Review, 32, 39–48.

MBA 2nd Year
Trimester 4
Marketing Analytics (MBA MKT 206)

L	T	P
1	-	2

Course Name: Marketing Analytics   **Course Contact Hours: 2**

Course Credit Hours: 3   **Course Code: MBA MKT 206**

Course Objectives:

1. In the pre digital era, Marketing had gained notoriety for being a cost center. Marketers used to spend a lot of money on promotional activities, which were practically not trackable. Marketing Analytics and tools will just give the right thrust to the marketers to be in knowledge of how they can track every activity and its outcome.
2. The primary aim of this course is to provide students with a clear understanding of how to track the efficacy of your Marketing campaigns by tracking the Analytics of the performance of these campaigns, tracking every source, and tracking ROI through these Analytics.

Course Description:
Marketing Analytics is the detailed study of Analytics generated through Marketing activities across various channels and improvising on those activities.

Course Contents:

Unit   Modules

1   Fundamentals of Marketing Analytics
        1.1   Marketing Analytics Definition
        1.2   Attribution Models
                  1.2.1   Single Touch Models
                  1.2.2   Multitouch Models
2   Detailed Concepts of Marketing Analytics – Theory & Practical's
        2.1   Analytics Platforms on Google
        2.2   SEO & Social Amalytics
        2.3   TVC, Print & Billboards Analytics
        2.4   Mobile Analytics
3   Dimension Measurement & Metrics
        3.1   Hands on Practical's
        3.2   Different Metrics to track ROI
        3.3   Conversion Rate Optimization

3.4   Visual Behavior Analysis of Consumers

3.5   Different Analytical Terminologies

4   Pricing Analytics – Case Studies & Analytics

      4.1   Basics of Pricing Analytics

      4.2   Pricing Analytics Practical's

      4.3   Case Study & Theories.

      4.4   Price Determination

Course Outcomes (COs): After completing the course, the student shall be able to:

1. With the introduction of certain tools, Marketing Analytics today gives deeper insights to Marketing teams to plan and execute their action in a better way.
2. These actions are primarily aimed at getting better ROI, by assigning every activity to a tool/platform which can track the effectiveness of that activity in numbers
3. The Marketing Analytics course will encompass these attribution models as well as Tools, which will help a Marketer understand, plan and deliver better performing campaigns
4. Marketing Analytics would help students know about the different attribution models, which marketing activities of theirs are giving what kind of results, delve into best performing and non-performing mediums of Marketing and ultimately help them make their marketing activities trackable.
5. It would help Marketers to keep a track on pricing trends and pricing analytics

References

- Pricing Analytics by Udemy.

MBA 2nd Year
Trimester 4
Innovation in FMB and SMEs (MBA ENT 202)

L	T	P
2	-	-

Course Name: Innovation in FMB and SMEs　　　　　　**Course Contact Hours: 2**
Course Credit Hours: 2　　　　　　　　　　　　　　　**Course Code: MBA ENT 202**

Course Objectives:
1. The primary aim of this course is to provide students with holistic understanding of working of Family Managed Businesses in India and their innovative approach which has led to the success and expansion within the country as well as in foreign markets.
2. This course also caters to gaining knowledge on various aspects related to micro, small and medium enterprises as they are boosting the overall economic growth in India.

Course Description:
Innovation in Family Business Management provides an understanding to the learners regarding the strategy to be defined by businesses in the dynamic industry. MSME is an emerging area boosting economic growth and development in India, therefore this subject delves deep to foster clarity on nuances related to functioning of MSME segment in India.

Course Content

Unit	Modules
1	Introduction to FMB
	1.1　　The role and contribution of FMB to the Indian Economy as of 2020
	1.2　　FMB vs MNCs
	1.3　　Attributes & Approaches in FMB
2	Unpacking Innovations
	2.1　　Factors of Innovation
	2.2　　Contributing factors towards Innovation
	2.3　　Method, Technology and Culture
3	Culture of Innovation
	3.1　　UWES
	3.2　　Burnout Matrics
	3.3　　Building Innovation Capacity: Team Work, Skills and Involvement
	3.4　　Leadership and Change Management
4	Intervention Design
	4.1　　Components of the Intervention

4.2   Tracking Metrics

4.3   Impact of the Intervention

Course Outcomes (COs) After completion of this course, the student should be able to:

1. Understand the current landscape of SMEs and FMB in the Indian economy
2. Interpret the elements of Work Culture, Risk Appetite and Behavioural changes associate with Innovation
3. Ability to create a custom Innovation Strategy with respect to an Industry
4. Deploy and evaluate various assessment tools to analyse current state of Family Managed Business
5. Measure the impact of interventions which have led to 'Innovation' at the FMB

References:

- Ansoff, H. I. (1957). Strategies for diversification. Harvard Business Review, 35(5), 113-124.
- Sindhuja, P. N. (2009). Performance and value creation family managed business versus non-family managed business. IUP Journal of Business Strategy, 6(3/4), 66.
- Dyer Jr, W. G., & Handler, W. (1994). Entrepreneurship and family business exploring the connections. Entrepreneurship Theory and Practice, 19(1), 71-84.
- Sharma, P., Chrisman, J. J., & Chua, J. H. (1997). Strategic management of the family business past research and future challenges. Family Business Review, 10(1), 1-35.

MBA 2nd Year
Trimester 4
Fintech Ventures (MBA ENT 204)

L	T	P
2	-	-

Course Name: Fintech Ventures   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA ENT 204**

Course Objectives:
1. Introduce FinTech as an innovation space
2. Map innovation trends in the financial services space
3. Understand use cases across different domains in FinTech
4. Understand regulatory shifts for financial services
5. Understand technology architecture for open finance
6. Expose the learners to FinTech entrepreneurship

Course Description:

All sub-space within FIG (Financial Institutions Group) have been challenged and are being disrupted by new ventures founded by technocrats who see the FIG space very differently. Finance, Insurance, Wealth and Investments are being rapidly redefined by leveraging connectivity, real time data, computing algorithms, connected devices and scalable embedded systems. Central Banks & Central Bankers and Monetary Policies are forced to adopt technology as key driver in revamping the financial systems.

Course Contents:

Unit   Modules

1   Getting Started with Fin-Tech
        1.1   The Fin-Tech Landscape
        1.2   Open Finance versus Closed Finance
2   Tech in Fin-Tech & Data Strategy for Fin-Tech
        2.1   Power of APIs
        2.2   Data Lakes for FinTech
        2.3   Flow Data, Data Privacy and Alternative Data
3   Starting a Fintech / Insure-Tech Venture

3.1   Fintech / Insure-Tech workflows
3.2   Fintech / Insure-Tech product design
3.3   Regulatory Regimes and Regulatory Innovation

Course Outcomes (COs): After completing the course, the student shall be able to:
1. To be work-ready for FinTech ventures
2. To prepare to start a FinTech venture
3. To be ready to work on FinTech initiatives of incumbent financial services players
4. To be ready to work at Web 3.0 x FIG

References

- Rubini, A. (2017). FinTech in a flash. Banking Innovations

MBA 2nd Year
Trimester 4
Growth Hacking (MBA ENT 206)

L	T	P
2	-	-

Course Name: Growth Hacking   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA ENT 206**

Course Objectives:
1. The primary aim of this course is to provide students with a clear understanding of different ways of optimizing investments done in marketing & promotion efforts.
2. This course is designed to provide a detailed understanding of the principles of growth hacking with real-world use cases. The core theme of the course revolves around the AAARRR Framework i.e. Awareness, Acquisition, Activation, Retention, Referral, and Revenue. This course will help you apply the skills and tools necessary to increase returns on the investments in marketing and optimize overall costs.

Course Description:
Due to the rise of D2C (Direct to consumer) brands in recent years 'Growth Hacking' has garnered a lot of importance. With ever-increasing customer acquisition costs and rising levels of competition, using various growth hacking principles, optimizing marketing efforts with the objective of earning high returns on investments has become inevitable.

Course Contents:

Unit   Modules

1   Gathering Business Insights & Identifying Optimization Opportunities
        1.1   Using digital tools to gather insights:
                1.1.1   Google Analytics
                1.1.2   Answer Socrates
                1.1.3   Google Keyword Planner
                1.1.4   Facebook Audience Insights
2   Optimizing Key Revenue Metrics
        2.1   CAC (Customer Acquisition Cost)
        2.2   CLTV (Customer Life Time Value)
        2.3   CR (Conversion Rate)
        2.4   CM1 (Contribution Margin 1)
        2.5   CM2 (Contribution Margin 2)

3 Performance Optimization
  3.1 Top of the funnel optimization using Facebook
  3.2 Landing page optimization
  3.3 Google Ads Optimization
  3.4 Alternate channels of customer acquisition
  3.5 Key website optimization metrics
4 Retention Strategy
  4.1 Key retention metrics
  4.2 Content marketing for retention
  4.3 Marketing Automation
  4.4 Retention Focused Email and WhatsApp Engagement.
  4.5 Bottom of the funnel strategies

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand practical application of AAARRR Framework (Awareness, Acquisition, Activation, Retention, Referral, and Revenue)
2. Learn to gather customer insights from the google analytics and apply them to the marketing funnel.
3. Learn tools and frameworks required to optimize landing pages for increasing conversion rates
4. Learn principles of retention and effective use of marketing automation tools.

References
- Sean E, (2017)., Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Currency Publications.
- Holiday R. (2014). Growth Hacker: A Primer on the Future of PR, Marketing, and Advertising. Profile books

MBA 2nd Year
Trimester 4
Applied Statistics for Business (MBA BA 202)

L	T	P
1	-	2

Course Name: Applied Statistics for Business   **Course Contact Hours: 2**
Course Credit Hours: 3   **Course Code: MBA BA 202**

Course Objectives:
1. This course covers the applications of statistical concepts and ideas for solving the functional areas of business administration, management strategies, market research and business analytics. This includes descriptive statistics, probability and its distributions, sampling, correlation, and estimation.
2. The application of statistical models to solve transactional and management challenges are to be addressed through learning software tools like python and Microsoft excel.

Course Description:
The applied Statistics is the foundation for data science. It is the root for data analytics and big data. Analyzing large data requires statistical models that can be used for testing many real world business scenarios. It is also useful for providing insights into the future. The predictive algorithms and statistical analysis are the modern tools for building Artificial Intelligence based business and management models.

Course Contents:

Unit   Modules

1   Descriptive Statistics
    1.1   Meaning, Scope, types, functions and limitations of statistics, Measures of
            Central tendency – Mean,
    1.2   Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range,
            Mean deviation,
    1.3   Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.
2   Time Series & Index Number
    2.1   Time series analysis: Concept, Additive and Multiplicative models, Components
            of time series,

2.2	Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.
2.3	Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price,
2.4	Quantity and Volume indices: - Fixed base and Chain base methods.
3	Correlation & Regression Analysis
3.1	Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.
3.2	Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation
4	Hypothesis Testing & Business Analytics
4.1	Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors;
4.2	Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test)
4.3	Concept of Business Analytics- Meaning types and application of Business Analytics, Use of Spread Sheet to analyze Data-Descriptive analytics and Predictive analytics.

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the different basic concepts / fundamentals of business statistics business. (Gaining Knowledge of basic concepts / fundamentals of business statistics.)
2. Understand the importance of measures of Descriptive statistics (To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.)
3. Understand the concept of Probability and its usage in various business applications. (Evaluating basic concepts of probability and perform probability theoretical distributions)
4. Understand the Hypothesis Testing concepts and use inferential statistics (To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test)
5. Understand the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.
6. Construct confidence intervals for both numerical and categorical data, and can apply to a real-world business (To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics).

References:

- Beri, G. C. (2017). Business statistics (3rd ed.). TATA McGraw-Hill.
- Chandrasekaran, N., & Umaparvathi, M. (2015). Statistics for managers (1st ed.). PHI Learning.
- Davis, G., & Pecar, B. (2013). Business statistics using Excel. Oxford.
- Black, K. (2009). Business statistics (5th ed.). Wiley India.
- Levin, R. I., & Rubin, D. S. (2009). Statistics for management (7th ed.). Pearson.
- Lind, D. A., Marchal, W. G., & Wathen, S. A. (2017). Statistical techniques in business and economics (17th ed.). McGraw Hill.
- Newbold, P., Carlson, W. L., & Thorne, B. (Year of publication). Statistics for business and economics (6th ed.). Pearson.
- Gupta, S. C. (2018). Fundamentals of statistics. Himalaya Publishing.
- Walpole, R. E. (2007). Probability and statistics for scientists and engineers (8th ed.). Pearson.

MBA 2nd Year
Trimester 4
R Programming (MBA BA 204)

L	T	P
-	-	4

Course Name: R Programming   **Course Contact Hours: 2**
Course Credit Hours: 4   **Course Code: MBA BA 204**

Course Objectives:
1. To understand the basic programming concepts like functions, looping structure, data types etc.
2. To access, store manipulate data using R platform
3. To simulate a linear model using R functions.
4. To manage graphical functions using predefined data sets.
5. To simulate statistical models using R functions.

Course Description:
R Programming helps the students to develop the programming skill which can cater to the data analytics in an efficient way. These tools help in collating data from different sources like Excel, Oracle, SQL etc. and give them structure using data frames. This also supports cleaning data and applying various data handling concepts like subsets, Query analysis. This is also a handy tool to perform multiple data visualization functions wherein the insights can be represented graphically.

Course Contents:

Unit   Modules

1. Introduction to R programming
2. Data with R
3. Data Exploration
4. Data Visualization and charts
5. Data Querying

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Write a basic R program using control structures, functions and built-in data types.
2. Perform data manipulation techniques.
3. Apply graphical functions to create objects
4. Implement statistical functions using R platform
5. Obtain an enhanced programming skill to solve the complex real time problems

References

- Wickham, H., & Grolemund, G. (2018). R for data science. O'Reilly series: New York.
- Sosulski, K. (2018). R fundamentals. Bookdown: New York.
- Lander, J. P. (2018). R for everyone: Advanced analytics and graphics. Pearson Education.
- Rakshit, S. (2017). R programming for beginners. McGraw Hill Education.

MBA 2nd Year
Trimester 4
Data Mining & Warehousing (MBA BA 206)

L	T	P
-	-	4

Course Name: Data Mining & Warehousing   **Course Contact Hours: 2**

Course Credit Hours: 4   **Course Code: MBA BA 206**

Course Objectives:

1. The primary aim of this course is to introduce the concept of data warehouse data Mining as an important tool for enterprise data management and as a cutting-edge technology for building competitive advantage

2. This course will develop students' ability to effectively identify sources of data and process it for data mining and to make students well versed in all data mining algorithms, methods of evaluation.

3. The objective of the course is to provide knowledge on how to gather and analyze large sets of data to gain useful business understanding.

Course Description:

Data mining is about solving problems by analyzing data already present in databases. The ample availability of data in every business has led to increasing interest in methods for extracting useful information which leads to opportunities for mining of data. Data driven decision making and big data technologies substantially improve business performance. The goal of the course is to expose the students to the fundamental concepts of data mining. This course is the foundation for the students to learn deep learning techniques in higher semesters.

Course Contents:

Unit   Modules

1   Introduction to data mining and Data Exploration
    1.1   What is Data Mining; Kind of patterns to be mined;
    1.2   Data Mining Technologies used;
    1.3   Major issues in Data Mining
    1.4   Classification
2   Classification
    2.1   Basic Concepts; Classification methods: 1. Decision Tree Induction: Attribute Selection Measures, Tree pruning. 2. Bayesian Classification: Naïve Bayes" Classifier.

2.2	Prediction: Structure of regression models; Simple linear regression, Multiple linear regression.
2.3	Model Evaluation & Selection: Accuracy and Error measures, Holdout, Random Sampling, Cross Validation, Bootstrap; Comparing Classifier performance using ROC Curves.
2.4	Combining Classifiers: Bagging, Boosting, Random forest

3	Clustering and Outlier Analysis
3.1	Cluster Analysis: Basic Concepts; Partitioning Methods: K-Means, K-Mediods; Hierarchical Methods: Agglomerative, Divisive, BIRCH; Density-Based Methods: DBSCAN, OPTICS
3.2	Outlier Detection Methods: Supervised, Semi Supervised, Unsupervised, Proximity based, Clustering Based

4	Frequent Pattern Mining
4.1	Market Basket Analysis, Frequent Item sets, Closed Item sets, and Association Rules;
4.2	Frequent Pattern Mining, Efficient and Scalable Frequent Item set Mining Methods, The Apriori Algorithm for finding Frequent Item Sets Using Candidate Generation, Generating Association Rules from Frequent Item sets, Improving the Efficiency of Apriori,
4.3	A pattern growth approach for mining Frequent Item sets; Mining Frequent Item sets using vertical data formats; Mining closed and maximal patterns;
4.4	Introduction to Mining Multilevel Association Rules and Multidimensional Association Rules; From Association Mining to Correlation Analysis, Pattern Evaluation Measures; Introduction to Constraint-Based Association Mining

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Apply the concept of data Mining as an important tool for enterprise data management
2. Implement the appropriate data mining methods like classification or regression
3. Implement the appropriate data mining methods like clustering or Frequent Pattern mining on large data sets.
4. Implement the appropriate associative data mining methods.

References
- Mehmed, K. (2019). Data mining: Concepts, models, methods, and algorithms (3rd ed.). Wiley India.
- Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data mining for business intelligence: Concepts, techniques, and applications in Microsoft Office Excel with XLMiner (1st ed.). Wiley India.
- Tan, P. N., Steinbach, M., & Kumar, V. (2016). Introduction to data mining. Pearson Education.

MBA 2nd Year
Trimester 5
Banking, Insurance & NBFC (MBA FIN 201)

L	T	P
2	-	-

Course Name: Banking Insurance & NBFC   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA FIN 201**

Course Objectives:
1. The course is intended to develop an understanding of the key elements or nuances (as applicable) of the three key sectors of the Indian financial system ie. Banks/ NBFC and Insurance.

Course Description:
This course aims to provide the learners with an understanding of Banking, role of the regulator in BFSI, key functions of the banks, how banks work etc. It also aims to cover basics of insurance including types of insurance and also an introduction to the NBFC sector. It also covers how has the BFSI industry changed in current times with break neck innovations in the BFSI domain. To achieve this, the course content is split into four parts one for each sector and then concludes with how the current digital universe changes the Banking and Insurance sector.

Course Contents:

Unit   Modules

1   Banking Business
    1.1   Banking ecosystem – Introduction to the Indian Financial System
    1.2   Role of the Regulator (RBI)
    1.3   Tools of Monetary Control (CRR, SLR, OMO, SCC, LAF, MSF)
    1.4   Functions of a Bank
    1.5   Organizational Structure in a bank (Typical structure)
    1.6   Popular products in banking
    1.7   Introduction to a few regulatory guidelines used by banks
    1.8   Introduction to extant guidelines on Capital adequacy
    1.9   Basics of ALM models (Introduction to ALM and importance of ALM to Banks)
    1.10   Banks role in capital markets (Depository, DP, ASBA)
2   Introduction to NBFCs
    2.1   NBFCs: Business models, risk and regulations
    2.2   NBFC Sector Update- Performance measure of NBFC's
    2.3   Key issues faced by NBFCs

2.4   Digital adoption trends in NBFCs

3   Insurance Business

      3.1   History and concepts of insurance

      3.2   Life vs Non-Life Insurance (major products)

      3.3   Meaning of Risk in Insurance

      3.4   Principles of Insurance

      3.5   Bancassurance

      3.6   Reinsurance and Retrocession- Meaning and need

4   Digital adoptions in Banks/ NBFC and Insurance

      4.1   Banks and Fintechs- Introduction and Use cases

      4.2   Insure Techs- Introduction and Use cases

      4.3   Adoption of digital technologies for lending by NBFCs or Banks

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand Key Banking concepts, functions of bank and its regulator, adherence to regulatory norms, comprehend the key product offerings by Banks including a banks role in capital markets.
2. Comprehend the offerings of Insurance co.'s and understand the nuances of an insurance company/industry.
3. Identify the problems faced by Banks/Insurance companies and offer solutions posing as future leaders, through presentations.
4. Analyze NBFC sector performance and key issues faced by them and analyze the innovations in the segment.
5. Understand the current digital trends in the BFSI sector for the sector to stay relevant.

References

- Shekhar, K. C., & Shekhar, L. (2013). Banking Theory and Practice (21st ed.). Vikas Publishing House.
- Gopinath, M. N. (2017). Banking Principles and Operations. Snow White.
- Insurance Institute of India. (2019). Life Insurance.

MBA 2nd Year
Trimester 5
Financial Modeling (MBA FIN 203)

L	T	P
2	-	-

Course Name: Financial Modeling   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA FIN 203**

Course Objectives:
1. The course aims to provide hands-on experience to the students in developing spreadsheet and management skills for creating computer-based models for analyzing a variety of decision problems facing today's financial managers and professionals.

Course Description:
In today's era, financial modelling is the core skill required for many job profiles in the finance arena. The course will cover a variety of models on Microsoft Excel, such as credit risk model and sensitivity and scenario analysis for valuation using discounted cash flow model.

Course Contents:

Unit   Modules

1   Overview of financial statements and modelling
    1.1   Understanding the components of financial statements and their inter-relationship
    1.2   Comprehend financial analysis and financial modelling
    1.3   Planning and preparation required before building a model
2   Forecast Financial Statements and Working Capital Requirements
    2.1   Forecasting operating revenues, expenses and operating profit
    2.2   Forecasting non-current components
    2.3   Forecasting working capital components
    2.4   Forecasting cash flows
3   Discounted Cash flow Valuation
    3.1   Scenario Analysis
    3.2   Sensitivity Analysis
4   Credit Risk Modeling
    4.1   Concept of Credit Rating, Rating Scales and Types of Risk
    4.2   Quantitative techniques of credit risk appraisal
    4.3   Rating Methodology and Preparing Rationale

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Use structured approach to modeling
2. Forecast and link financial statements
3. Forecast working capital requirement
4. Create a credit risk and discounted cash flow (DCF) valuation model

References

- Fairhurst, D. S. (2017). Financial Modeling in Excel. Wiley.
- Rees, M. (2018). Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA. Wiley.

MBA 2nd Year
Trimester 5
Investment Banking, Merger Acquisitions & Corporate restructuring (MBA FIN 205)

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2	-	-

Course Name: Investment Banking, Merger Acquisitions & Corporate restructuring

Course Contact Hours: 2

Course Credit Hours: 2   **Course Code: MBA FIN 205**

Course Objectives:
1. The course is intended to develop an understanding of the elements of Merger and Acquisition deals and their types through understanding the life cycle of an M&A deal from sourcing the deal through closing of the transaction.
2. It is expected to explain how different rationale and takeover and merger decisions impact an organization's growth and are ultimately a vital part of the process of strategic decision-making in today's dynamic business world.
3. To expose the learners to the latest methodology, the course will use case studies.

Course Description:

The decision to make or buy is at the core of any growth strategy. As leaders evaluate options to achieve their growth goals, they are faced with a myriad of factors to consider. With more than 1 million Mergers and Acquisitions (M&A) deals completed globally over the last 35 years, many decision makers find value in them. Since 2000, worldwide M&A transactions have a known value of over US$57 trillion.

When thinking about mergers and acquisitions, there are six basic questions that will be addressed throughout the course, including:

1. What is M&A?
2. Will an M&A transaction add value?
3. What is the target worth?
4. What role does valuation play in the M&A process?
5. What does the M&A process look like?
6. How can we improve the likelihood of success for an M&A transaction?

Over the course of this programme, you will address each of these six questions in detail and reinforce the concepts through peer interaction, knowledge checks & case study analysis.

Course Contents:

Unit   Modules

1   Introduction to Mergers and Acquisitions
        1.1   Business Intelligence
        1.2   Different Types of Mergers and Acquisitions
        1.3   Drivers for M&A
        1.4   Case Study: Quaker Oats

2   Mergers & Acquisitions I: Designing the Acquisition Process & Deal Due Diligence
        2.1   Identifying the Best Targets
        2.2   The Best Defense
        2.3   Due Diligence

3   Mergers & Acquisitions II: Post Deal Integration & Review, Synergies & Strategies
        3.1   Post Deal Integration
        3.2   Post Deal Review
        3.3   Synergies & Strategies

4   M&A Valuation, Financing and Pricing
        4.1   Why do deals fail?
        4.2   M&A Valuation
        4.3   M&A Financing. LBOs and MBOs

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Describe the M&A process from sourcing the deal through closing of the transaction and explain the different types of M&A deal
2. Identify the different defense strategies during M&A Deals and analyze the strategic rationale for and against an M&A transaction
3. Describe the role of valuation in the M&A process and examine different valuation methods and the math behind the deal
4. Examine the best practices of due diligence, deal documentation, and transaction structuring in M&A transactions and examine and articulate why M&A deals fail

References:

- Moeller, S., & Brady, C. (2014). Intelligent M&A: Navigating the Mergers and Acquisitions Minefield. Chichester, UK: John Wiley and Sons, Ltd.
- Moeller, S. D. (2006). Case Studies in Mergers & Acquisitions. Harlow, UK: Pearson.
- Faelten, A., Driessen, M., & Moeller, S. (2016). Why Deals Fail and How to Rescue Them: M&A Lessons for Business Success. Profile Books.
- Online Journal: Institute of Cost Accountants of India Research Journal. (n.d.). Retrieved from http://icmai-rnj.in/
- Online Publication: Chartered Global Management Accountant. (n.d.). Retrieved from https://www.cgma.org/learn/publications.html

MBA 2nd Year
Trimester 5
Sales & Distribution Management (MBA MKT 201)

L	T	P
2	-	-

Course Name: Sales & Distribution Management   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA MKT 201**

Course Objectives:
1. The central theme of the course is that selling of products / goods / services pose unique challenges and require a distinctive approach to marketing strategy – both in its development and execution.
2. The course builds upon and expands the marketing management concepts and models and adapts them to outshine competitions.
3. Students will use marketing concepts to examine how to build a strong sales force that sticks to the company objective through proper planning and execution.

Course Description:
For any business to survive, profit making is essential, and Sales and distribution management plays a key role in setting and meeting corporate sales and performance goals. Firms with the best sales team are bound to outperform others in this competitive scenario. This course aims to provide the learners with an understanding of sales and distribution management and its nuances to make a difference in the industry.

Course Contents:

Unit   Modules

1   Sales & Distribution – Nature, Concept, Scope
      1.1   Basics of Sales Management
      1.2   Scope of Sales Management
      1.3   Sales Management Process
      1.4   Building Relationships
2   Controlling Sales Effort
      2.1   Sales Budgeting & Control
      2.2   Sales Audit
      2.3   Sales Quota
3   Managing Sales Force
      3.1   Motivating Sales personnel – Maslow's need hierarchy, Herzberg Theory, Vroom's Theory

      3.2   Financial vs non-financial motivational technique

      3.3   T&D of Sales force

4   Distribution

      4.1   Network design – planning, monitoring, tracking & performance measurement

      4.2   Warehousing & Inventory management

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Explain how the basics of sales management contributes to a company's success through various processes and building relationships.
2. Develop an understanding of controlling sales effort through budgeting, auditing and fixing sales quota.
3. Apply various theories in motivating and managing sales force, training them to get the best output.
4. Understand the concept of distribution through proper network designing - planning, monitoring, tracking & performance measurement. Also, understand the concept of warehousing and inventory management in helping distribution.

References

- Venugopal, P. (2008). Sales and Distribution Management: An Indian Perspective (1st ed.). New Delhi: Sage Response.
- Panda, K., Tapan, & Sahadev, S. (2019). Sales and Distribution Management (3rd ed.). New Delhi: Oxford University Press.
- Gupta, S. L. (2018). Sales and Distribution Management - Text and Cases: An Indian Perspective (2nd ed.). New Delhi: Trinity Press.

MBA 2nd Year
Trimester 5
Retail & Rural Marketing (MBA MKT 203)

L	T	P
2	-	-

Course Name: Retail & Rural Marketing   **Course Contact Hours: 2**

Course Credit Hours: 2   **Course Code: MBA MKT 203**

Course Objectives:
1. Gain a comprehensive understanding of the theoretical foundations and fundamental principles of retailing.
2. Develop a detailed comprehension of various aspects of retail management, including different types of retailers and their management approaches.
3. Familiarize with key retail management terminology such as merchandise management, store operations, and retail strategy to effectively analyze and strategize within the retail industry.
4. Acquire practical knowledge of implementing retail marketing strategies within the context of modern trade, emphasizing contemporary market dynamics and consumer behavior.
5. Explore the diverse landscape of retail formats, including the growing significance of ecommerce, and understand their implications for retail businesses in the digital age.

Course Description:
This course trains students in marketing foundations and functions, and demonstrates strategies used to merchandise and sell products and services effectively in a competitive market. Students learn basic sales techniques, customer service, marketing strategies, promotions, inventory control, marketing math, merchandising techniques, store operation, global marketing, and entrepreneurship.

Rural markets represent a substantial portion of the Global Marketplace. Despite huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products.

The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the environment prevailing these dynamics involved in the behaviour of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes into detail for explaining the product strategy adopted by the companies for the rural market, pricing strategy and rural distributions including traditional and modern channels.

Course Contents:

Unit	Modules

1   Introduction to Retailing
          1.1   Indian Scenario: Retail Landscape
          1.2   Critical issues in the way of growth and Key imperatives

2   Understanding the Retail Tree
          2.1   Merchandising and Category Management
          2.2   Critical issues in the way of growth and Key imperatives

3   Supply Chain management in Retailing
          3.1   Understanding how SCM operates in Retailing
          3.2   Logistics, Warehousing & Inventory Planning
          3.2   Technology infusion in SCM

4   E-commerce
          4.1   Introduction to e-commerce
          4.2   Types of e-commerce
          4.3   e-commerce SCM
          4.4   Future of e-commerce

5   Introduction to Rural Markets
          5.1   The Rural Market Structure
          5.2   Rural Marketing Definition

6   Rural Market Entry Strategies
          6.1   Why Companies are interested in Rural Markets
          6.2   Rural Marketing in the New Normal
          6.3   Market Entry Strategies
          6.4   Rural Marketing Strategies
          6.5   Future of Rural Marketing

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand the basics of retailing and relate its application in the practical world.
2. How e-commerce as an Industry operates in the New Normal?
3. Understanding How Merchandising, Branding and Retail Category management works in the real world
4. To learn the Rural Marketing scope and applications
5. Understanding the Rural Market Entry Strategies and Rural Marketing Strategies in the practical approach.

References
- Chaudhary, P. (2016). Retail Marketing in the Modern Age. Sage Publications India Private Limited.
- Kumar, D., & Gupta, P. (2018). Rural Marketing: Challenges and Opportunities. Atlantic Publishers and Distributors (P) Ltd.

MBA 2nd Year
Trimester 5
B2B Marketing (MBA MKT 205)

L	T	P
2	-	-

Course Name: B2B Marketing   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA MKT 205**

Course Objectives:
1. To develop marketing strategies to encourage innovation and increase sales revenue in the B2B sales.
2. To develop deep understanding about organizational needs, segmenting and targeted markets.
3. To get the insights on network management and managing change in a constantly evolving B2B world.

Course Description:
Organizations in today's dynamic market have to deal not just with end consumers, but also with businesses to facilitate sales which are higher in volume. Since years, companies have been dealing with other businesses/companies to buy/sell their products which gave rise to a separate stream altogether known as B2B (Business 2 Business) Commerce Model. This subject will focus in depth about the technicalities of B2B type of model and how companies market their products in a relatively slow moving environment like the B2B world.

Course Contents:

Unit   Modules
1   Fundamentals of B2B Marketing
    1.1   What is B2B Marketing
    1.2   Why do you need B2B Marketing?
    1.3   Understanding Market & Consumers in B2B domain
    1.4   How will a Marketer decide whether he/she is made for B2B or B2C Marketing?
    1.5   Who are your target audience in B2B Marketing?
    1.6   Creating superior customer values in B2B Marketing
2   Translating Value Propositions into B2B Marketing
    2.1   How has B2B Marketing evolved in the pre & current Digital era?
    2.2   How do Marketers ensure to deliver super communication in the B2B domain across online and offline channels?
    2.3   Which social media channels, online platforms and CRMs can be best used to nurture leads in the ecosystem of B2B Marketing?

2.4	Which offline channels can be traditionally used to build and nurture leads in the ecosystem of B2B Marketing?
2.5	Managing relationships & organizational buying behavior in B2B Marketing.

3   Business Marketing Plan: Strategies & Perspectives

3.1	Managing buyer seller relationships, managing customer profitability, customer relationship management (CRM), managing strategic alliances
3.2	Managing Global Market entry options, Product quality and Customer Value (C.L.V.)
3.3	Managing innovation and new product launches in a B2B environment.
3.4	Leveraging social media/other online channels to manage Online reputation for your brand.

4   Managing Business Marketing channels

4.1	E-commerce strategies and alliances for B2B Marketing.
4.2	Managing supply chain for B2B functions
4.3	Managing & implementing pricing strategies for Business Marketing

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the core of B2B Marketing and what value can B2B marketing skills add to a Marketer. How will a marketer decide whether he is made for B2B Marketing or B2C Marketing? Making sense of customers & markets and understanding each of them in a B2B Marketing scenario
2. Manage relationships & Organizational Buying Behavior in B2B Marketing. In the pre and current Digital era, how has delivery of B2B Marketing changed over time. How do marketers ensure to deliver superior value for customers in the B2B domain by leveraging various technologies, digital mediums and netnographical methods?
3. Strategise Business Marketing Plan – perspectives. Managing buyer seller relationships, customer relationship management (CRM), managing strategic alliances, managing global market entry options, Managing Product quality and CLV, managing innovation and new product launches in a B2B environment, leveraging social media spends to manage Online reputation for your brand.
4. Manage Business Marketing channels – E-commerce strategies and alliances for B2B Marketing, managing supply chain for B2B functions, Managing & implementing pricing strategies for Business Marketing, managing effective modern age communications by keeping the traditional rules of B2B Marketing intact, Marketing performance measurement.

References

● Beimans, W. G. (2018). Business to Business Marketing. McGraw Hill.
● Hutt, M. D., & Speh, T. (2010). Business Marketing Management (10th ed.). Cengage Learning.

MBA 2nd Year
Trimester 5
Business Model Innovation (MBA ENT 201)

L	T	P
2	-	-

Course Name: Business Model Innovation **Course Contact Hours: 2**
Course Credit Hours: 2 **Course Code: MBA ENT 201**

Course Objectives:
1. Relevance & Importance of Business Model Planning
2. Building Blocks of a Business Model
3. Various business models & patterns that exist.
4. Sources of Innovation with respect to Business Models
5. Influence of business models on the overall growth of the business.

Course Description:
This course focuses on helping students understand the impact of choosing different business models on the overall business profits. In this course students would also be exposed to different types of business models and its relevant application, with the business of Indian and global case studies.

Course Contents:

Unit   Modules

1   Introduction to Business models
    1.1   Understanding the fundamentals of business models
    1.2   Use of business models in gaining a competitive edge.
    1.3   Potential barriers to implementing strategic business models.
2   Business model canvas and its applications
    2.1   Understanding business model canvas.
    2.2   Nine building blocks of a business model and its relevance.
    2.3   Strategic Moat vis-à-vis nine building blocks.
3   Innovation frameworks
    3.1   Mechanisms to adopt innovative business models.
    3.2   Disruption of innovation: Theory and practice.
    3.3   Tradeoffs involved while choosing a business model.
4   Types of Business Models & Sectorial Influence.
    4.1   Sector specific business models.
    4.2   Analyzing outliers with respect to sectorial business models.

4.3   Ways of adopting new business models in different sectors.

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Evaluate the Business Models of different companies
2. Understand the pros & cons of using various models wrt various business sectors and understand the best practices wrt business model Innovation
3. Understand the critical success factors of various business models.
4. Learn to innovate various aspects of business models.
5. Break down an existing business model into its building blocks and reconnect them in an innovative manner.

References

- Dhargalkar, K. (2020). It's Logical: Innovating Profitable Business Models. Sage Publications Pvt. Ltd.
- Gassmann, O. (2014). Business Model Navigator. FT Publishing International.
- Osterwalder, A. (2010). Business Model Generation. Wiley.

MBA 2nd Year
Trimester 5
Logistics & Supply Chain Management (MBA ENT 203)

L	T	P
2	-	-

Course Name: Logistics & Supply Chain Management　　　　**Course Contact Hours: 2**
Course Credit Hours: 2　　　　　　　　　　　　　　　　**Course Code: MBA ENT 203**

Course Objectives:
1. The course is intended to develop an understanding of the elements of Supply chain and Logistics and its impact on the entire business cycle.
2. It intends to explain the modern working of the supply chain and how its processes are technology driven.

Course Description:
Course aims at making the students understand supply chain role in business and how businesses are changing their way of working.

Course Contents:

Unit　　Modules

1　　　Introduction to Logistics and Supply Chain
　　　　1.1　　Supply chain management
　　　　1.2　　Supply wave and network
　　　　1.3　　Case study: Proctor and Gamble
2　　　Flows in Supply Chain
　　　　2.1　　Information, product and funds
　　　　2.2　　Real time data for Supply chain
　　　　2.3　　Distribution Channels and how it has changed
3　　　Modern Supply chain and its objectives
　　　　3.1　　Value Addition
　　　　3.2　　Evolution of Supply Chain Management
　　　　3.3　　Case study: Toyota and DELL
4　　　Logistics and its working model
　　　　4.1　　Challenges in Logistics
　　　　4.2　　Different logistics modes
　　　　4.3　　Analytics in Logistics

4.4 Modern modes of Logistics

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand how the Supply chain forms the core of the business.
2. Explain the flow of material from factory to end user.
3. Implement the techniques to simplify the process of material supply in the market.

References

● Saikumari, V., & Purushothaman, S. (2015). *Logistics and Supply Chain Management*. New Delhi: Sultan Chand & Sons.

MBA 2nd Year
Trimester 5
Capital Term Sheet (MBA ENT 205)

L	T	P
2	-	-

Course Name: Capital Term Sheet   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA ENT 205**

Course Objectives:
1. To understand early stage investing landscape
2. To understand craft of early stage valuation
3. To understand deal terms of early stage investing
4. To understand value addition by early stage investors

Course Description:
Deep dive on raising early stage capital for high growth ventures. Building Perspectives on venture capital, angel investing, incubation capital. Developing a mind-set and sharpening skill-sets to work with portfolio ventures to add tangible business value. Working with and serving on the boards of portfolio ventures to drive multiple stake-holders. Planning for exits and value unlocking.

Course Contents:

Unit   Modules

1   The Early Stage Investing Landscape
      1.1   Investor – Venture Match
      1.2   Early Stage Investing Mind-Set
2   Valuation in Action for Early Stage Ventures
      2.1   Forms of Early Stage Capital
      2.2   Valuation for Very Early, Early and Late Stage Ventures
3   From Conversations to Deal Closure
      3.1   Term Sheet Negotiations for Early Stage Capital
      3.2   Definitive Documents & Transaction Closure for Early Stage Capital
4   Value Creation Post Seeding
      4.1   Role of a Board Member / Board Observer of an Early Stage Venture
      4.2   Portfolio Management of an Early Stage Portfolio

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Raise capital for a new venture
2. Negotiate the best terms with target investors
3. Navigate the inter-play of investors, founders, employees, board and the management
4. Work towards an exit for value creation

References

- Kupor, S. (2019). Secrets of Sand Hill Road: Venture Capital and How to Get It. Portfolio.
- Mitra, S. (2020). Funding Your Startup & Other Nightmares. Penguin Portfolio.
- Bussgang, J. (2011). Mastering the VC Game. Portfolio.
- Chandra, R. (2019). The Moon-Shot Game. Penguin Portfolio.

MBA 2nd Year
Trimester 5
Machine Learning (MBA BA 201)

L	T	P
-	-	4

Course Name: Machine Learning   **Course Contact Hours: 2**
Course Credit Hours: 4   **Course Code: MBA BA 201**

Course Objectives:
1. The primary aim of this course is to introduce the concept of theoretical knowledge of machine learning techniques.
2. This course will develop students' ability to effectively evaluate the performance of algorithms and to provide solutions for various real-world applications.
3. The objective of the course is to provide knowledge on how to apply suitable machine learning techniques to solve the real-world problem.

Course Description:
Machine learning is programming computers to optimize a performance criterion using example data or past experience. Machine learning models are defined up to some parameters, and learning is the execution of a computer program to optimize the parameters of the model using the training data or past experience. In data mining subject's students have been introduced which is an application of few machine learning methods to large databases. This course is the foundation for the students to learn deep learning techniques in higher semesters. First module is dedicated for introduction to the course to understand machine learning strategies. analogy of ANN with biological neurons, learning types, learning rules, scope of applications. In the second module supervised learning algorithms for prediction are designed. In the third module unsupervised learning algorithms are covered in detail. Neural network machine learning models are covered in the fourth module.

Course Contents:

Unit   Modules

1   Introduction to Machine Learning
        1.1   What is machine Learning? When should we use machine learning, flow of machine learning algorithms, learning techniques, supervised, and unsupervised learning, and Reinforcement learning. Applications of ML.
2   Supervised Learning I
        2.1   Prediction: Linear Regression, single, multiple regression, polynomial regression, cross validation, dealing with nonlinear relationships.

      2.2   Recommender systems

3   Unsupervised Learning

      3.1   Dimensionality Reduction: Introduction, Subset Selection, Principal Components Analysis, Multidimensional Scaling, Linear Discriminant Analysis.

      3.2   Clustering: k- means clustering, hierarchical clustering

4   Supervised Learning II

      4.1   Classification Algorithms: Neural Network: Introduction to Neural Network Introduction – Fundamental concept – Evolution of Neural Networks -Biological Neuron, Artificial Neural Networks, NN architecture, Activation functions, McCulloch-Pitts Model. Perceptron Learning. Optimization Techniques: Steepest Descent, Multi-layer perceptron Backpropagation, Initialization, Training & Validation, Parameter Estimation.

      4.2   Logistic Regression, Naïve Bayes, Support Vector Machine (SVM), Decision Trees.

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Recognize the characteristics of machine learning strategies
2. Apply predictive techniques to the given problem
3. Apply unsupervised learning models for handling unknown pattern
4. Apply supervised learning (NN/SVM/Logistic Regression) methods to appropriate problems

References

- Mohri, M., Rostamizadeh, A., & Talwalkar, A. (2018). Foundations of Machine Learning. Massachusetts Institute of Technology.
- Haykin, S. (2009). Neural Networks: A Comprehensive Foundation. Pearson Education.
- Mathur, P. (2018). Machine Learning Applications Using Python: Case Studies from Healthcare, Retail, and Finance. Springer.

MBA 2nd Year
Trimester 5
AI Management (MBA BA 203)

L	T	P
1	-	2

Course Name: AI Management   **Course Contact Hours: 2**
Course Credit Hours: 3   **Course Code: MBA BA 203**

Course Objectives:
1. The course has been designed to equip postgraduate students with necessary knowledge to understand Artificial Intelligence and Machine Learning Concepts and their applications to the business world.
2. The main goal is to learn the methods to manage AI based businesses and businesses built on the basis of AI & ML.

Course Description:
Artificial Intelligence is transforming the business landscape across all industries. Starting from Agriculture to advanced space technologies including, e-commerce, banking, retail, transportation, manufacturing and others are being overhauled through machine learning algorithms. Automation and data analytics are laying the foundation of self-learning and managing systems. The traditional methods of business administration are being digitized and automated in all aspects across all industries. So it is imperative that postgraduate business administration students have a better understanding of the role of managing AI based systems.

Course Contents:

Unit   Modules

1   What is Technology? What is technology Management?
         1.1   History of technology
         1.2   Technology and business
         1.3   Technology and management
         1.4   AI as a Technology
2   AI Management
         2.1   Hosting Continuous data and continuous analysis (Host)
         2.2   Information security and insights protection (Security)
         2.3   Feedback systems in AI processes (Self learning)
         2.4   Integrating resources (Distribution network)
3   Advanced AI concepts and business administration

3.1   NLP and businesses
3.2   Machine Vision and industry transformation
3.3   Deep Learning for the business analytics
4   AI based business and industries
4.1   AI and management, Future of industry/Corporate houses
4.2   AI Ideas for businesses
4.3   AI Opportunities

Course Outcomes (COs): After completing the course, the student shall be able to:

1. To understand the strategic vision of AI and ML.
2. To learn to use AI based technologies for administration
3. To understand development lifecycle of AI process and methods
4. To learn and experience AI Management principles
5. To explore AI based Business Ideas

References

- Ganesan, K. (2022). The Business Case for AI: A Leader's Guide to AI Strategies, Best Practices & Real-World Applications. Opinosis Analytics. ISBN: 1544528728.
- Akerkar, R. (2019). Artificial Intelligence for Business. Springer. ISBN: 978-3-319-97436-1.

MBA 2nd Year
Trimester 5
Database Management System (MBA BA 205)

L	T	P
1	-	2

Course Name: Database Management System　　　　**Course Contact Hours: 2**
Course Credit Hours: 3　　　　　　　　　　　　**Course Code: MBA BA 205**

Course Objectives:
1. To build databases using Data Definition Language Statements Perform basic CRUD operations using Data Manipulation Language statements.
2. To understand the basic database functions like Insert, Update and Delete.
3. To learn how to Write and call Stored Procedures and Functions stored in a database.
4. To understand how to Write and manage database triggers, cursors and Index.
5. To develop data creation and manipulation skills using SQL server programming.

Course Description:
Microsoft SQL Server is one the most popular Relational Database Management System (RDBMS) used in Microsoft universe. It can be used for data storage as well as for data retrieval for applications which can be either on desktop or Web/Browse.

Course Contents:

Unit　　Modules

1　　　Introduction to Basic Database concepts
　　　　1.1 What is Data, Field, Record and database?
　　　　1.2　　Limitations of File Management System.
　　　　1.3　　Basic Concepts of Advantages of DBMS. Exploring Relational DBMS
　　　　1.4　　 Understanding Client and Server
2　　　ER modeling
　　　　2.1　　Analyzing the Requirement
　　　　2.2　　Identify Entities and their Relationships
　　　　2.3　　Drawing E-R Diagram
　　　　2.4　　Conversion of E.R. Diagrams into Tables
3　　　Working with database basic concepts
　　　　3.1　　First Normal Form
　　　　3.2　　Second Normal Form
　　　　3.3　　Third Normal Form Practically Normalizing Tables

4 DDL, DML, DCL
    4.1 Basics of SQL Types of SQL Statements DDL, DML, DQL, DCL and TCL
    4.2 Create Database using Management Studio
    4.3 Datatypes in SQL Server
5 Advanced Database concepts
    5.1 Understanding Select Statement
    5.2 Usage of Top, Distinct, Null etc... keywords
    5.3 Using String and Arithmetic Expressions
    5.4 Exploring Where Clause with Operators Using Advanced Operators
    5.5 Sorting data using Order by clause, Working with basic of Sub Queries

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Create database files.
2. Perform data manipulation techniques.
3. Normalize the data based using multiple normalization functions.
4. Implement triggers, functions and procedures
5. Obtain an enhanced programming skill to solve the complex real time problems

References

- Molinaro, A. (2016). SQL Cookbook. O'Reilly. New York.
- Taylor, A. G. (2019). SQL All-in-One for Dummies. Wiley.
- Beaulieu, A. (2020). Learning SQL. O'Reilly. New York.

MBA 2nd Year
Trimester 6
Negotiation & Decision Making (MBA MGT 204)

L	T	P
2	-	-

Course Name: Negotiation & Decision Making **Course Contact Hours: 2**
Course Credit Hours: 2 **Course Code: MBA MGT 204**

Course Objectives:
1. The course is envisioned to develop an understanding of the various models of negotiation and decision making.
2. It enables the student to understand the facets of value claiming, value creation psychology of negotiation and ways of confronting your biases, conflict management and even ways to handle ethical dilemmas.
3. It is expected to explain how these techniques are useful in the process of strategic decision-making in today's dynamic business world.

Course Description:
In the ever changing business world, negotiation is the most effective mechanism for allocating resources, balancing interests and resolving conflicts. This course aims to provide the learners with an understanding of concepts related to negotiation and decision making, thereby help them understand how to overcome the obstacles and achieve brilliant results at the bargaining table and shift the mindset to solve problems creatively and confidently.

Course Contents:

Unit   **Modules**

1   Introduction to Negotiations & Decision making
    1.1   Concept of Negotiation
    1.2   Steps of Negotiation process
    1.3   Negotiation models – ZOPA, BATNA, Walking Away Point, WATNA
    1.4   Concept of decision making
    1.5   Steps of Decision making process
    1.6   Factors affecting decision making
    1.7   Models of decision-making
2   Nature of Negotiation
    2.1   Value claiming and value creation
    2.2   Investigative Negotiation

	2.3	Psychology of Negotiation
	2.4	Ethics in Negotiation
3	Good Decision making	
	3.1	Understanding the strategies of good decision making
	3.2	Biases in decision making
	3.3	Creative decision making
	3.4	Problems in decision making
4	Conflict Management	
	4.1	Levels of conflict
	4.2	Functions and Dysfunctions of Conflict
	4.3	Factors that make conflict easy or difficult to manage
	4.4	Managing cross-cultural negotiation
	4.5	Managing multi-party negotiation

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the concept and models of negotiation and decision making in business.
2. Identify negotiation dimensions of value claiming and creation, psychology, investigation and ethics.
3. Analyse the different aspects of good decision making for making strategic and managerial decisions.
4. Evaluate the developments of basic conflict resolutions and discuss the main problems about multi-party and cross cultural negotiation.

References

- Lewicki, R. J., Barry, B., & Saunders, D. M. (2020). Essentials of Negotiation. McGraw Hill.
- Koontz, H., & Weihrich, H. (2012). Essentials of Management. McGraw Hill.
- Malhotra, D., & Bazerman, M. H. (2008). Negotiation Genius. Harvard Business School Publishing.

MBA 2nd Year
Trimester 6
Global Finance (MBA FIN 208)

L	T	P
2	-	-

Course Name: Global Finance   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA FIN 208**

Course Objectives:
1. Globalization changes the way nations, businesses and people interact. It leads to market expansion that enables businesses to make proper use of their resources.
2. The course aims to expose students to the implications of international financial management in the financial decision-making process.
3. It will enable them to apply the above knowledge to managing finances of an international business.

Course Description:
In the ever changing business world, negotiation is the most effective mechanism for allocating resources, balancing interests and resolving conflicts. This course aims to provide the learners with an understanding of concepts related to negotiation and decision making, thereby help them understand how to overcome the obstacles and achieve brilliant results at the bargaining table and shift the mindset to solve problems creatively and confidently.

Course Contents:

Unit   Modules

1   Introduction to International Finance
         1.1   International Financial Transactions
         1.2   International Monetary System
         1.3   International Banking
         1.4   Balance of Payments
         1.5   Exchange Rates

2   International Theories and International Financial Management
         2.1   Interest Rate Parity Theorem
         2.2   Purchasing Power Parity Theorem
         2.3   Foreign Exchange Risk Management
         2.4   International Capital Budgeting

3   International Sources of Funds
      3.1   Equity Market
      3.2   Debt Market
      3.3   Depository Receipts

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the complexities of the global business environment.
2. Evaluate and get a working understanding on the international monetary system, international banking, exchange rates and related quotes.
3. Apply the theories of international finance.
4. Comprehend the international sources of finance and international capital budgeting.
5. Understand and apply the foreign exchange management risk.

References

- Vij, M. (2010). International Financial Management (3rd ed.). Wiley.
- Srivastava, R. (2014). International Finance. Oxford University Press.
- Sharan, V. (2012). International Financial Management (6th ed.). PHI.

MBA 2nd Year
Trimester 6
Financial Engineering & Risk Management (MBA FIN 210)

L	T	P
2	-	-

Course Name: Financial Engineering & Risk Management   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA FIN 210**

Course Objectives:
1. The course is intended to develop building blocks of math finance and risk management. Understanding the key components of quantitative models, their relation with regulatory guidelines and also have insights into how to develop pricing, stress testing or risk measurement models that are frequently used in the industry.

Course Description:
Financial Engineering (FE) and Risk Management (RM) are important areas that have a lot of applications in the domain for finance/banking. These two skill sets have been around for a while now, and they will continue to be in demand from the industry. Further, many concepts covered under FE integrate well with ideas in data analytics too. Therefore, candidates with expertise around FE, RM along with hands on skills will be able to work in good roles in the areas of quantitative analytics/ risk / pricing in banks/financial institutions. There is an increasing overlap between the areas of data sciences and quantitative finance.

Course Contents:

Unit   Modules

1   Forward contracts and Forward rate agreements (FRA)
        1.1   Concept of forward contracts
        1.2   No-arbitrage framework- cash and carry and reverse cash and carry
        1.3   Valuation of equity, fixed income and FX forwards
        1.4   Applications of forward contracts
        1.5   Recap of spot rates and forward rates
        1.6   Concept of FRA
        1.7   Valuation of FRA
        1.8   Application of FRA
2   Introduction to Futures for risk management purposes
        2.1   Meaning of Futures contracts
        2.2   Margins, types of orders

        2.3   Short hedges, long hedges
        2.4   Basis risk in futures
        2.5   Using equity futures for portfolio management
3   Basics of quantitative finance
        3.1   Randomness in Assets
        3.2   Concept of Ito's Lemma
        3.3   Weiner Processes & GBM
        3.4   Idea of stochastic differential equation
4   Binomial model and Black Scholes Model
        4.1   Difference between discrete time and continuous time models
        4.2   Delta hedging, no-arbitrage and risk neutrality via binomial model
        4.3   Understand the BSM partial differential equation
        4.4   Applications of option pricing models
5   Value at Risk (VaR) and regulatory capital framework
        5.1   Meaning of value at risk
        5.2   Models for calculating VaR
        5.3   Basics of back testing and stress testing
        5.4   Foundations of regulatory capital framework

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand forward contracts and forward rate agreements (FRA)
2. Introduction to Futures for risk management purposes
3. Learn basic concepts in quantitative finance including GBM, Ito's, basics of stochastic differential equations etc.
4. Apply the math behind models like the binomial model, Black Scholes Merton and their application to equity and foreign exchange options
5. Understand the relevance of Value at Risk (VaR) and various approaches to calculate the same and linking it with its relevance to the risk framework
6. Introduce regulatory capital requirements for banks

References
- Hull, J. C. (2018). Options, Futures & Other Derivatives (9th ed.). Pearson. Toronto.
- Wilmott, P. (2012). Paul Wilmott on Quantitative Finance (2nd ed.). Wiley. England.

MBA 2nd Year
Trimester 6
Behavioural Finance (MBA FIN 212)

L	T	P
2	-	-

Course Name: Behavioural Finance   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA FIN 212**

Course Objectives:
1. Examine how the insights of behavioural finance theories shed light on the behaviour of individual investors and finance professionals in investment decision-making and corporate financial decision-making.
2. Explore the possibility to improve investment performance and corporate performance by recognising the cognitive biases and applying appropriate 'debiasing' techniques.
3. Investigate the implications of behavioural finance for the construction of good corporate governance mechanisms.

Course Description:
Behavioral finance proposes that psychological influences and biases affect the financial behaviors of investors and financial practitioners. Moreover, influences and biases can be the source for the explanation of all types of market anomalies and specifically market anomalies in the stock market, such as severe rises or falls in stock price. This has made behavioral finance is such an integral part of investing

Course Contents:

Unit   Modules

1   Overview of behavioural finance
      1.1   Overconfidence and individual investors
      1.2   Overconfidence and professional investors
2   Disposition effect
      2.1   Loss Aversion
      2.2   Risk Perception
3   Decision Frames
      3.1   Mental accounting
      3.2   Familiarity and representativeness
4   Behavioural portfolio management
      4.1   Herding

      4.2   Social interaction

5   Emotions and investment decisions

      5.1   Behavioural biases and corporate decision-making

      5.2   Behavioural finance and the financial crisis

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Provide an overview of this aspect, and gain an understanding that investment decision-making and investor behaviour are not necessarily driven by 'rational' considerations but by aspects of personal and market psychology.
2. Recognise that our abilities to make complex financial decisions are limited due to the biases and errors of judgement to which all of us are prone.
3. Understand the impact of cognitive biases on the financial decision-making. Articulate and analyse information for making strategic, managerial decisions such as fixing selling price, profit planning, make or buy etc.

References

- Sulphey, M. M. (2014). Behavioural Finance. Eastern Economy Edition, Prentice Hall India.
- Fishchhoff, B., Slovic, P., & Lichtenstein, S. (1977). Case Study: Overconfidence in Decision Making.
- Chuang, W.-I., & Susmel, R. (2008). Case Study: Institutional Investors versus Individual Investors.
- Crosby, D. (2019). The Behavioral Investor (1st ed.). Jaico Publishing.

MBA 2nd Year
Trimester 6
Luxury Marketing and Management (MBA MKT 208)

L	T	P
2	-	-

Course Name: Luxury Marketing and Management   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA MKT 208**

Course Objectives:
1. An understanding of the luxury segment of the market as it applies to a variety of industries
2. The necessary vocabulary to articulate the nuances that differentiate these products and the ability to do so with clarity and precision in terms of technique, design, and materials
3. The critical skills to identify potential new luxury products and how they relate to a variety of markets, including emerging markets.
4. Analytical skills by hands-on experience and business case analysis, discussion, and presentation
5. The critical skills to distinguish/discover faults in business strategies that are not compatible with or contradict the essence of a particular luxury brand

Course Description:
This course introduces some key concepts in luxury brand management such as brand identity, brand content and heritage. We trace the historical roots of luxury to reveal its essence and fundamental different from other sectors. Students are invited to the intellectual debates between luxury and time, money, art, religion, and fashion. We also reflect upon the sociology of fashion and luxury, and democratization of luxury.

Course Contents:

Unit	Modules

1   Introduction to Luxury Industry
    1.1   The Concept of Luxury: The Paradox of Contemporary Luxury, Chronical of a Semantic Evolution, Classification of Existing Definitions, Luxury Values, True Luxury, Intermediate Luxury, Luxury, Being and Appearing, Five sources of Legitimacy
    1.2   Specifications of the Luxury Industry: What is so different About the Luxury Goods Industry, The Key to Success in Luxury Goods, The Major Operators
    1.3   Major Luxury Sectors: Ready to wear activities, Perfumes and Cosmetics, Wines and Spirits, The Watch and Jewelry Market, The Leather Goods Market, The World of Hotels and Hospitality
2   Luxury Brand and Clients

2.1 The Power of the Luxury Brand: The Value of a Brand, The Characteristics of a Brand, The Brand and Its Signs, The Legal Aspects and the Défense of a Brand

2.2 The Luxury Client: Who are the Luxury Clients. The Excursionists, The New Consumer, Are Clients from Different Nationalities Similar?

2.3 Brand Analytical Tools: Brand Life Cycle, The Birth of a Brand, Growth of a Brand, Brand's Maturity, Decline, Relaunch and Death, Brand Identity, The Limits of the Concept of Identity: Strategic and Operational Implications

3 4Ps in Luxury Marketing

3.1 Obsolescence of the 4Ps, Advertising, PR, Events, Promotion and the Internet, The Place of the Product, Company Behavior, Actual Consumers, Good Communication

4 Distribution and Retailing of Luxury Brands

4.1 International Distribution Systems, the Different Distribution Systems, Price Structures, The Advertising Budget and Advertising Policies, Duty Free Operations

4.2 Retailing in the Luxury Field, Store Location and Site Selections, Rule of Thumb for Internal Display in Supermarkets, Budget, Planning and Control, The Store as a Communication Tool, The Retail model versus the Wholesale Model

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Demonstrate knowledge of the ever-changing luxury environment within which luxury brands operate.
2. Understand the theory and practice of luxury brand marketing.
3. Analyze both internal and external factors impacting the luxury markets, nationally, internationally and globally.
4. Demonstrate understanding of coordinating the marketing mix.
5. Understand contemporary luxury marketing related issues.

References

• Chevalier, M., & Mazzalovo, G. (2012). Luxury Brand Management (2nd ed.). Wiley.

MBA 2nd Year
Trimester 6
International Marketing (MBA MKT 210)

L	T	P
2	-	-

Course Name: International Marketing   **Course Contact Hours: 2**

Course Credit Hours: 2   **Course Code: MBA MKT 210**

Course Objectives:
1. The definition & evolution of Global/International Business & Marketing
2. Key Strategies that are used in a Global/International Business & Tools for Marketing
3. How is Luxury international marketing unique & different

Course Description:
This course provides a comprehensive understanding of global/international business and marketing. Students will learn to define and analyze the intricacies of global/international business and marketing, examining the factors that influence them. Additionally, the course will cover the global marketing planning process and framework, enabling students to develop effective strategies for entering and competing in global markets. Special attention will be given to luxury marketing, exploring its uniqueness and potential. Through case studies and practical exercises, students will learn to create and implement impactful global marketing strategies and programs.

Course Contents:

Unit   Modules

1   Fundamentals of Global & International Marketing
2   Approaching Global Markets (Marketing Environment & Analyzing/targeting Global Market Opportunities
3   Global Marketing Strategy
4   Global Marketing Programs
5   Managing Global Marketing Programs
6   Luxury Marketing

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understanding the core of Global & International Marketing and what exactly is Marketing in a global scenario. What are the different Environments in International/Global Marketing Global Economic Environment, Global Trade Environment, Social & Cultural Environments & Political, Legal & Regulatory Environments?

2. Assessing Global Marketing opportunities, segmenting & targeting in global markets, steps towards entry into Global Markets, importing, exporting, licensing, sourcing, investments, and strategic alliances
3. What is International/Global Marketing like in 21st century? What is the type of Branding & communication required in International Marketing? Knowing geographical limitations and country wise rules of Marketing/Branding before you take the big leap.
4. Uniqueness of Luxury International Marketing & Opportunities in India

References
- Keegan, W. J., & Dutta, S. (2017). Global Marketing Management (8th ed.). Pearson
- Schlegelmilch, B. (2016). Global Marketing Strategy: An Executive Digest. Springer.
- Kotler, P., & Keller, K. L. (2021). Marketing Management (16th ed.). Pearson.
- Kapferer, J. N. (2009). The Luxury Strategy. Kogan House

MBA 2nd Year
Trimester 6
Experiential Marketing (MBA MKT 212)

L	T	P
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Course Name: Experiential Marketing   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA MKT 212**

Course Objectives:
1. The course is intended to develop an understanding of the elements of experience economy, and specifically experiential marketing.
2. This is intended for students to be table to plan and execute experiences for customers for the brands.
3. The students are expected to appreciate the role that the new-age concepts are playing in building experiences for the customers.

Course Description:
Experiential Marketing explores the unique characteristics and strategic approach to creating and marketing immersive customer experiences around brands, events, and other in-person programs. The course utilizes an experiential learning approach to explore marketing activities that create and promote engaging experiences that strengthen customers' relationships with brands, events, and sponsors.
The course also expands into the new-age experiences create around the contemporary developments in the fields of Marketing, Consumer Psychology and Technology.

Course Contents:

Unit   Modules

1   The Experience Economy – How memorable experiences are created in Marketing
         1.1   Introduction to Experiential Economy
         1.2   What is Experiential Marketing – Definition, Advantages, Drawbacks
         1.3   The Characteristics of Experiences
         1.4   The Four Realms of Experience
2   Customer Experience Management (CEM)
         2.1   Customer Experience Management
         2.2   The CEM Framework
         2.3   Additional Management Frameworks
3   Building Customer Experience through Experiential Marketing
         3.1   How to plan engagement through Experiences?

3.2	Executive experiential marketing strategy
3.3	Experience Activation
3.4	Online experiences
4	New-age realities in Experiential Marketing
4.1	Neuromarketing
4.2	Sensory Marketing
4.3	Gamification in Marketing
4.4	Metaverse Marketing

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Discuss the importance of experiential marketing in building memorable engagement with customers
2. Understand the foundation of building Customer Experience with the help of relevant frameworks
3. Recommend how companies can use experiential marketing for creating long lasting experience with the customers
4. Understand the role that the new-age contemporary trends play in building experience for the customers

References

- Smith, K., & Hanover, D. (2016). Experiential Marketing: Secrets, Strategies, and Success Stories from the World's Greatest Brands. Wiley Books.
- Schmidt, B. H. (2011). Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act. The Free Press.
- Smilansky, S. (2011). Experiential Marketing: A Practical Guide to Interactive Brand Experiences. Kogan Page.
- Dwivedi, Y. K. et al. (2022). Metaverse Marketing: How the Metaverse Will Shape the Future of Consumer Research and Practice, Wiley
- Hamari, J. (2014). Does Gamification Work? A Literature Review of Empirical Studies on Gamification.
- Krishna, A. (2012). An integrative review of sensory marketing: Engaging the senses to affect perception, judgment, and behavior. Journal of Consumer Psychology, 22(3), 332-351. https://doi.org/10.1016/j.jcps.2011.08.003
- Harrell, E. (2019). Neuromarketing: What You Need to Know. Harvard Business Review.

MBA 2nd Year
Trimester 6
Go Live (MBA ENT 208)

L	T	P
2	-	-

Course Name: Go Live   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA ENT 208**

Course Objectives:
1. Students understand the management of technological ideas
2. Students form teams and explore technological startup opportunities
3. Students understand various technological domains and ideas for exploring potential startup ideas
4. Students understand funding opportunities for startups
5. Students work in teams on new ideas

Course Description:
This course equips students with the knowledge and skills necessary to navigate the dynamic landscape of technology entrepreneurship. Through a combination of theoretical learning and hands-on practical experiences, students will gain a deep understanding of the management of technological ideas and the intricacies of launching and scaling startup ventures.

Course Contents:

Unit   Modules

1   Global history & History of Technology
         1.1   Ancient India, Renaissance period, Mughal-era technological & social influence,
                  Impact of British Rule.
         1.2   Independent India to Present, Role of business and companies in all eras, New
                  opportunities in the 21st century.
         1.3   Creative destruction and new value system, Categories and windows of
                  opportunity, Opportunity to venture, what is Entrepreneurship, The
                  Entrepreneur, Opportunity: What, Where, Why, How, 6Ds exponential framework,
                  Self-reliance, Path to Prosperity.
         1.4   Case Studies: How entrepreneurs identified opportunities (Edison, Bill Gates,
                  Mark Zuckerberg, Jeff Bezos, Ambanis, Tatas, Kirloskars)
         1.5   Case Studies: How entrepreneurs identified opportunities (Edison, Bill Gates,
                  Mark Zuckerberg, Jeff Bezos, Ambanis, Tatas, Kirloskars)
2   Startup Ecosystem

| 2.1 | Global innovation index, Ease of doing business, Ecosystem and stakeholders, Government of India schemes and incentives for startups, Incubators & Parks. Customer Experience Management |
| 2.2 | Customer Discovery |

3 Product Design
- 3.1 PoC & Prototyping
- 3.2 Prototyping & MVP
- 3.3 Product Costing & Pricing
- 3.4 Financial assessment

4 Business Model
- 4.1 Marketing
- 4.2 Financing

5 Startup Incorporation

6 Social Entrepreneurship

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Identify technological opportunities
2. Build Proof-of-Concepts of their Products
3. Understand market assessment, customers as well as Marketing Strategies for Startups
4. Understand and estimate financial requirements for their startups, growth projections and growth plan
5. Work in Teams

References
- Blank, S., & Dorf, B. (2012). Startup Owner's Manual. K&S Ranch Publishing.
- Dorf, R., & Byers, T. (2013). Technology Ventures: From Idea to Enterprise. McGraw-Hill India.
- Kawasaki, G. (2015). The Art of the Start 2.0. Penguin.
- Shane, S. (2011). Technology Strategy for Managers and Entrepreneurs. Pearson.
- Kiran, U. R. (2016). A Textbook of Technology Management. Laxmi Publications.

MBA 2nd Year
Trimester 6
Building a Team for Startups (MBA ENT 210)

L	T	P
2	-	-

Course Name: Building a Team for Startups   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA ENT 210**

Course Objectives:
1. The main goal of this course is to educate students on the impactful role that business can play in addressing societal issues, while still generating financial returns.
2. Through this course, students will gain access to tools and frameworks that will empower you to apply your business education to solving problems in society.

Course Description:
This course is designed to provide you with the practical knowledge and skills needed to build a successful team in a startup environment. We will delve into the unique challenges that startups face when building a team and how to overcome them. From recruiting top talent to structuring and managing your team to fostering a culture of innovation and collaboration, you will learn the key strategies and tactics needed to build a high-performing team. By the end of this course, you will have the confidence and ability to lead and build an effective team in any startup venture.

Course Contents:

Unit   Modules

1   Understanding the Challenges of Building a Team in a Startup Environment
        1.1   Unique challenges startups face when building a team, how to overcome these
                challenges and key strategies for success.
2   Recruiting and Retaining Top Talent
        2.1   Strategies for identifying and attracting top talent, techniques for interviewing and
                selecting candidates, and methods for retaining top performers.
3   Structuring and Managing a Startup Team
        3.1   Effective team structure for startups, best practices for managing a team in a
                startup environment, and communication and delegation strategies
4   Fostering a Culture of Innovation and Collaboration
        4.1   Strategies for promoting a culture of innovation and collaboration within a startup
                team, techniques for fostering creativity and idea generation, and methods for
                encouraging teamwork and cooperation.

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand the unique challenges that startups face when building a team and how to overcome them.
2. Develop the ability to attract and retain top talent for a startup team.
3. Learn how to structure and manage a team effectively in a startup environment.
4. Acquire knowledge and skills to foster a culture of innovation and collaboration within a startup team.
5. Gain confidence in leading and building an effective team in any startup venture.

References:
- Harnish, V. (2014). Scaling Up: How a Few Companies Make It...and Why the Rest Don't. Gazelles, Inc.
- Feld, B. (2012). Startup Teams: Building and Managing a Winning Team. Wiley.
- Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.
- Blank, S., & Dorf, B. (2012). The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company. K & S Ranch.
- Zander, R. S., & Zander, B. (2002). The Art of Possibility: Transforming Professional and Personal Life. Harvard Business Review Press.
- Pink, D. H. (2009). Drive: The Surprising Truth About What Motivates Us. Riverhead Books.

MBA 2nd Year
Trimester 6
Investor relations and Fundraising (MBA ENT 212)

L	T	P
2	-	-

Course Name: Investor relations and Fundraising   **Course Contact Hours: 2**
Course Credit Hours: 2   **Course Code: MBA ENT 212**

Course Objectives:
1. Understand the fundamentals of successful fundraising, including selection of a placement agent, setting fund targets by identifying different funding mechanisms and diversifying investor base.
2. The investor relations (IR) function in today's world is an extremely multifaceted one with IR professionals often having to act as figurehead, fundraiser, relationship manager, negotiator, communicator and analyst all at the same time.
3. The objective of the course is to teach students the ability to attract investors, effectively engage stakeholders and meet the needs of and retain investors.

Course Description:
This course aims to impart the fundamentals of successful fundraising, including selection of a placement agent, setting fund targets by identifying different funding mechanisms and diversifying investor base. Further, the investor relations (IR) function in today's world is an extremely multifaceted one with IR professionals often having to act as figurehead, fundraiser, relationship manager, negotiator, communicator and analyst all at the same time. The objective of the course is to teach students the ability to attract investors, effectively engage stakeholders and meet the needs of and retain investors.

Course Contents:

Unit   Modules

1   Fund Raising
    1.1   Introduction to fund raising/fund raising cycle
    1.2   Different sorts of fund raising mechanisms; Sources of finance to explore for fund raising (types/risk /benefits of each)
    1.3   Traditional & Contemporary/alternate/emerging funding options
    1.4   Designing an effective capital stack
    1.5   Stages in startup funding- Investment stages
    1.6   Preparing for the investment – (including finding investors who are a good fit) & Building a strong pitch deck with corporate examples. Preparing a checklist for the pitch-deck.

	1.7	Message development and storytelling - Corporate examples
	1.8	Decode different scenarios with members of ecosystem- investors, founders and I -Bankers (Practical interview)
2	Investor Relations	
	2.1	Investor relations goals and challenges (Private document: KPMG survey findings)
	2.2	Investor outreach programs (ways to engage with investor community)
	2.3	Measuring impact of Investor relations
	2.4	The changing face of investor relations
	2.5	Disclosure and reporting practices
3	Others	
	3.1	Networking and building relationships
	3.2	Presentation tips for pitching to investors.
	3.3	Negotiations on term sheets
	3.4	Fund raising for non-profit or Fintech venture- an example.

Course Outcomes (COs): After completing the course, the student shall be able to:
1. How to raise funding for your startup venture/venture?
2. How to interact, engage and achieve results with the funding ecosystem?
3. Understand nuances in investor relations (IR) and how should IR effectively engage the stakeholder's/ investor community
4. Develop soft and hard skills needed for fund raising and investor relations.

References
- Raut, P. (2016). Starting Up and Fundraising. Notion Press.
- Genadinik, A. (2013). 10 Fundraising Ideas and Strategies. CreateSpace Independent Publishing Platform.
- Anand, M. S. (2017). Best Practices in Investor Relations. Notion Press.
- Bragg, S. M. (2016). Running an Effective Investor Relations Department. John Wiley & Sons.

MBA 2nd Year
Trimester 6
Big Data Analytics (MBA BA 208)

L	T	P
-	-	4

Course Name: Big Data Analytics   **Course Contact Hours: 2**
Course Credit Hours: 4   **Course Code: MBA BA 208**

Course Objectives:
1. This program gives the participants an overview of Big Data and Hadoop along with its Eco System Components.
2. This program gives the participants an exposure to the Hadoop System and Hadoop components like Pig, Hive & Sqoop and HBase.
3. This is a technical program which will provide an overview along with basic working knowledge of the said components.

Course Description:
This program gives the participants an overview of Big Data and Hadoop along with its Eco System Components to store, process and analyze big data.

Course Contents:

Unit   Modules

1   Big Data & Hadoop Introduction
    1.1   What is Big Data?
    1.2   What is Hadoop? Why Hadoop?
    1.3   Hadoop Features
    1.4   Hadoop Storage: HDFS
    1.5   Hadoop Processing: MapReduce
    1.6   Hadoop Processing: Yarn
    1.7   Difference between MapReduce & Yarn
    1.8   Hadoop Ecosystem
2   Hadoop Distributed File System
    2.1   Hadoop deployment on Windows using VM-Ware.
    2.2   Linux Elementary
    2.3   HDFS – Basic Commands
    2.4   HDFS – Web Interface (Only with CDH5)
    2.5   Map Reduce Example (Only running Map Reduce Jobs

3   PIG
     3.1   Introduction to Pig
     3.2   Pig Architecture
     3.3   Pig Components
     3.4   Pig Running Modes
     3.5   Pig Data Types & Commands
     3.6   Data Transformation Using Interactive Commands
     3.7   Data Transformation Using Scripts

4   HIVE
     4.1   Introduction to Hive
     4.2   Hive Architecture
     4.3   Hive Query Language
     4.4   Hive Functions
     4.5   Importing Data
     4.6   Querying Data
     4.7   Hive Scripts

5   SQOOP & HBASE
     5.1   Introduction to Sqoop
     5.2   Sqoop Architecture
     5.3   Sqoop Connectors
     5.4   Sqoop Data Import to HDFS
     5.5   Sqoop Data Import to Hive
     5.6   Sqoop Data Import to Hbase
     5.7   Sqoop Data Export from Hadoop
     5.8   Introduction to Hbase
     5.9   Hbase Architecture
     5.10   Hbase Add Data
     5.11   Hbase Update Data
     5.12   Hbase Query Data
     5.13   Hbase Functions
     5.14   Import Data
     5.15   Export Data

Course Outcomes (COs): After completing the course, the student shall be able to:
1. Understand the working of Hadoop, HDFS & MapReduce.
2. Familiarity with Pig and work with Pig.
3. Familiarity with Hive and work with Hive.
4. Familiarity with Scoop and work with Scoop.
5. Familiarity with Hbase and work with Hbase.

References

- White, T. (2015). Hadoop: The Definitive Guide (4th ed.). O'Reilly Media.
- Gates, A. (2016). Programming Pig. O'Reilly Media.
- Du, D. (2015). Apache Hive Essentials. Packt Publishing.

- Ting, K., & Cecho, J. J. (2013). Apache Sqoop Cookbook. Packt Publishing.
- George, L. (2011). HBase: The Definitive Guide. O'Reilly Media.
- Hadoop: https://hadoop.apache.org/
- Pig: https://pig.apache.org/
- Hive: https://hive.apache.org/
- Sqoop: https://sqoop.apache.org/
- HBase: https://hbase.apache.org/

MBA 2nd Year
Trimester 6
Recommendation System (MBA BA 210)

L	T	P
-	-	4

Course Name: Recommendation System **Course Contact Hours: 2**
Course Credit Hours: 4 **Course Code: MBA BA 210**

Course Objectives:
1. Understand and apply user-based and item-based collaborative filtering to   recommend items to users
2. Create recommendations using deep learning
3. Make session-based recommendations with recurrent neural networks and Gated Recurrent Units (GRU)
4. Build recommender systems with matrix factorization methods such as SVD

Course Description:
This program gives the participants an overview of Big Data and Hadoop along with its Eco System Components to store, process and analyze big data.

Course Contents:

Unit   Modules

1   An Introduction to Recommender Systems
        1.1   Introduction
        1.2   Goals of Recommender Systems
        1.3   Basic Models of Recommender Systems
        1.4   Domain-Specific Challenges in Recommender Systems
        1.5   Advanced Topics and Applications
2   Neighborhood-Based and Model-Based Collaborative Filtering
        2.1   Introduction
        2.2   Key Properties of Ratings Matrices
        2.3   Predicting Ratings with Neighborhood-Based Methods
        2.4   Clustering and Neighborhood-Based Methods
        2.5   Dimensionality Reduction and Neighborhood Methods
        2.6   A Regression Modelling View of Neighborhood Methods
        2.7   Graph Models for Neighborhood-Based Methods
3   Content-Based and Knowledge Based Recommender Systems

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the basic concepts and techniques of Recommender Analytics and its applications.
2. Apply real-world learnings from Netflix, YouTube and other digital platforms to their recommendation projects.
3. Implement a robust recommendation framework for massive data

References

- Aggarwal, C. C. (2016). Recommender Systems: The Textbook (1st ed.). Springer.
- Banik, R. (2018). Hands-On Recommendation Systems with Python: Start Building Powerful and Personalized Recommendation Engines with Python. Packt Publishing.
- Kane, F. (2018). Building Recommender Systems with Machine Learning and AI: Help People Discover New Products and Content with Deep Learning, Neural Networks, and Machine Learning Recommendations. Pearson.

MBA 2nd Year
Trimester 6
Advanced Data Analytics (MBA BA 212)

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Course Name: Advanced Data Analytics   **Course Contact Hours: 2**

Course Credit Hours: 4   **Course Code: MBA BA 212**

Course Objectives:
1. This program will give the participants a technical competence of using Python and its libraries for Machine Learning.
2. This is an advanced technical program which will provide a working knowledge of Machine Learning using Python.

Course Description:
This program gives the participants an overview of Big Data and Hadoop along with its Eco System Components to store, process and analyze big data.

Course Contents:

Unit   Modules

1   Machine Learning – An Introduction
      1.1   Concept
      1.2   Machine Learning Workflow
      1.3   Linear Regression
      1.4   Classification
      1.5   Clustering
      1.6   Association
      1.7   Performance Evaluation
2   Linear Regression
      2.1   Exploratory Data Analytics
      2.2   Data Cleaning
      2.3   Data Imputation
      2.4   Feature Transformation
      2.5   Identifying Outliers
      2.6   Feature Rescaling
      2.7   Identifying Correlation
      2.8   Perform Visual Data Analytics

2.9   Regression Summary

2.10   Train Test Split

2.11   Model Creation

2.12   Model Training

2.13   Cross Validation

2.14   Model Evaluation

2.15   Model Optimization

2.16   Predictive Analytics using Regression

3   Classification

     3.1   Exploratory Data Analytics

     3.2   Data Cleaning

     3.3   Data Imputation

     3.4   Feature Transformation

     3.5   Identifying Outliers

     3.6   Feature Rescaling

     3.7   Perform Visual Data Analytics

     3.8   Train Test Split

     3.9   Model Creation

     3.10   Model Training

     3.11   Cross Validation

     3.12   Model Evaluation

     3.13   Model Optimization

     3.14   Predictive Analytics using Classification

4   Clustering

     4.1   Exploratory Data Analytics

     4.2   Data Cleaning

     4.3   Data Imputation

     4.4   Feature Transformation

     4.5   Identifying Outliers

     4.6   Feature Rescaling

     4.7   Perform Visual Data Analytics

     4.8   Best Cluster Selection

     4.9   Dendrogram

     4.10   Model Creation

     4.11   Model Training

     4.12   Model Evaluation

     4.13   Predictive Analytics using Clustering

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Perform Exploratory Data Analytics
2. Perform Visual Data Analytics
3. Data Cleaning
4. Data Imputation
5. Identifying Covariance & Correlation

6. Identifying Outliers
7. Feature Transformation
8. Feature Rescaling
9. Use Regression for Predictive Analytics
10. Use Classification for Predictive Analytics
11. Use Clustering for Predictive Analytics

References

- Géron, A. (2019). Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow. O'Reilly Media.
- Liu, Y. (2017). Python Machine Learning by Example. Packt Publishing.
- Raschka, S., & Mirjalili, V. (2017). Python Machine Learning. Packt Publishing.
- Gates, A. (2016). Programming Pig. O'Reilly Media.
- Machine Learning Complete Works - https://www.geeksforgeeks.org/machine-learning/
- Regression - https://www.geeksforgeeks.org/ml-linear-regression/
- Classification - https://www.geeksforgeeks.org/basic-concept-classification-data-mining/
- Clustering - https://www.geeksforgeeks.org/clustering-in-machine-learning/
- Machine Learning Library - https://scikit-learn.org/stable/