



**M.B.A.**

(Two Year Full Time Degree Program)

**SYLLABUS**

**School of Business**

**Shri Mata Vaishno Devi University Katra**

(April 2018)

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ABBREVIATIONS / CODES / NOMENCLATURE	
<b>Course Code Convention</b>	
<b>SCT-LSAY</b>	Course Code for various Courses / Subjects
Example	
BUL-6045	SC: School Code
BUE-7046	T: Course Type Code (Lecture / Elective / Training / Dissertation etc.)
BUT-7011	L: Course Level (6 for First year, 7 for Second year) of MBA
BUD-7011	SA: Study Area / Sub Area (01: General Management, 02: HR, 03: Marketing, 04: Finance, 05: Supply Chain Management, 06: Management Economics, 07: Business Analytics, 09: Quantitative Methods)
BUP-6011	Y: Course Number
BU	School Code (SoB)
L	Lecture
E	Elective
D	Dissertation
T	Training
P	Practical
NC	Non-Credit
<b>Teaching Scheme Convention</b>	
L	Lecture
T	Tutorial
P	Practical
C	Course Credit
<b>Evaluation Scheme Convention</b>	
Minor	(Mid Term Exams / Tests) I & II
Major	Semester End Examination (ESE)
CBCS	Choice Based Credit System



## Teaching & Examination Scheme

MBA Semester I, First Year													
S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (I+II) Marks	Major ESE Marks	Total Marks
1	BUL6045	Financial Accounting & Decision Making	3	0	0	48	3	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	40	50	100
2	BUL6062	Managerial Economics	3	0	0	48	3			10	40	50	100
3	BUL6034	Marketing Management	3	0	0	48	3			10	40	50	100
4	BUL6091	Statistical Methods for Management Decisions	3	0	0	48	3			10	40	50	100
5	BUL6023	Management of Organizations	3	0	0	48	3			10	40	50	100
6	BUL6017	Business Communication	3	0	0	48	3			10	40	50	100
7	BUP6011	Applications of Spreadsheet in Management**	0	0	4	64	2			--	--	100	100
SUB TOTAL			18	0	0	352	20			60	240	400	700
**Note: Evaluation Methodology for Courses with only Lab Components:													
For courses which consist of only lab component, the evaluation methodology consists of evaluation of theory component and lab component separately, initially out of 100 marks. After this, the marks obtained in the two components are merged together (out of 100 marks) as evaluation of course.													
Note: Besides the courses mentioned above, there are separate slots assigned for Quiz & Presentations etc.													

MBA Semester II, First Year													
S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (I+II) Marks	Major ESE Marks	Total Marks
1	BUL6092	Decision Models & Optimization	3	0	0	48	3	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	40	50	100
2	BUL6035	Marketing Decision Making	3	0	0	48	3			10	40	50	100
3	BUL6046	Managerial Accounting & Decision Making	3	0	0	48	3			10	40	50	100
4	BUL6051	Supply Chain Management	3	0	0	48	3			10	40	50	100
5	BUL6024	Leadership Development	3	0	0	48	3			10	40	50	100
6	BUL6036	Digital & Social Media Marketing	3	0	0	48	3			10	40	50	100
7	BUP6012	Fundamental Applications of SPSS in Management**	0	0	4	64	2			--	--	100	100
SUB TOTAL			18	0	0	352	20			60	240	400	700
**Note: Evaluation Methodology for Courses with only Lab Components:													
For courses which consist of only lab component, the evaluation methodology consists of evaluation of theory component and lab component separately, initially out of 100 marks. After this, the marks obtained in the two components are merged together (out of 100 marks) as evaluation of course.													
Note: Besides the courses mentioned above, there are separate slots assigned for Quiz & Presentations etc.													

MBA Semester III, Second Year													
S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (I+II) Marks	Major ESE Marks	Total Marks
1	BUL7011	Strategic Management	3	0	0	48	3	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	40	50	100
2	BUL7021	Managing Teams	3	0	0	48	3			10	40	50	100
3	BUL7015	Strategies for Digital Economy	3	0	0	48	3			10	40	50	100
4	BUP7011	Advanced Applications of SPSS in Management**	0	0	4	64	2			--	--	100	100
5	---	Elective 1	3	0	0	48	3			10	40	50	100
6	---	Elective 2	3	0	0	48	3			10	40	50	100
7	---	Elective 3	3	0	0	48	3			10	40	50	100
8	BUT7011	Summer Training*	--	--	--	--	3			--	--	--	100
SUB TOTAL			18	0	0	352	23			60	240	400	800
*Note: Evaluation: 100% Evaluated through panel of faculty experts.													
**Note: Evaluation Methodology for Courses with only Lab Components:													
For courses which consist of only lab component, the evaluation methodology consists of evaluation of theory component and lab component separately, initially out of 100 marks. After this, the marks obtained in the two components are merged together (out of 100 marks) as evaluation of course.													
Note: Besides the courses mentioned above, there are separate 6 slots assigned for Dissertation etc.													



MBA Semester IV, Second Year													
S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (1+II) Marks	Major ESE Marks	Total Marks
1	BUL7016	Entrepreneurship	4	0	0	48	4	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	20	50	100
2	BUL7017	Business Laws	4	0	0	48	4			10	20	50	100
3	BUP7012	Use & Applications of 'R' Software in Management**	0	0	4	64	2			--	--	100	100
4	---	Elective 4	4	0	0	48	4			10	20	50	100
5	---	Elective 5	4	0	0	48	4			10	20	50	100
6	BUD7011	Dissertation*	--	--	--	--	6			--	--	--	100
<b>SUB TOTAL</b>			<b>16</b>	<b>0</b>	<b>0</b>	<b>256</b>	<b>24</b>			<b>40</b>	<b>80</b>	<b>300</b>	<b>600</b>
*Note: Evaluation: 10% of marks evaluated by panel of faculty experts, 30% of marks evaluated by faculty supervisor and 60% of marks evaluated by external expert (academic / industry) from related area.													
**Note: Evaluation Methodology for Courses with only Lab Components:													
For courses which consist of only lab component, the evaluation methodology consists of evaluation of theory component and lab component separately, initially out of 100 marks. After this, the marks obtained in the two components are merged together (out of 100 marks) as evaluation of course.													
Note: Besides the courses mentioned above, there are separate 6 slots assigned for Dissertation etc.													

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

### Vision Statement

To be one of the premier teaching, research and networking confluence for management education that is regionally anchored, nationally recognized and globally connected.

### Mission Statement

The School strives to be catalyst for Change Management in Business and Governance through continuous pursuit of excellence in Research and Teaching, keeping abreast of Recent Development in National and International scenario.

### Objectives

- Create intellectual capital in terms of scholarly and application oriented teaching & research.
- To run state-of-the-art postgraduate and doctoral programs to develop human capital.
- To concentrate on areas of specialization as per industrial requirements at national and global level.
- Forge meaningful partnerships with industry, academia, government, and social sectors.
- To promote entrepreneurial activities in the region by imparting training and motivating prospective entrepreneurs.

### Values

- Academic integrity and accountability.
- Respect and tolerance for the views of every individual.
- Recognizing issues of national and international relevance.
- Appreciation of intellectual excellence and creativity.



## Two-Year MBA Programme

## Overall Structure

	Minimum	Maximum
Duration	2 years	3 years
Total Credits	87 15 Courses of 3 credits each = 45 4 Courses of 2 credits each = 8 2 Courses of 4 credits each = 8 Dissertation of 6 credits = 6 Summer Training of 3 credits = 3	
Electives (E)	Specialization Streams Electives: 5 courses of 17 credits	
Dissertation (D)	Dissertation in any elective area that carries 6 credits. 10% of marks evaluated by panel of faculty experts, 30% of marks evaluated by faculty supervisor and 60% of marks evaluated by external expert (academic / industry) from related area.	
Summer Training (T)	Summer Training for 7-8 weeks that carries 3 credits. 100% Evaluated through panel of faculty experts.	
Practical's (P)	Exposure given to students on different software's in each semester as compulsory module.	

## LIST OF COURSES

## General Courses

## Semester I

BUL6045	Financial Accounting & Decision Making	3 Credits (3-0-0)
BUL6062	Managerial Economics	3 Credits (3-0-0)
BUL6034	Marketing Management	3 Credits (3-0-0)
BUL6091	Statistical Methods for Management Decisions	3 Credits (3-0-0)
BUL6023	Management of Organizations	3 Credits (3-0-0)
BUL6017	Business Communication	3 Credits (3-0-0)
BUP6011	Applications of Spreadsheet in Management	2 Credits (0-0-4)

## Semester II

BUL6092	Decision Models & Optimization	3 Credits (3-0-0)
BUL6035	Marketing Decision Making	3 Credits (3-0-0)
BUL6046	Managerial Accounting & Decision Making	3 Credits (3-0-0)
BUL6051	Supply Chain Management	3 Credits (3-0-0)
BUL6024	Leadership Development	3 Credits (3-0-0)
BUL6036	Digital & Social Media Marketing	3 Credits (3-0-0)
BUP6012	Fundamental Applications of SPSS in Management	2 Credits (0-0-4)

## Semester III

BUL7011	Strategic Management	3 Credits (3-0-0)
BUL7021	Managing Teams	3 Credits (3-0-0)
BUL7015	Strategies for Digital Economy	3 Credits (3-0-0)
BUT7011	Summer Training	3 Credits
BUP7011	Advanced Applications of SPSS in Management	2 Credits (0-0-4)

**Semester IV**

BUL7016	Entrepreneurship	4 Credits (4-0-0)
BUL7017	Business Laws	4 Credits (4-0-0)
BUD7011	Dissertation	6 credits
BUP7012	Use & Applications of 'R' Software in Management	2 Credits (0-0-4)

## Specializations

**Finance****Semester III**

BUE7046	Corporate Finance	3 Credits (3-0-0)
BUE7047	Financial Statement Analysis	3 Credits (3-0-0)
BUE7048	Portfolio Management	3 Credits (3-0-0)

**Semester IV**

BUE7043	Advanced Corporate Finance	4 Credits (4-0-0)
BUE7049	Business Valuation, Mergers and Acquisitions	4 Credits (4-0-0)

**Marketing****Semester III**

BUE7036	Consumer Behavior	3 Credits (3-0-0)
BUE7037	Marketing Strategy	3 Credits (3-0-0)
BUE7038	Marketing of Services	3 Credits (3-0-0)

**Semester IV**

BUE7039	Advertising & Brand Management	4 Credits (4-0-0)
BUE7033	Retail & Visual Merchandising	4 Credits (4-0-0)

**Human Resource****Semester III**

BUE7026	Business Turnaround and Organizational Transformation	3 Credits (3-0-0)
BUE7027	Understanding Workplaces and Industrial Psychology	3 Credits (3-0-0)
BUE7028	Power and Politics in Organizations	3 Credits (3-0-0)

**Semester IV**

BUE7029	Performance & Talent Management	4 Credits (4-0-0)
BUE7021	Strategic Human Resource Management	4 Credits (4-0-0)

**Business Analytics****Semester III**

BUE7071	Business Analytics using Data Mining	3 Credits (3-0-0)
BUE7072	Data Analytics in Finance	3 Credits (3-0-0)
BUE7073	Transaction Analysis & Modeling	3 Credits (3-0-0)

**Semester IV**

BUE7074	Digital Innovation Strategies	4 Credits (4-0-0)
BUE7075	Marketing Analytics	4 Credits (4-0-0)



BUL6045			Financial Accounting & Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Acquire knowledge about general aspects of business operations at national and international level; and to describe the role of accounting information system and its limitations.

CO2: Explain the concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet, and statement of cash flows.

CO3: Identify the basic economic events most common in business operations and be able to report the events in a generally accepted manner, including the impacts of alternative accounting methods on financial statements.

CO4: Locate and analyze financial data from annual reports of corporate ethically.

**COURSE CONTENTS**

Unit I: Accounting Basics (8 Contact Hours)

Definition, Nature and Scope of Financial Accounting-Difference between Accounting and Accountancy-Accounting Principles, Concepts and Conventions-Capital and Revenue Transactions-Capital and Revenue Expenditures-Capital and Revenue Receipts-Double Entry System of Accounting-Books of Prime Entry-Subsidiary Books-Journal-Ledger and Trial Balance-Depreciation Methods-Rectification of Errors-Opening Entries-Transfer Entries-Adjustment Entries and Closing Entries-Bank Reconciliation Statements.

Unit II: Preparation of Financial Statements (8 Contact Hours)

Preparation of Financial Statements of Profit Seeking Organizations-Profit & Loss Account-Balance Sheet-Preparation of Financial Statements of Non-Profit Seeking Organizations-Preparation of Receipts and Payments Accounts, Income and Expenditure Accountant and Balance Sheet-Preparation of Financial Statements from Incomplete Records.

Unit III: Accounting Standards & International Financial Reporting Standards (8 Contact Hours)

An overview of Accounting Standards-Generally Accepted Accounting Principles- Accounting Standards Applicability, Interpretation, Scope and Compliance-International Financial Reporting Standards-Overview of Ind AS and AS-1, AS-2, AS-3, AS-6, AS-7, AS-9 and AS-10.

Unit IV: Finalization of Accounts of Joint Stock Companies (8 Contact Hours)

Accounting of Shares and Debentures-Preparation of Financial Statements as per Schedule III to the Companies Act, 2013- Cash Flow Statement, Profit & Loss Account and Balance Sheet- An Overview of Financial Statement Analysis and Interpretation of Annual Financial Results of the Companies.

Unit V: Fundamental Concepts of Auditing (8 Contact Hours)

Auditing Concepts-Definition-Nature, Scope and Significance of Auditing-Audit Engagement-Audit Programme-Audit Working Papers-Audit Evidence and Audit Reports-Internal Check-Internal Control-Internal Audit Auditing Standards.

Unit VI: Company Audit (8 Contact Hours)

Provisions relating to Audit under the Companies Act, 2013-Auditor's Qualifications-Disqualifications-Appointment-Remuneration-Removal-Power and Duties of Auditor-Cost Audit-Cost Auditor Qualification and Disqualifications-Secretarial Audit-Secretarial Auditor's Qualification and Disqualifications-Reporting Under the Companies Act, 2013-Reports Vs. Certificate-Contents of the Reports-Qualification Vs Clean Report.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Financial Accounting Information for Decisions, Wild, John J, Prentice Hall of India, New Delhi
- Financial Accounting-A Managerial Perspective, Mukhopadhyay, D., Asian Books (P) Ltd, New Delhi
- Accounting Texts & Cases, Anthony, R. N., , Richards D Irwin New York
- Applied Financial Accounting: Interpretations for Analysis, Sannella, Alexndra J, Richards D. Irwin, New York
- Accounting Principles, Anthony, R. N. & Recce, J.S., Richards D. Irwin, New York
- Advanced Accounts, Shukla, M. C., Grewal, T. S. & Gupta S. P, S. Chand & Company, New Delhi
- Advanced Accountancy, Gupta, R. L. & Radhaswami, M, Sultan Chand & Sons, New Delhi
- Financial Accounting, Tulsian, P. C., McGraw Hill Publishing Company, New Delhi
- Financial Accounting, Maheswari, S. N., Vikas Publishing, New Delhi
- Auditing, University Edition, Taxmann, New Delhi
- Auditing & Corporate Governance, Taxmann, New Delhi
- Financial Accounting Concepts and Applications, Monga, J. R, Mayur Paper Backs, New Delhi





BUL6062			Managerial Economics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Students will be able to think in the terms of a professional economist.

CO2: Students will be able to solve stylized quantitative questions in a business and economic context.

CO3: Students will be able to appraise, understand and use information captured from economic articles and debates published or telecasted in serious print and electronic media.

**COURSE CONTENTS**

**UNIT – I**

(9 Contact Hours)

Nature and scope of Managerial economics; role and responsibility of business economist; Demand and supply; factors determining demand and supply; law of demand and supply; market equilibrium; application of equilibrium price in business and pricing decision.

**UNIT – II**

(9 Contact Hours)

Demand functions: linear and non-linear; elasticity of demand; demand forecasting. Firm and industry; firm and its goals; time elements; production function; long run and short run, fixed and variable inputs; law of production; expansion path of output. Efficiency vs. effectiveness

**UNIT – III**

(10 Contact Hours)

Cost analysis: concepts, short and long run cost output relationship; economies and diseconomies of scale. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly. Applications & concepts of different market scenarios and case analysis.

**UNIT – IV**

(10 Contact Hours)

Marginalist controversy, Average cost theory, and its applications in corporate world. Managerial Approaches Sales maximization theory vs. profit maximization approach.

**UNIT – V**

(10 Contact Hours)

Bain’s limit pricing theory of price determination followed by Marris and Williamson approaches. Behavioral Approach of Cyert and March to determine managerial decision making. Effectiveness of Monetary and Fiscal policies Business Cycles- types, nature, patterns & causes of business cycles.

NOTE:	HBR Case studies and relevant news articles will be used as course supplements.
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal assessment shall be based on class participation, quizzes and assignments.

**Reference Books**

- Managerial Economics and Business Strategy, Michael Baye, Jeffrey T. Prince, 8<sup>th</sup> Ed. McGraw Hill
- Managerial Economics, Ivan Png, 5<sup>th</sup> Edition, Routledge.
- Managerial Economics, 12<sup>th</sup> Edition, Mark Hirschey, Cengage Learning
- Managerial Economics: International Student Version 6<sup>th</sup> Edition (Paperback) Stephen G. Marks, William F. Samuelson; Wiley.





BUL6034			Marketing Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Understand and apply the basic concepts of marketing in the organisations.

CO2: State the role and functions of marketing within a range of organisations.

CO3: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken.

CO4: Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.

**COURSE CONTENTS**

**Unit I**

(9 Contact Hours)

Definition & Concepts of Marketing Management, Marketing Mix, Extended Marketing Mix, Holistic marketing, Value concept of Marketing Customer Value Delivery process, Value based models of marketing, Scanning Marketing Opportunities

**Unit II**

(10 Contact Hours)

Marketing research, Marketing matrices, Dynamics of competitive marketing environment; Factors governing the marketing environment, Consumer Behaviour, Organization Buying Behaviour

**Unit III**

(11 Contact Hours)

Segmenting, targeting and Positioning: Product characteristics and Product Mix Product Life Cycle and product strategies, Product differentiation and design

**Unit IV**

(9 Contact Hours)

Price: Setting the price, Pricing components, and strategies, Marketing through Distribution channel, Channel Design Retailing and Wholesale

**Unit V**

(9 Contact Hours)

Branding and Positioning; Promotion Mix; Integrated Marketing communication, Concepts of Direct marketing; Network marketing; Social media marketing and Digital marketing

NOTE:	The course is an introduction to the world of marketing for the students most of whom have not encountered business like situation. The Basics of Marketing course introduces them with the concepts and makes them aware of the real term problems. The course has various short assignments including the company/ sectoral awareness and few live projects.
	Pedagogy shall involve : Lectures, Case Discussions, Role plays, Quizzes 3D-4P exercise (Design, Develop and Deliver with 4 P of marketing mix)
	The students in group are required to take up the assignment called “Value Around”. In this assignment the students shall be preparing a product and describe its value proposition, prospective market and client. The students are expected to understand the value proposition and explore their talent for creating an offering as per the customer requirement in an inorganic manner.
	The students will be provided the list of companies and will be required to conduct a 3C analysis along with the presentation upon these companies regarding their STP, products, prices, place promotion. The internal evaluation shall be based upon the class presentations, case analysis, marketing viva voce etc
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks

**Reference Books**

- Kotler Phillip, Armstrong Gary, Agnihotri P., Principals of marketing: A South Asian Perspective, Pearson
- Saxena Rajan, Marketing Management, Tata McGraw Hill
- Namakumari R., Marketing Management, McMillan, New Delhi
- Tybout M Alice & Calder J. Bobby, Kellogs on Marketing, John Wily & Sons, NY
- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi
- Marketing Concepts and Cases, Etzel, Walker et. al, Tata McGraw Hill, New Delhi



BUL6091			Statistical Methods for Management Decisions				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To explain basic and advance statistical concepts in the applied form with real time problems of business world.

CO2: Based on the acquired knowledge, to interpret the meaning of the estimated statistical parameters/indicators independently for effective policy formulation.

CO3: To apply different measuring and relevant tools/ methods for data cases & real time business problems, compute and analyze the results of different estimations/models with hands on experience.

CO4: To apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRETL/E-Views.

**COURSE CONTENTS**

**UNIT– I**

(9 Contact Hours)

Collection of Data, Presentation of Data, Measures of Central tendency, Measures of variation and Skewness. Types of Correlation - Measures of Correlation – Properties & types, Partial & Multiple Correlations and applications Regression analysis - Regression lines - Regression coefficient, Multiple Regression Analysis and applications.

**UNIT – II**

(9 Contact Hours)

Time Series Analysis , Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting.

**UNIT – III**

(10 Contact Hours)

Basic Concepts of probability, discrete probability Distributions. Sampling methods, Sampling Distribution. Classification of index numbers, Base year and current year - Chief characteristics of index numbers - Main steps in the construction of index numbers, Methods of Computation.

**UNIT – IV**

(10 Contact Hours)

Testing of Hypothesis, Chi Square Testing. Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved, selecting a Significance Level - Preference of Type-I error - Preference of Type-II error.

**UNIT – V**

(10 Contact Hours)

Functions and Programmes, Basic Calculus and Applications, Matrix algebra and applications.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Gupta S.P. and Gupta M. P., Business Statistics, Sultan Chand (Latest Edition)
- Levin Richard I & Rubin David, Statistics for Management, Prentice Hall of India. (Latest Edition)
- Narag A .S. Linear Programming and Decision-Making, Sultan Chand & Sons. (Latest Edition)
- Stephen K.C., Harper and Row, Applied Business Statistics- Text Problems & Cases. (Latest Edition)
- Chadha N.K., Statistics for Behavioral and Social Sciences, Reliance Publishing House. (Latest Edition)
- Kazmiot L.J and Phol N.F., Basic Statistics for Business & Economics, McGraw Hill. (Latest Edition)
- Sharma, J.K., Fundamentals of Operations Research, Macmillan. (Latest Edition)
- Terysineich, Collior, Business Statistics by Examples, Macmillan. (Latest Edition)



BUL6023			Management of Organizations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.

CO2: Develop an understanding of the challenges of human resources management and successfully manage and resolve conflict.

CO3: Employ analytical tools to assess HR related business problems and reach defensible conclusions.

**COURSE CONTENTS**

Unit-I: Introduction to Management (9 Contact Hours)

Management: Nature & Functions; Development of management thoughts; Planning, Organizing, Staffing, Directing, and controlling; Coordination and Cooperation, Techniques for effective coordination.

Unit-II: Managing Human Resources (9 Contact Hours)

HRM-concept and philosophy, Need for HRM-nature and scope, Job Analysis-nature and methods of collecting information, Corporate objectives and Human Resource Planning-concept, need quantitative and qualitative dimensions, HRM in the changing environment.

Unit-III: Staffing and Training (10 Contact Hours)

Recruitment and Selection, Methods of Manpower Search, Attracting and Selecting HR, Induction and Socialization, Manpower training and development- training need analysis, process, techniques, evaluation,

Unit-IV: Performance and Compensation Management (10 Contact Hours)

Performance Appraisal, 360-degree Feedback, Potential Appraisal, Career and Succession Planning, Compensation-Aim and components, Factors determining pay rates, Job Evaluation, an overview of performance incentives,

Unit-V: Human Resource Development and Industrial Relations (10 Contact Hours)

Human Resource Development: Instruments, Processes and Outcomes, Motivational aspects.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars/Quiz, which shall be evaluated by the concerned faculty.

**Reference Books**

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMH
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P. Rao, Human Resource Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson



BUL6017			Business Communication				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Identify ethical, legal, cultural, and global issues affecting business communication and to utilize analytical and problem solving skills appropriate to business communication with use of various types of oral, written and digital communication modes geared to a range of business audiences.

CO2: The employment of effective techniques to resolve conflict and negotiate in a business settings; and to apply business communication strategies and principles to prepare effective communication for domestic and international business situations.

CO3: The articulation of the acquisition of the above skills in an individual skills audit and professional development plan for transition-to-work and career progression purposes; and to participate in team activities that lead to the development of collaborative work skills.

CO4: Select appropriate organizational formats and channels used in developing and presenting business messages; and to compose and revise accurate business documents using computer technology.

**COURSE CONTENTS**

**UNIT I**

(9 Contact Hours)

Communication: Model, Importance, Types, Flows, Barriers. Non-verbal Communication. Effective Business Communication tips. Preventing Miscommunication. Importance of feedback.

**UNIT II**

(9 Contact Hours)

Written Communication: Characteristics of Good writing. Writing messages, proposals, memos, plans and reports.

**UNIT III**

(10 Contact Hours)

Intrapersonal and interpersonal communication, meetings, negotiations. Body Language. Presentation skills.

**UNIT IV**

(10 Contact Hours)

Business Etiquettes. Online Etiquettes. Role of technology in business communication.

**UNIT V**

(10 Contact Hours)

Résumé writing, Interview Techniques, Cover letter Writing, Developing soft skills for success.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- HBR Guide to better Business Writing by HBR (Harvard Business School Press India Limited)
- Business Communication (SIE): Connecting in a Digital World by V. Raymond Lesikar (McGraw Hill)
- Soft Skills Training: A Workbook to Develop Skills for Employment by Frederick H. Wentz (Oxford University Press)



BUP6011			Applications of Spreadsheet in Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
0	0	4	2	NIL	3 Hours	0	0	0	100	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To develop and design various types of charts, modify charts with drawing tools and create and demonstrate basic mathematical formulas and functions.

CO2: To create and apply complex and advanced functions provided by the spreadsheet program.

CO3: The student will learn techniques for validating data and controlling data entry in order to preserve the integrity of the spreadsheet.

CO4: To perform various analyses on business data and use in a business environment

UNIT I (13 Contact Hours)

Introducing spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data.

UNIT II (13 Contact Hours)

Spreadsheet Basic : Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

UNIT III (12 Contact Hours)

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Function Library; Google Sheets.

UNIT IV (13 Contact Hours)

Conditional functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if.

UNIT V (13 Contact Hours)

Time and date calculations: Dates; Times and Duration; Date and Time functions; Date & Time custom formatting. Preparing and writing of a short term paper.

NOTE:	The course is an introduction to the world of EXCEL for the students. The Basics of EXCEL course introduces them with the fundamental applications of EXCEL in management and makes them aware of the real term problems.
	Pedagogy shall involve: Intensive Laboratory work along with classroom teaching. Evaluation: The evaluation of this course will be the combination of 4 parameters including one assignment in the form of term paper, maintaining lab file, viva-voce and practical lab test. The assignment in the form of term paper and file writing will carry 20 marks each. Whereas Viva-voce and practical lab test will carry a weightage of 30 marks each.

**Reference Books**

- Harvey, G. (2015). Excel 2016 All-in-one for Dummies. John Wiley & Sons.
- Bucki, L. A., Walkenbach, J., Alexander, M., Kusleika, R., &Wempen, F. (2013). Office 2013 Bible: The comprehensive tutorial resource (Vol. 808). John Wiley & Sons.
- Alexander, M., Decker, J., &Wehbe, B. (2014). Microsoft Business Intelligence Tools for Excel Analysts. John Wiley & Sons.
- Winston, W. (2016). Microsoft Excel Data Analysis and Business Modeling. Microsoft press.



BUL6092			Decision Models & Optimization				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Are exposed to the various issues related to qualitative and quantitative techniques of optimization.

CO2: Develop skills to formulate and apply the techniques of optimization and simulation to solve problems of business world.

CO3: Able to formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

CO4: Are exposed to the strategies to be played to compete in competitive business world.

**COURSE CONTENTS**

**Unit-I**

(9 Contact Hours)

Linear programming: general structure, formulation of product mix problems. Graphical and Simplex algorithm application for optimum solutions, Duality & Sensitivity analysis. Marketing applications, financial applications, production management applications, Data Envelopment Analysis. Transportation models and optimum solution: Transshipment Problems, Assignment models: Hungarian algorithm.

**Unit-II**

(9 Contact Hours)

Non-Linear Programming, Optimization Models: Quadratic Programming. Integer Linear Programming-problems & applications. Goal Programming, Weighted and pre-emptive goal programming, Formulation of Goal programming problem and solutions. Queuing system and introduction to stochastic processes, Measures of performance, Arrival and Service processes, Single server and multi-server models, channels in parallel with limited applications of Simple Queuing Decision Models.

**Unit-III**

(9 Contact Hours)

Network Models: Shortest Path Models Project Scheduling Models, Minimum Spanning Tree Model, Maximal Flow Problem. Decision Analysis: Decision-making process, types of decision making environment: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty: criteria of decision-making under risk; Decision tree; Precision Tree, Add-in Decision making under risk; Expected value, multistage decision problems.

**Unit-IV**

(9 Contact Hours)

Game theory: two-person zero sum and constant sum games, saddle point, probability, nature as a player, two-person zero sum games: mixed or randomized strategy equilibria, domination, Graphical solution, Strategic form of prisoner's dilemma. Simulation and Optimization and applications. Simulation, Nature of simulation, simulation process, random number generation, applications of process to business related problems, decision noise and biasness.

**Unit-V**

(9 Contact Hours)

Dynamic Programming: Production and Inventory control Problems, Shortest route problems and applications, multistage decision processes, Bellman's principle of optimality, Selective dynamic programming applications. Inventory Models: Economic order quantity and Economic production lot size. Forecasting Models: Overview of Time Series Models, Moving Averages Models, Delphi Method, Expert Judgment Method, Exponential Smoothing Models, Econometric forecasting modeling.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks.
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Anderson, D.R. Sweeney, D.J. and Williams, T.A. An Introduction to Management Science, Thomson Publisher
- Ravindran, D. T. Phillips and James J. Solberg, Operations Research- Principles and Practice, John Wiley & Sons.
- Hamdy A. Taha, Operations Research-An Introduction, Prentice Hall,
- F.S. Hillier. G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata McGraw Hill.
- Vohra N.D, Quantitative Techniques in Management, Tata McGraw Hill
- Wayne Winston and Chris, Albright Practical Management Science.
- Stephen G. Powell, Kenneth R. Baker, Management Science, The Art of Modeling with Spreadsheets, John Wiley and Sons Inc.
- Hamdy A. Taha, Operations Research-An Introduction, Prentice Hall.
- S. Chandra, Jayadeva, Aparna Mehra, Numerical Optimization with Application, Narosa Publishing House.
- F.S. Hillier and G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata Mc Graw Hill.



BUL6035			Marketing Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Understand the dimension of marketing problems and issues and how decision is taken.

CO2: Able to grasp the practical situations and design the solutions for marketing problems.

CO3: Understand the ethical marketing practices and deal with the dilemmas thereafter.

CO4: Learn how to design channel, take pricing decisions as well as media related decisions.

CO5: Are exposed to the various issues related to international marketing.

**COURSE CONTENTS**

**Unit I**

(9 Contact Hours)

Introduction to Marketing Decision Making shall involve describing the approach to develop marketing strategies, eleven P's as elements of marketing decision making. Building customer relationship, and customer equity along with the estimation of customer life time Value for decision making.

**Unit II**

(10 Contact Hours)

Conducting marketing research and using specific metrics in defining managing marketing information; Decision variables and discussions on Value Delivery network; Marketing Logistics, Supply Chain Management.

**Unit III**

(10 Contact Hours)

Industrial Marketing process; Marketing Channel Design, Sales Management: Selling Process, Sales budget & Sales Quota, defining Sales Territory, Sales meetings and Contests.

**Unit IV**

(9 Contact Hours)

Understanding Industrial Marketing Process, Pricing and pricing decisions in two-sided markets, Branding decisions; International marketing; Decisions in Global Marketing Environment.

**Unit V**

(10 Contact Hours)

Decisions variables and specific models in Web Marketing; Social Network Management; Sustainable marketing decisions shall discuss: Consumer impact, Consumerism and Marketing Ethics.

NOTE:	The course shall provide the exposure to the students to the real world marketing problems. They shall be able to take marketing decisions in the simulated situations. The course is designed in a manner that the students is exposed to advanced techniques of decision making and apply it for the marketing problems. The select case studies provide perspectives and opportunity to decipher the real time problems and thus help in developing an understanding.
	Pedagogy shall involve : Lectures, Case Discussions, Role plays, Quizzes, Case Solution Presentations, and Exercise 'One Big Decision'
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks

**Reference Books**

- Malhotra Naresh k, Marketing Research: An Applied orientation, 2007, 7<sup>th</sup> Edtn. Pearson Education, New Delhi
- Reeder Robert R, Brietry Edward G, Reeder Betty G; Industrial Marketing: Analysis, Planning and Control, 1997, 2<sup>nd</sup> Edn PHI Learning Private Limited-New Delhi
- Tybout M Alice & Calder J. Bobby, Kellog on Marketing, John Wily & Sons, NY
- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi
- Lee Nancy R, Social Marketing: Influencing Behaviors for Good 2012, 4<sup>th</sup> Edition Sage South Asia Saxena Rajan, Marketing Management, Tata McGraw Hill.
- Kotler Phillip, Armstrong Gary, Agnihotri P. Haque ul E, Principals of Marketing: A South Asian Perspective, Pearson India.
- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi





BUL6046			Managerial Accounting & Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Students shall go through understanding of Managerial / Management Accounting and its application in day-to-day business management and decision making by preparing internal reports,

predicting cost behavior, assigning costs to cost objects, and enable the management in making decisions under various situations. CO2: Students shall be able to apply theories of Management Accounting in the operational, tactical, and strategic decision making domain of a business organization, NGO's, NPO's etc; identify various cost classifications based on how costs respond to changes in production levels, and how those changes affect managements' decision to expand or reduce capacity levels; and can identify the costing method to use in situations.

CO3: Students should be able to develop their core-competence through various traditional and contemporary methods of costing; and in dealing with formulation of business strategies

with the help of knowledge acquired in subject; can prepare an income statement required for internal reporting.

CO4: Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

**COURSE CONTENTS**

Unit I (6 Contact Hours)

Basic Concepts – Present Business Environment – Definition of Management / Managerial Accounting – Scope of Management Accounting – Functions of Management Accounting - Functions and Role of Management Accountant – Management Accounting vs Financial Accounting – Management Accounting vs Cost Accounting – Cost Concepts –Product & Period Cost – Controllable and Non-Controllable Cost- Conversion Cost – Committed Cost- Financial & Non-financial costs – Classification of Cost – Element wise – Function wise – Behavior wise – techniques for separation of Costs

Unit II (6 Contact Hours)

Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing

Unit III (7 Contact Hours)

Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis – Differential Costing – Relevant Costing – Responsibility Accounting – Divisional Performance & Transfer Pricing

Unit IV (7 Contact Hours)

Techniques for Cost Control & Cost Management – Standard Costing – Variance Analysis – Management by Exception through Variance Reporting

Unit V (7 Contact Hours)

Strategic Planning & Control – Strategic Management Accounting – Performance Hierarchy – Budget & Budgetary Control & Expenditure Monitoring – Performance Management & Control of the Organization – Changes in Business Structure & Management Accounting – Environment & Ethical Issue

Unit VI (7 Contact Hours)

Performance Management Information System – Management Accounting Information Needs & Management Structure – Lean Management Information System – Human Behaviour & Management Accounting System

Unit VII (8 Contact Hours)

Contemporary Development & Reporting System in Management Accounting – Activity Based Costing – Activity Based Management – Lifestyle Costing – Target Costing – Throughput Accounting – Balance Scorecard – Just-in—Time – Cost & Management – Audit as a tool for Efficiency Management & Reporting – Predicting & Preventing Corporate Failure

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Advanced Management Accounting – Robert Kaplan & Anthony A Atkinson – Pearson
- Cost & Management Accounting – Duncan Williamson – Prentice Hall of India
- Modern Management Accounting – A Strategic Emphasis – D. Mukhopadhyay – Asian Books (P) Ltd.
- Management & Cost Accounting – Collin Durry – Cengage Learning
- Management Accounting – Don R. Housen & Maryanne M. Mowen – Cengage Learning
- Introduction to Management Accounting – Charles T. Horngren, Gary L. Sundem & William O. Stratton, Prentice Hall of India
- Cost Accounting – A Managerial Emphasis – Charles T Horngren, Srikant M. Dattar & George Foster – Prentice Hall of India
- Cost Accounting – Theory & Practice – Bhabotosh Banerjee - Prentice Hall of India
- Advance Management Accounting – Ravi M, Kishore – Taxmann
- Cost Accounting – Principles & Practice – B.M. Lau Nigam & I.C. Jain – Prentice Hall of India



BUL6051			Supply Chain Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Gain knowledge of supply chain processes to manage global and local operations.

CO2: Able to take decisions to enhance efficiency and responsiveness of supply chains.

CO3: Discuss of best supply chain cases to critically evaluate the issues.

CO4: Apply logistics and procurement concepts ethically to improve supply chain operations.

**COURSE CONTENTS**

Unit-I: Introduction to Supply Chain (10 Contact Hours)

Introduction to Supply Chain Management, Importance of Supply Chain Management, Logistics Vs Supply Chain, Lean and Agile Supply Chain, Efficient Vs Responsive Supply Chain

Unit-II: Logistical Management (10 Contact Hours)

Inventory Management: Techniques, Control, Forecasting, Vendor Managed Inventory, CPFR. Transportation Management System, Multi-modal transportation, GPS and Intelligent Transport System

Unit-III: Facility Decisions (10 Contact Hours)

Supply Chain Networking: Models and Channels, Risk Analysis, Reverse Supply Chains, Supply Chain Coordination

Unit-IV: Suppliers and SC Performance (9 Contact Hours)

Purchasing Vs Procurement, Make Vs Buy Decisions, Supplier Management, Supply Chain Performance Management: SCOR Model

Unit-V: Role of ICT in Supply Chains (9 Contact Hours)

Information Management in Supply Chains, Technology and Smart Supply Chains, Global Supply Chains

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra (Pearson Education India)
- Fundamentals of Supply Chain Management by John T. Mentzer (Sage Publication)
- Supply Chain Logistics Management by Donald J. Brouwersex (Tata McGraw Hill)
- Supply Chain Management : Text and Cases by Janat Shah (Pearson Education India)



BUL6024			Leadership Development				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: The students will be able to identify the impact of changing from employee to leader and personality characteristics on leadership behavior.

CO2: Students will be to understand and apply leaders' role in implementing and managing change; motivation and communication strategies to manage team performance effectively.

CO3: Decision making skills will be inculcated among the students to gather, assess, and use information to make informed and well-reasoned decisions as a leader.

CO4: Inculcation of leadership skills and exposure to the role of leaders in creating an organization culture.

**COURSE CONTENTS**

Unit I (12 Contact Hours)

Leadership Defined, Evolution of leadership, Leadership theories (traditional, Behavioral, contingency), types of leadership, leadership styles, leadership skills, Role of followers in the process of leadership, Leadership and conflict management, authentic leadership

Unit II (12 Contact Hours)

Motivation and Leadership, Understanding role of power and influence in leadership

Unit III (12 Contact Hours)

Leadership and group dynamics, decision making styles, techniques & strategies and Leadership, communication strategies for effective decision making

Unit IV (12 Contact Hours)

Leadership and understanding human behavior (personality, learning, attitudes and perception), Personality characteristics and behaviors of effective leaders. Role of Leaders in Organizational Culture and Change

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Northouse, Peter G. Leadership: Theory and Practice. SAGE Publications
- Yukl, Gary A. Leadership in Organizations. Pearson/Prentice Hall.
- Carl D. Glickman, Stephen P. Gordon, Jovita M. Ross-Gordon, Supervision and Instructional Leadership: A Developmental Approach, Pearson Publications
- Gerald C. Ubben, Larry W. Hughes, Cynthia J. Norris Principal, The: Creative Leadership for Excellence, Pearson Publications
- Gary A. Yukl Leadership in Organizations, Pearson Publications
- Carol J. Carter Joyce Bishop Sarah Lyman Kravits Keys to Success: Teamwork and Leadership, Pearson Publications
- Robert Stringer, Leadership and Organizational Climate (Prentice Hall Organizational Development Series), Pearson



BUL6036			Digital & Social Media Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Understand; what is Search & Social Media Marketing Context.

CO2: Evaluate the impact of a social media campaign in terms of a specific marketing objective.

CO3: How to structure social campaigns and everyday content?

CO4: Underrating Role of Digital marketing in Digital Era.

CO5: Exploring various business model for digital marketing

**COURSE CONTENTS**

**UNIT 1**

(12 Contact Hours)

Traditional marketing & modern Marketing, Key differences in Web1.0 & Web2.0, Digital marketing frameworks, Digital marketing model creation, consumer for digital marketing, Digital marketing assessment phase, Digital marketing strategy definition, Digital marketing communication and channel mix, Digital marketing operation setup, Digital marketing execution elements, Career in digital marketing, (INCLUDING 7 HBR CASE STUDIES)

**UNIT 2**

(12 Contact Hours)

3iPrincipleE-Marketing, The Online marketing mix, The online consumer, Managing consumer demanded-SWOT Model, Digital Presence Analysis matrix, Digital SMART Objective creation-marketing & CRM, Customer relationship Management in a Web 2.0, Marketing Intelligence through user data, (INCLUDING 7 HBR CASE STUDIES)

**UNIT 3**

(12 Contact Hours)

Foundation of Social Media, Cyber branding, Traffic building, Web Business model, Engagement marketing through content marketing, online camping management, Market influence analytics in a digital ecosystem, The world of Facebook, Facebook analytics, Twitter analytics, link den analytics, Instagram analytics, Pinterest analytics, Blog analytics The future of marketing - gamification and Apps (INCLUDING 7 HBR CASES)

**UNIT 4**

(12 Contact Hours)

Search network, digital display network, Pay per click, Email marketing, social media marketing, Social media analytics, Mobile marketing, Analytics, Strategy and planning, (Including 10 HBR case studies)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks.
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Fundamentals of Digital Marketing, 1<sup>st</sup> edition, Bhatia, P. S, Pearson, ISBN9789332587373
- Digital Marketing, Ahuja, V. Oxford, ISBN0199455449
- The Art of Digital Marketing, Ian Dodson, Wiley India Pvt Limited, ISBN 9788126564408
- Social Media Marketing, 2nd edition, Tuten, Solomon, Sage, ISBN9789351509240
- Social Media Marketing- The Next generation of Business Engagement, Dave Evnas, Wiley, ISBN9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.



BUP6012			Fundamental Applications of SPSS in Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
0	0	4	2	NIL	3 Hours	0	0	0	100	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To develop a basic proficiency among students to the fundamental application of SPSS for analyzing data for reporting purposes focusing on descriptive statistics and graphics, and basic inferential statistics for comparisons.

CO2: To correctly identify the appropriate statistical methods to analyze research data, and appropriately compute the statistics.

CO3: To use SPSS output to produce scientifically sound research reports.

CO4: To provide the participants with the skills to use SPSS for processing and analyzing quantitative data.

CO5: To expand students' basic quantitative and analytic thinking skills.

CO6: Input, import and modify data using SPSS.

**COURSE CONTENTS**

**UNIT I**

(12 Contact Hours)

Data storage types, measures & data management in SPSS: Creating SPSS data set, Reading the data set from different formats, Data coding and data dictionaries, defining the variable attributes, Data coding and Different levels of measure: scale, ordinal, nominal. Importing data to SPSS from Excel, Data checking and editing in SPSS

**UNIT II**

(12 Contact Hours)

Transforming the Data: Merging of data sets, Creating new variables. Computing new variables; Redefining or reorganization of existing data, Filtering the data, Weighing Cases, Sorting, Replacing the missing values, Using subsets of variables

**UNIT III**

(16 Contact Hours)

Point estimation using Univariate analysis: Basic descriptive statistics. Measures of central tendency: mean, median, mode. Measures of dispersion: range, standard deviation, Variance, Frequencies and Distribution, Other basic Univariate procedures: Explore, Crosstab.

Comparing of Variables and Hypothesis analysis with SPSS: Comparing similar variables. Comparing means and distribution, Analysis of Variance. Testing dependence/independence, Pearson's chi-square, Levels of significance.

**UNIT IV**

(12 Contact Hours)

Creating & Editing Quantitative & Categorical Graphs/Charts: bar chart, pie chart, and histogram, scatter plot etc.

**UNIT V**

(12 Contact Hours)

One Term Paper Writing

NOTE:	The course is an introduction to the world of SPSS for the students. The Basics of SPSS course introduces them with the fundamental applications of SPSS in management and makes them aware of the real term problems.
	<p>Pedagogy shall involve: Intensive Laboratory work along with classroom teaching.</p> <p>Evaluation: The evaluation of this course will be the combination of 4 parameters including one assignment in the form of term paper, maintaining lab file, viva-voce and practical lab test.</p> <p>The assignment in the form of term paper and file writing will carry 20 marks each. Whereas Viva-voce and practical lab test will carry a weightage of 30 marks each.</p>

**Reference Books**

- Cleff, T., Exploratory data analysis in business and economics: An Introduction using SPSS, Stata, and Excel, Springer.
- Stephen A. Sweet, and Karen Grace-Martin, Data Analysis with SPSS: A First Course in Applied Statistics, Pearson
- Hair, J.F., Anderson, R.E., Tatham, R.L., & Black, W.C. Multivariate data analysis. New Delhi: Pearson Education.
- Nargundarkar, Marketing Research, Tata McGraw Hill
- Earl Babbie, Fred S. Halley, William E Wagner III and Jeanne Zaino Adventures in Social Research: Data Analysis Using IBM SPSS Statistics Sage



BUL7011			Strategic Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

- CO1: Develop a holistic view of organizational and strategic decision making.
- CO2: Apply the concepts of strategic planning, formulation, implementation and control.
- CO3: Be able to comprehend the business situations and take decisions in the complex business environment.
- CO4: Apply tools of strategic decision making in variety of business situations.

**COURSE CONTENTS**

- Unit I (9 Contact Hours)  
Concept & Importance of Strategic management, Levels of Strategic Decision Making, Models of Strategic Management Process, Vision, Mission, Policies and Objective, Strategic Intent, Competitive Advantage,
- Unit II (9 Contact Hours)  
Dynamics capabilities and Measures for competitive environment, Input Stage: External Analysis and internal analysis Porter’s five forces model, Matching Strategies: Competitive profile matrix, SPACE Matrix
- Unit III (10 Contact Hours)  
Matching Strategies: BCG, TOWS, SPACE Matrix, Long term Objective, Strategic integration, Grand Strategies: Strategic Alliance, Diversification, Joint venture, Grand Strategies: Strategic Turn-around, Divesture, Grand Strategy and Generic Strategy; Grand Strategy Selection Matrix
- Unit IV (10 Contact Hours)  
Mergers and Acquisition, HR issues, Change management, Strategic implementation: Organization Structure and Leadership, resource allocation, structuring, re-engineering, Corporate Social responsibility as a Strategy
- Unit V (10 Contact Hours)  
Strategic Evaluation and Control; Strategy Review, Strategic Evaluation and Control; Evaluation and Control- Financial and Operations Audit, Strategic Evaluation and Control; Surveillance and Assessment Systems

<b>NOTE:</b>	The course of Strategic Management is designed to prepare a holistic approach for decision making in a dynamic environment. The assignments include case presentations and understanding the various aspects of behavior of the companies.
	Pedagogy: Lectures, Case Discussions, Role plays, Quizzes, Board room Exercise, Presentations
	The students shall have to prepare the case analysis as per the case studies provided in the class. The student is expected to identify the following: <ol style="list-style-type: none"> <li>1. Key decision Issue in the case</li> <li>2. Course of Alternative and support arguments for that</li> <li>3. Theoretical and factual support for the strategic analysis proposed by the student.</li> </ol> Also the students shall be allotted companies along with a specific description in a group. It is required to collect suitable data, information and facts from the secondary source as well as primary source and submit a presentation. It shall be part of the class assignments.
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks

**Reference Books**

- Pearce A John, Robinson Richard, Mittal Amita, Strategic Management: Formulation, Implementation and Control, Tata McGraw Hill.
- David R Fred, Strategic Management-Concept and Cases, PHI.
- Barney B Jay, Strategic Management and Competitive Advantage, Pearson Education.
- Mittal Amita, Cases in Strategic Management, TMH.
- Hussy David, Strategic Management: From Theory to Implementation, Butterworth Heinemann



BUL7021			Managing Teams				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Expose the students with the group dynamics and issues which differentiate between effective and less effective team performance.

CO2: Students will be able to understand and apply various conflict resolution strategies in group while working collaboratively.

CO3: Students will be able to analyze the role of leaders in effective group performance and impact of leaders style on each member as well as team's as a whole performance.

CO4: Exposure to various decision making strategies while working in a team.

**COURSE CONTENTS**

Unit I (9 Contact Hours)

The nature of group dynamics and its significance to life contexts; group formation and development; structural and functional variables in groups and their impact on group effectiveness.

Unit II (9 Contact Hours)

Influencing others - working collaboratively, managing change and resolving conflict. Models and tools for systematic observation and analysis of group functioning.

Unit III (10 Contact Hours)

Contributing to team growth and leadership: Role of the leader, Building high performance teams, Leadership styles, Personality styles.

Unit IV (10 Contact Hours)

Building a team culture; the impact of an individual values orientation, paradigms and behaviour on group function; understanding individual behaviour, working with emotional intelligence; strategies for implementing change in groups.

Unit V (10 Contact Hours)

Team building exercises, Successful team decision making, providing vision and creating enthusiasm, Delegating.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Forsyth, D.R., Group Dynamics, Addison-Wesley, New York, USA.
- Zander, A., Making Groups Effective, Jossey-Bass, San Francisco, USA.
- Davis, Group Performances, Addison-Wesley Publishing Co, USA
- Dyer, Team Building: Issues and Alternatives, Addison-Wesley Publishing Co, USA.
- Rupert Brown, Group processes: dynamics within and between groups, Wiley-Blackwell.
- Thomas G. Cummings, Christopher G. Worley, Organization Development & Change, Cengage Learning.





BUL7015			Strategies for Digital Economy				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Knowledge to use IT in Economics & Business.

CO2: Skill to develop network models according to the digital products or services.

CO3: Awareness to procure or purchase with technology.

CO4: Learning from the business cases, the pros and cons of technology in business.

**COURSE CONTENTS**

**Unit I**

(10 Contact Hours)

Nature, Scope and foundation of the digital economy. Network design and externalities, designing options, demand & supply analysis, factors influencing network design, frame work for network design. Fundamental material properties of digital technology.

**Unit II**

(10 Contact Hours)

Growth and development of digital economy, information communication market size and network development, ICT adoption and use across economic social activities. New and evolving business models and markets. Impact of the digital economy : Growth , productivity and jobs.

**Unit III**

(10 Contact Hours)

Sustainable innovation strategies for digital products. Implications of digitalization on markets, organizations, and technological design.

**Unit IV**

(9 Contact Hours)

Overview of ERP, ERP implementation and national differences. Compare and differentiate industrial innovation and digital innovation.

**Unit V**

(9 Contact Hours)

Global positioning systems in digital economy, Internet of things, e- procurement technology model, adaptation of B2B technologies.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks,.
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Enterprise Resource Planning by Rajesh Ray (McGraw Hill)
- Creating New Markets in the Digital Economy by Irene C.L.NG ( Cambridge Press)
- The Wealth of Networks: How Social Production Transforms Markets and Freedom by Yochai Benkler ( Yale University Press)
- Understanding the Digital Economy: Data, Tools, and Research Reprint Edition by Erik Brynjolfsson (Editor), Brian Kahin (Editor).
- Wired for Innovation: How Information Technology is Reshaping the Economy by Brynjolfsson,E & Saunders,A , MIT press .



BUP7011			Advanced Applications of SPSS in Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
0	0	4	2	NIL	3 Hours	0	0	0	100	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To correctly identify the advanced appropriate statistical methods to analyze research data, and appropriately compute the multivariate statistics including quantitative and qualitative techniques.

CO2: To familiar regarding differentiating features among different advanced statistical methods and types of results and errors.

CO3: To enhance knowledge and develop skills for performing appropriate analyses.

CO4: To augment knowledge for interpretation and presentation of analyse of complex problems.

CO5: To be able to perform a wide range of advance data management tasks in SPSS application.

**COURSE CONTENTS**

**UNIT I**

(13 Contact Hours)

Introduction to Multivariate Data Analysis Techniques: Concept of Multivariate Data Analysis Techniques, Difference between Univariate, Bivariate and Multivariate Data Analysis procedures and applications

**UNIT II**

(13 Contact Hours)

Examination of Data: Assumptions, reliability and validity of data, Exploratory Factor Analysis

**UNIT III**

(12 Contact Hours)

Dependence Techniques: Regression Analysis, Qualitative Response Modeling, Multivariate Analysis of Variance, Conjoint Analysis.

**UNIT IV**

(13 Contact Hours)

Interdependence Techniques: Cluster Analysis, Multidimensional Scaling and Correspondence.

**UNIT V**

(13 Contact Hours)

Issues associated with Report Writing, Writing of One Term Paper.

NOTE:	This course is designed for students with basic knowledge of SPSS. The advanced applications of SPSS in management aim to make students aware of the complex problems relating to data analysis.
	Pedagogy shall involve: Intensive Laboratory work along with classroom teaching. Evaluation: The evaluation of this course will be the combination of 4 parameters including one assignment in the form of term paper, maintaining lab file, viva-voce and practical lab test. The assignment in the form of term paper and file writing will carry 20 marks each. Whereas Viva-voce and practical lab test will carry a weightage of 30 marks each.

**Reference Books**

- Cleff, T., Exploratory data analysis in business and economics: An Introduction using SPSS, Stata, and Excel, Springer.
- Stephen A. Sweet, and Karen Grace-Martin, Data Analysis with SPSS: A First Course in Applied Statistics, Pearson
- Hair, J.F., Anderson, R. E., Tatham, R. L., & Black, W. C. Multivariate data analysis. New Delhi: Pearson Education.
- Earl Babbie, Fred S. Halley, William E Wagner III and Jeanne Zaino Adventures in Social Research: Data Analysis Using IBM SPSS Statistics Sage



BUL7016			Entrepreneurship				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Exposed to discern different entrepreneurial traits & understand the basic development of entrepreneurship as a profession & business models.

CO2: Understand strategic entrepreneurship management for small businesses & able to Identify capital resources for new ventures and small businesses with social responsibilities.

CO3: Understand the systematic process to select and screen a business idea and ability to recognize a business opportunity that fits an individual.

CO4: To apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRETL/E-Views.

**COURSE CONTENTS**

Unit I (9 Contact Hours)

Entrepreneurial strategies & traits; entrepreneur v/s Intrapreneur, entrepreneur v/s manager. Entrepreneurial competencies, entrepreneurial culture & mobility; Entrepreneurial achievement motivation. The Entrepreneurial Venture and the Entrepreneurial Organization.

Unit II (10 Contact Hours)

Leadership and entrepreneurship. Success stories of entrepreneurs. Communications barriers and role of Government in promoting entrepreneurship. Financial support system, sources of financial support, MSMEs and industrial policies in India, agencies for policy formulation and implementation including SIDBI, MUDRA bank, Commercial Banks, SFCs, etc. Forms of financial support, long-term and short-term financial support, development financial institutions, investment institutions. New Schemes for entrepreneurship development.

Unit III (10 Contact Hours)

Opportunity recognition and entry strategies: New product, Partial Momentum, Sponsorship and Acquisition. The Strategic Window of Opportunity: Scanning, Positioning and Analyzing. Intellectual Property: Creation and Protection.

Unit IV (10 Contact Hours)

Opening the Window: Gaining Commitment: Techno-economic feasibility assessment; planning business process. Construction of business plans. E-entrepreneurship; business models and strategies; venture capital financing; angel investors. Securing investors and structuring deals; creating an organization; corporate ventures and franchising, etc. Training development programmes.

Unit V (9 Contact Hours)

Social entrepreneurship; Family Business Management and approaches, Marketing Strategies for small business. Various Agencies for entrepreneurship development. Entrepreneurship and small business units, ancillary units etc. Strategies of the Government for the promotion of MSMEs. Emerging issues in the field of entrepreneurship.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson, 2007
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi, 2000.
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London, 1985.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi, 1994.
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books, 2009.
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston, 1980.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi, 2003.
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi, 2006.
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi, 2007.
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard, 1954.
- Economic and Political Weekly, New Delhi, Various Issues.



BUL7017			Business Laws				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Develop an understanding of basic provisions of business laws and their application.

CO2: Develop legal analysis and reasoning, legal research, problem solving skills.

CO3: Demonstrate a commitment to professionalism and responsibility to the legal system of India.

**COURSE CONTENTS**

Unit-I: The Companies Act (9 Contact Hours)

Companies Act 2013: Corporate Incorporation and Management; Corporate Governance and Social Responsibility.

Unit-II: Law of Contract (10 Contact Hours)

Indian Contract Act, 1872, Nature and Kinds of Contracts, Essentials of a valid Contract, Contract of Indemnity and Guarantee, Bailment and Pledge.

Unit-III: Law of Sale of Goods and Law of Negotiable Instruments (9 Contact Hours)

Sale of Goods Act, 1930: Contract of Sale, Sale and Agreement to sell, Conditions and Warranties, Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments.

Unit-IV: The Competition Act (10 Contact Hours)

Competition Act, 2002: Anti-Competitive Agreements; Abuse of Dominant position; Regulation of Combinations; Competition Advocacy, Competition Commission of India.

Unit-V: The Information Technology Act (10 Contact Hours)

Information Technology Act, 2000: Electronic Records, Electronic Governance, Certifying Authorities, Offences and Penalties.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars/Quiz, which shall be evaluated by the concerned faculty.

**Reference Books**

- Pathak, Legal Aspects of Business, TMH
- V.S. Datey, Business & Corporate Laws, Taxmann
- Saravanel & Sumathi, Business Law for Management, HPH
- ND Kapoor, Elements of Mercantile Law, Sultan Chand
- Dr. Avatar Singh, Principles of Mercantile Law, Eastern Book Company
- Maheshwari & Maheshwari, A Manual of Business Laws, Himalaya



BUP7012			Use & Applications of 'R' Software in Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
0	0	4	2	NIL	3 Hours	0	0	0	100	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To use and program in the programming language R

CO2: To use R to solve statistical problems

CO3: To implement and describe Monte Carlo the technology

CO4: To minimize and maximize functions using R

**COURSE CONTENTS**

**UNIT I**

(10 Contact Hours)

Introduction to R & Predicting Algae Blooms Starting with R, R Objects, Vectors, Factors, Generating Sequences, Sub-Setting, use of R as a calculator, functions, assignments and matrix operations, missing data and logical operators

**UNIT II**

(10 Contact Hours)

Conditional executions and loops, data management with sequences; Data management with repeats, sorting, ordering, lists; Vector indexing, factors, Data management with strings, display and formatting; Data frames, statistical functions, compilation of data.

**UNIT III**

(8 Contact Hours)

Arrays and matrices, the use and definitions of procedures, functions, package, control structures (if, while, left), linear optimization, non-linear optimization, convergence properties and generation of random numbers.

**UNIT IV**

(10 Contact Hours)

Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples; Statistical Forecasting - Neural Networks; Predictive Analytics.

**UNIT V**

(10 Contact Hours)

Simulation; Monte Carlo Simulation; Generation of pseudorandom numbers, Simulation of other random variables, Exponential random numbers. Preparing and writing of a short term paper.

NOTE:	This course is designed for students with basic knowledge of R. The applications of R in management aim to make students aware of the complex problems relating to data analysis.
	Pedagogy shall involve: Intensive Laboratory work along with classroom teaching. Evaluation: The evaluation of this course will be the combination of 4 parameters including one assignment in the form of term paper, maintaining lab file, viva-voce and practical lab test. The assignment in the form of term paper and file writing will carry 20 marks each. Whereas Viva-voce and practical lab test will carry a weightage of 30 marks each.

**Reference Books**

- Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R By Christian Heumann, Michael Schomaker and Shalabh, Springer, 2016.
- The R Software-Fundamentals of Programming and Statistical Analysis -Pierre Lafaye de Micheaux, my Drouilhet, Benoit Lique, Springer 2013.
- A Beginners Guide to R (Use R) By Alain F. Zuur, Elena N. Ieno, Erik H.W.G. Meesters, Springer, 2009



BUE7046			Corporate Finance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

- CO1: Understand the strategic fit of finance function in overall corporate setting.
- CO2: Explain key corporate finance decisions and its implication on the value of the firm.
- CO3: Evaluate the projects and investment decisions by taking into consideration all relevant factors.
- CO4: Evaluate the various sources of corporate finance and choose the right financial mix and financing instruments.
- CO5: Evaluate the alternative ways of returning cash to shareholders and its implication for the firm.
- CO6: Do the valuation of the company using publicly available data.
- CO7: Develop proficiency in using Microsoft Excel.

**COURSE CONTENTS**

- Unit-I: Introduction to Corporate Finance (9 Contact Hours)  
Introduction to Corporate Finance, The Objective in Corporate Finance, The Time Value of Money, Value and Price: An Introduction, The Basics of Risk, Real Company, Real Time Corporate Governance Analysis
- Unit-II: Investment Analysis (9 Contact Hours)  
Estimation of Hurdle Rates for Firms and Projects, Estimating Earnings and Cash Flow on Projects, Investment Decision Rules, Investment Analysis: Additional Considerations, Investment in Noncash Working Capital, Investment in Cash and Marketable Securities, Investment Returns and Corporate Strategy, Real Company, Real Time Investment Analysis
- Unit-III: The Financing Decisions (10 Contact Hours)  
An Overview of Financing Choices, The Financing Process, The Financing Mix: Tradeoffs on Theory, The Optimal Financing Mix, The Financing Mix and Choices, Real Company, Real Time Optimal Financing Mix
- Unit-IV: The Dividend Decisions (10 Contact Hours)  
Dividend Policy, Analyzing Cash Returned to Stockholders, Beyond Cash Dividends: Buybacks, Spinoffs and Divestitures, Real Company, Real Time Choosing a Way to Returning Cash to Stockholders
- Unit-V: Valuation (10 Contact Hours)  
Valuation: Principles and Practice, Value Enhancement: tools and Techniques, Introduction to Acquisitions and Takeovers, The link between valuation and corporate finance decisions, Real Company, Real Time Valuation and value Enhancement

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Projects / Assignments/ Presentations / Seminars/Quiz, which shall be evaluated by the concerned faculty.

**Reference Books**

- Aswath Damodaran, Corporate Finance: Theory and Practice, Wiley India Edition
- Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty. Principles of Corporate Finance, Special India Edition, The McGraw Hill Company



BUE7047			Financial Statement Analysis				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

- CO1: Understand the financial statements for analysis.
- CO2: Apply appropriate measures for executing the financial analysis.
- CO3: Make fundamental analysis through financial statement analysis.
- CO4: Interpret the statements for managerial decision-making.

**COURSE CONTENTS**

- Unit I (12 Contact Hours)  
Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Income Statement, Balance Sheet, Cash Flow Statement, Sources of financial information.  
Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations for Partnership firms, Reporting regulations of Companies.
- Unit II (12 Contact Hours)  
The Analysis of the Statement of Shareholders' Equity: Reformulating the Statement of Owners' Equity, Comprehensive Income Reporting, Financial Analysis — Ratio Analysis and Report Writing.  
The Analysis of the Balance Sheet: Reformulation of the Balance Sheet, Comparative Analysis of the Balance Sheet, Off Balance Sheet Items, Corporate Debt Instrument Analysis.
- Unit III (12 Contact Hours)  
The Analysis of the Income Statement: Reformulation of the Income Statement, Comparative Analysis of the Income Statement, Analysis of Changes in Income, Distress Analysis.  
The Analysis of the Cash Flow Statement: GAAP Statement of Cash Flows And Reformulated Cash Flow Statements, Analysis of Cash Flow Statement, Quality of Earnings and Cash Flows.
- Unit IV (12 Contact Hours)  
The Analysis of Profitability: Cutting to the Core of Operations, Du Pont Analysis. The Analysis of Growth and Sustainable Earning: Introduction to Growth Analysis, The Analysis of Changes in Profitability and Sustainable Earnings, The Analysis of Growth in Shareholders' Equity, Growth, Sustainable Earnings, and the Evaluation of P/B Ratios and P/E Ratios.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012
- Narayanaswamy, R., "Financial Accounting – A Managerial Perspective", 5th Edition, Prentice Hall of India. 2015
- Subramanyam, K. R. and John, J.W., "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014
- Penman, S.H., "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 2014
- Erich, A. H., "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition, Tata McGraw Hill. 2014





BUE7048			Portfolio Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Students will understand the characteristics of different financial assets (money market instruments, bonds and stocks) and how to trade these assets in financial markets.

CO2: Students will understand the benefit of diversification of holding a portfolio of assets and various portfolio managing approaches in context of global financial markets and their linkages.

CO3: Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

**COURSE CONTENTS**

**Unit I**

(9 Contact Hours)

Investment Setting: Financial Markets, Financial Assets/Instruments, Investment Objectives.

Risk and Return: Analysis of different types of Risks and Return, Measures of Return and Risk, Determinants of Required Rate of Return, Risk free rate and factors influencing the risk free rate; Risk Premium.

Capital Market: Organization and Function of Equity Market and Bond Market, Mutual Funds.

Efficient Market Hypothesis: Efficient Market Concept; Different forms of Efficiency, Random walk theory, Challenges to the Efficient Market Hypothesis.

**Unit II**

(9 Contact Hours)

Valuation of Equity Shares: Theory of Valuation, Alternative Valuation Methods.

Economic Analysis: Macro-economic activity and security Markets, Economic Series and Stock Prices, The Cyclical Indicator Approach, Monetary Variables, the Economy and Stock Prices, Inflation, interest rate and security prices.

Industry Analysis: Introduction; Business Cycle and Industry Sectors, Evaluating the industry life cycle, Analysis of Industry Competition, Estimation of Industry Rates of Return.

Company Analysis: Firm Competitive Strategies, SWOT Analysis, Analysis of Growth and Value Companies.

**Unit III**

(10 Contact Hours)

Technical Analysis: Assumptions, Advantages and Challenges; Technical Trading Rules and Indicators; Technical Analysis of Equity Markets.

Introduction to Portfolio Management: Measurement of Expected Risk and Return of Portfolio, Alternative Measures of Risk, Markowitz Portfolio Theory, The Efficient Frontier and Investor Utility.

Capital Asset Pricing Model: Overview of Capital Market Theory-Market Portfolio, Capital Asset Pricing Model-Assumptions, Security Market Line and Capital Market Line, Zero beta Model.

Multi Factor Models: Arbitrage Pricing Theory (APT), Security Valuation and APT, Empirical Tests of APT, Estimating Risk in a Multi-factor Setting.

**Unit IV**

(10 Contact Hours)

Optimal Portfolio Selection Models: Markowitz Theory, Sharpe's Single Index Model, Lagrange Multiplier Theory.

Equity Portfolio Management Strategy: Passive vs. Active Management; Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques; Tracking Error, Methods of Index Portfolio Investment; Fundamental Active Strategies; Technical Strategies; Market Anomalies; Value vs. Growth Investments; Investor Behaviour and Stock Returns.

Analysis and Valuation of Bonds: Bond Valuation; Computing Bond Yields, Calculation of future bond prices; Yield curve, Determination of interest rates, Term structure interest rate theories, Bond price volatility.

**Unit V**

(10 Contact Hours)

Bond Portfolio Management Strategies: Passive and Active Bond Portfolio Management Strategies, Core plus bond portfolio management Strategy, Contingent Immunization Procedures, Bond Market Efficiency.

Introduction to Derivatives: Types of Derivatives, Structure of Forward and Future Markets.

Evaluation of Portfolio Performance: Treynor, Sharpe, Jensen and Information Ratio Performance Measures; Application of Portfolio Performance Measures, Factors affecting the use of Performance Measures.

Contemporary issues in Portfolio Management.

NOTE:	Contemporary capital market developments will be intensely debated in the class
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal assessment shall be based on class participation, quizzes and assignments.

**Reference Books**

- Alexander, Sharpe, Bailley, Fundamentals of Investment – Pearson / PHI
- Fisher and Jordan, Security Analysis & Portfolio Management, PHI.
- Reilly, Investment Analysis & Portfolio Management, Thamson / Cengage Learning
- S. Kevin, Portfolio Management, Prentice Hall India (PHI)
- Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill
- Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill.



BUE7043			Advanced Corporate Finance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Interpret financial information.

CO2: Relate value creation to management decisions.

CO3: Analyze the synthesis of modern asset pricing and corporate finance.

CO4: Critically evaluate theoretical research in corporate finance.

**COURSE CONTENTS**

**Unit I**

(9 Contact Hours)

The role of Efficient Market Hypothesis in Corporate Analysis, CAPM & Arbitrage Pricing Theory and their Use in Corporate Finance.

**Unit II**

(9 Contact Hours)

Option Pricing Models and Corporate Contingent Claims, management of corporate restructuring, management of corporate distress

**Unit III**

(10 Contact Hours)

Corporate Financial Strategy and Corporate Value: Corporate Investing Policies and Value Creation, Valuing Corporate Strategic Opportunities and Flexibility

**Unit IV**

(10 Contact Hours)

Capital Structure Choice and Corporate Value, Capital Market Benchmarking: Corporate Cost of Capital, Financial Modeling for Optimal Capital Structure

**Unit V**

(10 Contact Hours)

Dividend Policy and Corporate Value, Corporate Risk Management and Value Creation, Strategic and Financial Restructuring, Corporate Governance and Corporate Value.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Damodaran, Aswath, John, Corporate Finance Theory and Practice, Wiley
- Myers, Allen and Mohanthy, Principles of Corporate Finance, Brealey, Tata McGraw Hill
- Ross Westerfield Jaffe, Corporate Finance, Tata McGraw Hill
- Grinblatt/ Titman. Financial Markets and Corporate Strategy. McGraw Hill



BUE7049			Business Valuation, Mergers and Acquisitions				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: At the conclusion of the course, the student should have acquired a complete understanding and appreciation of the M&A process and how it contributes to the contemporary business world.

CO2: The student should be able to form an opinion as to whether or not an M&A transaction is the right business strategy or not for a given firm under specific circumstances.

CO3: The student should expect at the conclusion of this course to have gained a level of competency in M&A commensurate with an entry-level investment banking associate in M&A.

CO4: Those students who are interested in investment banking, consulting, equity research, corporate development, corporate lending, strategic planning, private equity are most appropriate to take this course.

**COURSE CONTENTS**

- Unit I (8 Contact Hours)  
Introduction to Mergers & Acquisitions (M&A): Recent M&A Trends, History of M&A, terminology of M&A, Why and how of M&A, Key Players in M&A and their role and responsibilities
- Unit II (8 Contact Hours)  
Regulatory environment surrounding M&A: Antitrust laws, Securities laws, Competition Commission of India and SEBI role in M&A, National and international laws affecting M&A activities, Case Discussion
- Unit III (9 Contact Hours)  
M&A Process: Different phases of M&A and their details with special reference to acquisition of a company, Building the Business Plan to Conducting a Post-closing Evaluation
- Unit IV (8 Contact Hours)  
Business Valuation: Different methods and financial modelling techniques, DCF, Real Options, financing and deal structuring, Case Discussion
- Unit V (15 Contact Hours)  
Alternative Business and Restructuring Strategies: Business alliances, Alternative Exit and Restructuring Strategies: Divestitures, Spin-Offs, Carve-Outs, Split-Offs, Leveraged Buyouts, Bankruptcy Reorganization and Liquidation, Hostile take overs and anti-take overs measures, takeover tactics, Case Discussion

NOTE:	HBR Case studies and relevant news articles will be used as course supplements.
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal assessment shall be based on class participation, quizzes and assignments.

**Reference Books**

- Mergers, Acquisitions, and Corporate Restructurings, 7th Edition (2017), Patrick A. Gaughan, Wiley Finance
- Mergers, Acquisitions, and Other Restructuring Activities, 8th Edition (2016), Donald DePamphilis, Academic Press, Elsevier India.
- Mergers and Acquisitions from A to Z (Hardcover) – 16 Dec 2010 by Andrew J. Sherman, AMACOM
- The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide Hardcover –(Imported) 2007 ed. by Stanley Foster Reed , Alexandra Reed Lajoux, H. Peter Nesvold



BUE7036			Consumer Behavior				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Understanding the impact of the digital revolution on general consumer behavior.

CO2: Application of qualitative and quantitative research designs.

CO3: Working in teams to understand the market problem and devising solutions on the basis of different aspects of consumer behavior.

CO4: Analyzing the trends in consumer behaviour and applying them to the marketing of an actual product or service.

CO5: Understanding the customers from different cultures and their behaviour with the help of cases.

**COURSE CONTENTS**

Unit I (12 Contact Hours)

Introduction to Consumer Behaviour and Consumer Research; Consumer Research Process; Marketing Segmentation and Positioning: Product Positioning; Consumer Motivation; Consumer Personality.

Unit II (12 Contact Hours)

Consumer Perception; Consumer Learning, Memory and Involvement, Models: Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity.

Unit III (12 Contact Hours)

Consumer Attitudes; Consumer Behaviour and Marketing Communications; Cultural Influences on Consumer Behaviour; Social Class and Group Influences on Consumer Behaviour; Family Life Cycle Stages, nature of Family Purchases and Decision-making.

Unit IV (12 Contact Hours)

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives; Organizational Buying Behaviour : Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Consumer Behavior: Buying, Having, and Being by Michael R. Solomon (Pearson)
- Consumer Behavior by Leon G. Schiffman, Joseph Wisenblit, and S. Ramesh Kumar (Pearson Education)
- The Cambridge Handbook of Consumer Psychology by Michael I. Norton, Derek D. Rucker and Cait Lamberton (Cambridge University Press)
- Handbook of Marketing Scales: Multi-Item Measures for Marketing and Consumer Behavior Research by William O. Bearden, Richard G. Netemeyer and Kelly L. Haws (SAGE)



BUE7037			Marketing Strategy				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Apply theories of consumer behavior to the formulation of effective marketing strategy

CO2: Identify and discuss a wide range of interesting and dynamic sales professions within the for-profit and non-profit sectors of the economy

CO3: Understand the development of corporate strategy is influenced by strategic marketing Considerations.

CO4: Utilize various contemporary theories, tools and techniques for marking strategic Marketing planning decisions.

**COURSE CONTENTS**

Unit I (12 Contact Hours)

Market sizing and trend analysis, Market potential, Market demand, Market share & Market Volume metrics, Market performance metrics, Market share and market margin metrics, Marketing performance metrics, marketing profitability (INCLUDING HBR CASE STUDY-08)

Unit II (12 Contact Hours)

Marketing strategy for across cultures- cultural dynamics, & product policy, Consumer and product metrics, Consumer SEC metrics, Consumer life time analysis, Customer loyalty, Customer loyalty metrics (INCLUDING HBR 08 CASE STUDIES)

Unit III (12 Contact Hours)

Competitor metrics based on product & brand analysis, Marketing mix, product design & development, Product mix metrics, Product life cycle metrics, Segmentation Targeting and positioning strategy, Price strategy, (INCLUDING HBR 10 CASE STUDIES)

Unit IV (12 Contact Hours)

Sales promotion strategy, personnel selling, channel management, advertisement strategy, Service and non-profit organization strategy, Bottom of the Pyramid strategy, Building a marketing plan, offensive and defensive strategy (INLCUDING 10 HBR CASE STUDY)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Marketing 2<sup>nd</sup> edition, Grewal & Levy- MC Graw Hill, ISBN-9780071332750.
- Marketing Management 5th edition Indian Context, Ramaswamy & Namakumari, McGraw Hill, ISBN-9781259026416
- Market Based Management Strategies for growing customer value and profitability 5th edition, Roger J. Best, ISBN 812032806X
- Strategic Marketing 2nd edition, Anderson & Vincze, ISBN-8177225731
- Marketing strategy & competitive position 4th edition, Hooley, Piercy & Nicoulaud, ISBN 9788131727997



BUE7038			Marketing of Services				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Gain knowledge of service processes to manage global and local markets

CO2: Take decisions to increase market share by using different service marketing strategies

CO3: Critically evaluate the issues of service marketing

CO4: Apply service marketing concepts ethically to decrease the cost and increase the value to customers

**COURSE CONTENTS**

Unit-I: Introduction to Service Sector

(10 Contact Hours)

Introduction, Service sector and GDP, services versus goods marketing, services marketing mix

Unit-II: Customer Perspective

(10 Contact Hours)

Service quality model, role of consumer in services, service expectations, delighting customer

Unit-III: Evaluating and Delivering Services

(10 Contact Hours)

Service encounters, services marketing research tools, relationship marketing, customer pyramid, relationship bonds

Unit-IV: Service Designs

(10 Contact Hours)

Service recovery, service blueprint, service standards, physical evidence, servicescapes

Unit-V: Service Promises

(10 Contact Hours)

Services triangle, integrated services marketing communications, managing demand and capacity

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Services Marketing by Christopher H. Lovelock (Prentice Hall)
- Services Marketing by Zeithamal and Bitner (McGraw Hill)
- Service Marketing by C. Bhattacharya (Excel Books)
- Service Marketing: The Indian Context by Srinivasan (Prentice-Hall of India)
- Integrated Marketing Communication by Kirti Dutta (Oxford University Press India)



BUE7039			Advertising & Brand Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Define core terms, concepts and principles related to communication mix, brand, brand equity, positioning, and brand architecture in their own words.

CO2: Determine, analyze and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications and to perform a market segmentation analysis, determine the organization's target market/audience and define the consumer behaviour of each segment.

CO3: Understand brand elements that help build brand equity and conduct the measurement of brand equity and brand performance. It will also help in designing and implementing brand strategies hence forth; and practically develop a brand, including positioning and communication.

CO4: Appreciate the challenges of managing a brand over time and geographical boundaries and to converse with both academic and practitioner brand specialists on a range of brand related issues in ethical manner for developing an integrated advertising and marketing communications plan and to evaluate its effectiveness.

CO5: Feel confident enough to apply for brand related roles.

**COURSE CONTENTS**

Unit I (12 Contact Hours)

Advertising and the marketing process, integrated marketing communication, advertising planning processes, AIDA, DAGMAR, Client agency relationship.

Unit II (12 Contact Hours)

Creative strategy, Copy and layout, Media planning and media selection. Various medias, Budgeting, Advertising effectiveness.

Unit III (12 Contact Hours)

Branding concept, Branding challenges and opportunities, Brand equity, Strategic brand management processes, Designing and implementing branding strategy, Customer based brand equity, brand positioning and values.

Unit IV (12 Contact Hours)

Brand equity measurement, Current issues in branding, legal issues, online branding, Business to business trading of brand.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Kazmi, Balve, Advertisement and Sales Promotion, Excel Books
- D. Guinn, Allen, Semenik, Advertisement & integrated Brand promotion, Thomson.
- Batra, Mayers, Aaker, Advertisement Management, PHI
- Kellers, Strategic Brand Management, Pearson's





BUE7033			Retail & Visual Merchandising				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To make student understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix; and to appreciate how to design and build scale models and props suitable for use in display and exhibition; recognize and understand the operations-oriented policies, met department heads, procedures used by successful retailers and key stake holders requirements from students in today's global economy.

CO2: Understand the central role of retail in industrialized societies, and the impact of key market/retail trends upon this sector in the local and global contexts and to understand the impact of retailing on the economy.

CO3: Understand and apply appropriate frameworks to develop high level retail marketing strategy, and identify the role of marketing strategies in the building of brand equity and shareholder value in the retail industry; and to comprehend retailing's role in society and, conversely, society's impact on retailing.

CO4: Know the responsibilities of retail personnel in the numerous career positions available in the retail field and to and to see how retailing fits within the broader disciplines of business and marketing.

**COURSE CONTENTS**

Unit I (9 Contact Hours)

Overview of retailing, The evolution of retail formats, Theories of retail development, Concept of retail cycle, The evolution and current issues of retail in India.

Unit II (10 Contact Hours)

Information gathering and processing in Retailing, Types of retailer, Types of ownerships, Understanding consumers, strategic planning in retailing, Trading area analysis, Reilly's Law, Huff's Law

Unit III (9 Contact Hours)

Food, Apparel and Book retailing, Pharma retailing, Telecom retailing, Health care and spa retailing, Petroleum retailing.

Unit IV (10 Contact Hours)

Financial dimensions, Operational dimensions, Pricing strategy, communication strategy, Merchandise Management, Buying systems, Store layout, Design and Visual merchandising, Store loyalty, Technology in retailing.

Unit V (10 Contact Hours)

Mall Managements, Parking Management, Retail entertainment, Multiplex retail strategy, Shopping centers, Online entertainments, E-retailing, E-Banking.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Berman & Evans, Retail Mangement, PHI
- Leivy & Weitz. Retail Management, TMH
- Sinha & Unniyal, Managing Retail, Oxford



BUE7026			Business Turnaround and Organizational Transformation				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Demonstrate proficiency in fundamental business turnaround and organizational transformation theories and concepts and how they apply to real world situations

CO2: Develop an understanding of the challenges of business turnaround and organizational transformation and successfully manage them.

CO3: Employ analytical thinking to assess turnaround and transformation related problems and reach defensible conclusions.

**COURSE CONTENTS**

Unit-I: Introduction to Business Turnaround and Organizational Transformation (10 Contact Hours)

Introduction to Turnaround Management, Business World in transition, Survival & Growth Strategies; Recent Business Scenario influencing Business turnaround and Organizational Transformation, Globalization and Liberalization.

Unit-II: Turnaround Strategies (9 Contact Hours)

Industrial Sickness, Remedies to overcome sickness, Turnaround strategies: TQM, Restructuring, Business Process Reengineering, Approaches in Turnaround strategies

Unit-III: Structural Frame for Organizational Transformation (9 Contact Hours)

Developing a framework for understanding Organizational Transformation: Structural Frame – Organizing for effectiveness;

Unit-IV: Human Resource Frame for Organizational Transformation (10 Contact Hours)

Developing a framework for understanding Organizational Transformation: Human Resource Frame – Putting the right people in the right positions; Leadership – the critical piece to successful change in organizations.

Unit-V: Political and Symbolic Frame for Organizational Transformation (10 Contact Hours)

Developing a framework for understanding Organizational Transformation: Political Frame – Understanding how the system works; Symbolic Frame – The impact of organization culture.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars/Quiz, which shall be evaluated by the concerned faculty.

**Reference Books**

- John Stewart, Managing a Successful Business Turnaround, Amacom Books
- Donald B. Bibeault, Corporate Turnaround: How Managers Turn Losers into Winners, Beard Books
- Jones, Gareth R., Organizational Theory, Design and Change, Pearson
- Richard L. Daft, The Leadership Experience, Cengage.



BUE7027			Understanding Workplaces and Industrial Psychology				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To make student understand the origins of I-O Psychology and what I-O Psychologists do, role of psychologists in industry, growth and development of Industrial Psychology in India, problems related to industry and human factors affecting industry

CO2: Understand the building blocks of a job and learn a methodology to study jobs, learn how the science of human behavior is used to select, develop, and manage employees, student should be able to grasp the practical situations and design the solutions for psychological problems

CO3: Develop an understanding of how theory and research are applied to work settings, begin to think and write critically about I-O psychology theory, research, and application, begin to apply what you've learned about I-O psychology to your own and others' work, to be able to understand practical implications of motivation theories, job satisfaction and morale and new directions in leadership research globally

CO4: Learn how organizations can create a supportive work environment through emotional management, creating better work environment, controlling accidents and managing stress

**COURSE CONTENTS**

Unit-I: Introduction to Psychology in Industry (9 Contact Hours)

Organizational Psychology, Role of psychologist in Industry, Growth & development of organizational psychology in India, human factors and Industry problems

Unit-II: Psychological Tests (10 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity.

Unit-III: Attitudes in an organisation (9 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organizations

Unit-IV: Employee Morale and Job satisfaction (10 Contact Hours)

Employee morale, job satisfaction, practical implications of motivational theories, new directions in leadership research, emotional management

Unit-V: Work environment and stress (10 Contact Hours)

Work environment: noise, illumination, colour, vibration etc., accidents at work place, monotony, stress and fatigue and their impact on work psychology, stress management interventions.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks(10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty

**Reference Books**

- Schultz & Schultz, Psychology & Work Today, Pearson Ed.
- Muchinsky, Psychology Applied to Work, Thomson Wadsworth
- Coon & Mitterer, Introduction to Psychology: Gateways to Mind & Behavior, Thomson Wadsworth.
- Kaplan & Saccuzzo, Psychological Testing- Principles, Applications & Issues, Thomson Wadsworth



BUE7028			Power & Politics in Organizations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Students will be able to develop conceptual framework for understanding power and politics in organizations

CO2: Exposure to the dilemmas and impact of that power dynamics present to both individuals and organizations;

CO3: Understanding regarding how to harness power to secure others' cooperation and lead effective change in organizations

CO4: Inculcation of skills regarding development of framework of analysis of the different strategies and framework of power and politics in organizations

**COURSE CONTENTS**

Unit I (10 Contact Hours)

Concept of power, forms and basis of power; Dynamics of power, Indicators of power, Sources of power, Individual attributes as sources of power; Use of power; power tactics, Manifestations of organizational power

Unit II (10 Contact Hours)

Different strategies of influence to problems in organizations. Analyze strengths and weaknesses of individual influence; developing a plan of action for increasing individual power in workplace. Analyze political strategies of powerful individuals in organizations.

Unit III (10 Contact Hours)

Strategies for employing power effectively; Comparative analysis for developing and developed economics; Power and influence in decision making; Leadership principles and power; Power in teams; leveraging multiple sources of power; Politics, types and essence of politics,

Unit IV (9 Contact Hours)

Ethical considerations in power and politics; Organizational politics and employee well-being; Power, politics and organizational productivity

Unit V (9 Contact Hours)

Case studies of organizations and role play and emerging issues in the areas of power and politics in organizations, power & politics laboratory

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

**Reference Books**

- Jeffrey Pfeffer , Managing With Power: Politics and Influence in Organizations Harvard Business Review Press
- Samuel B. Bacharach Lawler, Edward J., Power and politics in organizations Samuel B. Bacharach, Edward J. Lawler.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Greenwood Publishing group
- Cialdini, R. Influence: Science and Practice. Pearson Publishers.
- Maxwell, J. The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization, Thomas Nelson Inc.



BUE7029			Performance and Talent Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To enable student to design an organization’s performance management process that is compliant with law and supports organizational mission and strategy, Compare and contrast various organizational performance management programs and best practices globally and define attributes of effective performance management systems, understand job-related performance standards and performance indicators that reflect the employee’s range of responsibilities.

CO2: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development, Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

CO3: Understand different ways to strengthen the pay-for-performance link, learn the concepts of Payment and employee benefits issues for workers, understand the Legally required employee benefits, learn some of the implications for strategic compensation .

CO4: Understand what is required to align human resource strategy with strategic objectives of business, Identify the steps required to conduct an effective talent review of performance and potential, Examine strategies to fill critical needs identified through a gap analysis, Identify key requirements to attract and acquire skilled talent, Explore best practices for developing talent globally, Understand the key elements to engage and retain skilled resources, Examine HR metrics and measures of success for talent management strategy, Acquire the skills and knowledge to build an effective talent management strategy for organization.

**COURSE CONTENTS**

Unit-I: Introduction to Performance Management

(9 Contact Hours)

Concept, characteristics, role and significance of performance; performance appraisal vis-à-vis performance management, process of performance management; performance management and strategic planning linkages.

Unit-II: Assessing Performance

(10 Contact Hours)

Establishing and operationalizing performance management system; measuring performance-results and behaviour; Defining Performance and Performance Measurement Metrics, Employee Assessment Systems.

Unit-III: Performance Review

(10 Contact Hours)

Managing Performance Management; Coaching and counselling, feedback and day-to-day planning of meetings, motivation, self-monitoring, training and development activities, Conducting performance review; formal review of performance.

Unit-IV: Performance and Compensation

(10 Contact Hours)

Harnessing performance management system for performance improvement through skill based compensation, competency based compensation, Contribution of Human Resource Management Practices to Employee Performance. Implementation of Pay for Performance Plans

Unit-V: Talent Management

(9 Contact Hours)

Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks(10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty

**Reference Books**

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, Phi
- Joseph J.Martocchio, Strategic Compensation- A HRM Approach, Pearson Publishers.
- Herman Aguinis Performance Management, Prentice Hall;
- T.V.Rao Performance Management And Appraisal Systems : Hr Tools For Global Competitiveness, , Response Books
- Lance A Berger, Dorothy R Berger,Talent Management Hand Book, McGraw Hill
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication



BUE7021			Strategic Human Resource Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Demonstrate critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM.

CO2: Analyze critically the relationship between strategic HRM and organizational performance, including the evaluation of HRM

CO3: Operate as a ‘strategic partner’, helping their organization to analyze its external environment and internal capabilities and develop a strategic HR plan to enhance its long-run performance.

**COURSE CONTENTS**

Unit-I: Introduction to Strategic Human Resource Management (9 Contact Hours)

Introduction to Strategic Human Resource Management, Challenges and Evolution; HR Strategies and Strategic HRM, Strategic Fit: Conceptual Framework.

Unit-II: Strategic HR Policies and Practices (10 Contact Hours)

Planning and Implementing Strategic HR policies: HR planning, Procurement, Training and Development, Compensation, Benefits, Separation, Performance Management, Job Designing

Unit-III: Strategic Human Resource Management Evaluation (9 Contact Hours)

Human Resource Evaluation and Analytics: Background and Rationale, Measures and Approaches; HR metrics and Business Performance, Evaluating Staffing, Training and Development; Performance Appraisal, Potential Appraisal; Compensation, Career planning and Development

Unit-IV: Strategic HRM in International Scenario (10 Contact Hours)

Strategic HRM in International Business Scenario; Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation.

Unit-V: Strategy and HRM (9 Contact Hours)

Strategy and SHRM, Mergers and Acquisitions, Downsizing, HR’s role in organizational change.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars/Quiz, which shall be evaluated by the concerned faculty.

**Reference Books**

- Tanuja Agarwal, Strategic Human Resource Management, Oxford
- Dowling & Welch, International HRM, Thomson.
- Schuler & Jackson, Strategic HRM, Wiley.
- Jeffrey, A. Mello, Strategic Human Resource Management, Cengage
- Paul Boselie, Strategic Human Resource Management, TMH
- K. Prasad, Strategic Human Resource Management, Macmillan
- Michael Armstrong, Strategic Human Resource Management, Kogan Page



BUE7071			Business Analytics using Data Mining				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Write advanced SQL queries and stored procedures to preprocess data (using integration, cleaning and transformation) for visualization, modeling and interpretation; and can identify appropriate database technologies to meet a set of requirements and to recommend possible solutions.

CO2: Create predictive models using statistical, data mining and machine learning techniques, and evaluate and interpret such models to support fact-based decision making.

CO3: Work both independently and in a team to solve large data analysis projects; and to clearly communicate and present complex analytics results to business clients, using practical and simple business terms that can be understood by a general non-technical audience.

CO4: Identify and evaluate appropriate data analytics techniques to be used depending on the specific information needs of the project, and to use data visualization tools to communicate data mining results in an effective way.

**COURSE CONTENTS**

Unit I

(9 Contact Hours)

What is a Data mining? - Data mining Architectures - Types of Systems - Data Mart – OLAP – OLTP - Data Movement (ETL- Extract, Transform and Load) - Data Querying and Reporting - Reading Hierarchical Raw Data Files

Unit II

(10 Contact Hours)

Conditional processing - Dropping and keeping variables - Reading Excel spread sheets in R , Data Cleaning - Manipulating Character Values - Manipulating Numeric Values - Manipulating Numeric Values Based on Dates

Unit III

(10 Contact Hours)

Converting Variable Type - Concatenating R Data Sets - Merging R Data Sets - Producing Summary Reports in R - Creating an Accumulating Total Variable - Accumulating Totals for a Group of Data

Unit IV

(9 Contact Hours)

DO Loop Processing - Array Processing - Using arrays in R - Match-Merging Two or More R Data Sets - Simple joins using SQL - Data Integrity - Data Enrichment

Unit V

(10 Contact Hours)

Data Quality - Data Quality Assurance - Data access - Data Privacy and Ethics - Data security - Overview of BI and Data Mining Technology

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Kimball,R., Ross,M., Thornthwaite, W.,Mundy,J. and Becker.,“The Data Warehouse Lifecycle Toolkit” Practical Techniques for Building Data Warehouse and Business Intelligence Systems. Second Edition. B. John Wiley & Sons, ISBN 978-0-470-14977-5 2008.
- Morabito, J., Stohr, E., Genc, Y., “Enterprise Intelligence: A Case Study and the Future of Business Intelligence”, International Journal of Business Intelligence Research. 2011.
- Kimball, R. and Ross, M., “The Data Warehouse Toolkit” The Complete Guide to Dimensional Modeling Second Edition. John Wiley & Sons, 2006.
- Kimball, R., and Caserta., “The Data Warehouse ETL Toolkit”, Practical Techniques for Extracting, Cleaning, Conforming, and Delivering Data. J. John Wiley & Sons, 2004.





BUE7072			Data Analytics in Finance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: To equip the students with ability to carefully select and process the raw financial data.

CO2: To cover all the key aspects of statistical and Big Data analytics necessary for correctly predicting the investment and financing decisions.

CO3: To introduce the students with the operational details of application software's like R and MS Excel.

**COURSE CONTENTS**

**Unit I**

(9 Contact Hours)

Using Excel to Summarize Data, Slicing and Dicing Financial Data with PivotTables, Excel Charts to Summarize Marketing Data. Excel Functions to Summarize Data, Pricing Analytics, Risk based pricing, Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing.

**Unit II**

(9 Contact Hours)

Descriptive Analytics, Data Exploration, Dimension Reduction and Data Clustering Geographical Mapping Market Basket Analysis. Predictive Analytics Fraud Detection Churn Analysis Crime Mapping, Content Analytics Sentiment Analysis

**Unit III**

(10 Contact Hours)

Forecasting Analytics Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming, Forecasting, Simple Regression and Correlation Multiple Regression to forecast sales. Modelling Trend and Seasonality Ratio to Moving Average Method, Winter's Method.

**Unit IV**

(10 Contact Hours)

Introduction to R for analyzing financial data and implement financial models. Process of Data analytics using R: obtaining publicly available data, refining such data, implement the models and generate typical output, Prices and individual security returns

**Unit V**

(10 Contact Hours)

Introduction to R for analyzing financial data: Portfolio returns, Risks, Factor Models

NOTE:	Computer lab will be extensively used for accessing relevant Software's. Students are encouraged to develop insight into the area of econometrics.
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal assessment shall be based on class participation, quizzes and assignments.

**Reference Books**

- Analysis of Economic Data, Gary Koop, (4th Edition), Wiley.
- Statistics and Data Analysis for Financial Engineering: with R examples; David Ruppert, David S. Matteson, Springer.
- Analyzing Financial Data and Implementing Financial Models Using 'R', Ang Clifford, Springer.
- Microsoft Excel 2013: Data Analysis and Business Modeling, Wayne L. Winston, Microsoft Publishing



BUE 7073			Transaction Analysis & Modeling				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

**COURSE CONTENTS**

Unit I	(12 Contact Hours)
Knowing Myself, Exploring my Personality – Ego States Analysis; Problem Solving and Coping Mechanism.	
Unit II	(12 Contact Hours)
Identify Games People Play, Understand how to use your Drivers as an asset rather than a liability.	
Unit III	(12 Contact Hours)
Crisis Management Strategies; Critical Incident Stress; Debriefing; Post Traumatic Growth.	
Unit IV	(12 Contact Hours)
Principles, Philosophy & Assumptions of Transactional Analysis; Professional Ethics & Referrals	

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- TA in Psychotherapy by Eric Berne 1961



BUE7074			Digital Innovation Strategies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Describe digital business and innovation and the elements of its infrastructure; and to apply contemporary business knowledge to create a strategic plan to manage the disruptive nature of technology.

CO2: Identify factors and develop strategies for electronic commerce & digital innovation and how those strategies relate to support business models in interpreting the digital transformation of organizations.

CO3: Critically analyse and evaluate creative and effective recommendations to a range of problem/opportunity situations that add value to the business and its stakeholders; and to research strategies to develop ethical solutions for business problems.

CO4: Explore information technology and digital innovation trends, to reflect on and apply design thinking to develop creative technological and innovative business opportunities through prototyping and testing business ideas.

CO5: Employ learning strategies to update knowledge in ICT relevant fields in an independent manner; and to work individually and in teams in a manner that displays ethical and professional standard.

CO6: Analyse trends in ICT and frame judgements and work practice within professional, legal and ethical frameworks; and to synthesize and apply judgement in ICT from organizational, business, innovation, and perspectives.

**COURSE CONTENTS**

Unit I (9 Contact Hours)

5 Domains of Digital Transformation; Customer Networks and the New Path to Purchase; Understanding Digital Customer Behaviors.

Unit II (10 Contact Hours)

Platform Business Models; Coopetition, Disintermediation, and Asymmetric Competitors; Building Data as A Strategic Asset for Your Business.

Unit III (10 Contact Hours)

Big Data at Work: New Data, New Tools and Templates of Value; Innovation through Experimentation: Ab Test and Minimum Viable; Translating the Lean Startup to Enterprise Scale Innovation.

Unit IV (9 Contact Hours)

Adapting Your Value Proposition; Mastering Disruptive Business Models.

Unit V (10 Contact Hours)

Surviving Disruption -: 6 Incumbent Responses to A Disruptive Challenger; Leadership and the Customer Value Imperative Frameworks.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan. Competing against Luck: The Story of Innovation and Customer Choice (Harper Business, 2016)
- Kevin Kelly. The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future (Viking, 2016)
- Andrew McAfee and Erik Brynjolfsson. Machine, Platform, Crowd: Harnessing Our Digital Future (Norton, 2017)



BUE7075			Marketing Analytics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

**COURSE OUTCOMES**

After successful completion of this course, students shall be able to;

CO1: Use analytic approaches to transform marketing and sales data into actionable and appropriate marketing decisions

CO2: Justify the use of a particular marketing analytics approach and communicate its managerial implications to a non-technical audience

CO3: Recommend marketing strategies that align forces in the external environment with the core competencies of the firm.

CO4: Recognize trends based on current research related to consumer analytics behavior

CO5: Analyze the challenges that might influence the formulation of effective marketing analytics from a consumer behavior perspective.

**COURSE CONTENTS**

Unit I (9 Contact Hours)

Introduction to marketing research, Research design setup, qualitative research, quantitative research, Concept development, scale development, Exploring Data, Descriptive Statistics, (INCLUDING 5 HBR CASE STUDY)

Unit II (9 Contact Hours)

Inbound marketing analytics, Click analytics, Google analytics, Social Media Analytics, Web analytics, Online traffic analytics, conversion analytics, Online and Offline analytics (INCLUDING 10 HBR CASE STUDY)

Unit III (10 Contact Hours)

Product analytics- features, attributes, benefits, Price analytics, Promotion analytics, Channel analytics, Multiple Discriminate analysis (INCLUDING 8 HBR CASE)

Unit IV (10 Contact Hours)

Customer Analytics, Analyzing customer satisfaction, Prospecting and Targeting the Right Customers, Covariance and Correlation analysis, Developing Customers, Retaining Customers, Customer lifetime value case, Factor analysis, (INCLUDING 8 HBR CASE STUDY)

Unit V (10 Contact Hours)

Market Segmentation & Cluster Analysis, Scatterplots & Correlation Analysis, Linear Regression, Model Validation & Assessment, Positioning analytics, Cross tabulation (INCLUDING 5 HBR CASES)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

**Reference Books**

- Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Chuck Hemann& Ken Burbary, Pearson, ISBN 9780789750303
- Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Eric Siegel, Pearson,
- Marketing Analytics: A practical guide to real marketing science, Mike Grigsby, Kogen Page, ISBN 9780749474171
- Marketing Metrics 3e, Bendle, Farris, Pfefferly, Reibstein,
- Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Raj Kumar Venkatesan, Paul Farris, Ronald T. Wilcox.
- Marketing Analytics: Optimize Your Business with Data Science in R, Python, and SQL, Dave Jacobs