



**Minutes of Meeting**  
**Board of Studies**  
**Department of Management**  
**Jaipur School of Business**  
**19 JULY 2023 (WEDNESDAY)**

Board of Studies meeting for Department of Management, Jaipur School of Business is conducted on **July 19, 2023** at Board Room, Second Floor, Kautilya Bhawan at 12:00 Noon. Following members discussed recent trends and various issues related to syllabus of MBA under different banners of Jaipur School of Business.

| S.No. | Name                  | Designation                                    | Member          |
|-------|-----------------------|--|-----------------|
| 1.    | Prof. Dr. Renu Pareek | Dean JSB                                       | Dean            |
| 2     | Dr. Ritu Dixit        | HOD, MBA                                       | Convener        |
| 3.    | Prof. Ashok Bapna     | Former Director, IILM,<br>Jaipur               | External Member |
| 4.    | Mr. Rajat Mathur      | MD, Morgan Stanley                             | External Member |
| 5.    | Dr. Arvind Kalia      | National Head, Mentoring,<br>Rajasthan Patrika | Special Invitee |
| 6.    | Dr. Jyoti Jain        | Associate Professor                            | Internal Member |
| 7.    | Dr. Hemant Verma      | Assistant Professor                            | Internal Member |

Various amendments and updates in the Course Structure, Teaching Scheme and Syllabus of MBA as per the NEP-2020 and the suggestions of above members according to requirement of industry and recent trends as per Industry/Academics interface are made and are as follows:

1. Introducing MBA (Artificial Intelligence) program from 2023-25 batch
2. Change in the credit scheme is observed as per the NEP-2020 to incorporate and implement outcome-based education.
3. As per new scheme, minimum credits required will be = 80. Out of which student may opt for 20% Credit Relaxation (increased from 10% from 2022 scheme) for MOOC courses from SWAYAM Portal and/or NPTEL.
4. Change in the nomenclature of Course types as per NEP-2020 are – Program Core (PC), Fundamental(F), Program Electives (PE), Skill-Enhancement (SE), and Ability-Enhancement (AE).
5. Change in the name of the subjects –
  - a. MBA101A – Managerial Accounting instead of Managerial Accounting in Management

**Various amendments and updates in syllabus of MBA as per the above members according to requirement of industry and recent trends as per Industry/Academics interface as follows:**

More simulation exercises to be included in every syllabus.

Case Study based lectures

Students compulsorily presenting Seminars on published research papers from recent international journals to orient towards Research.

Flip classroom mode for participative learning

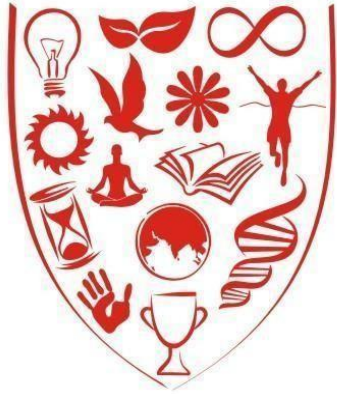
**Various papers to be added/ merged / removed in MBA as follows:**

- ❖ MBA015A - Business Statistics and Analytics for Decision Making **removed** as syllabus covered in MBA013A - Management Research Methodology
- ❖ MBA230A – Cloud Computing is **added** in Information Systems Electives
- ❖ MBA018A – Quantitative Techniques and Analytics **shifted** to Semester-I
- ❖ MBA016A – Analytical Tools for Managers **removed** as theory paper. The practical/lab component **remained**
- ❖ MBA221B – Information Technology for Management **removed** from Core Paper of Semester-II
- ❖ MBA009A – Business Law **removed** from Core Paper of Semester-III

**CONCLUSION:**

Valuable inputs of external members and suggestions of subject experts along with other members have been incorporated and may be implemented so that the students would be benefited from the coming session.

Dr. Ritu Dixit  
HOD, MBA  
Department of Management  
Jaipur School of Business



**JECRC<sup>TM</sup>**  
**UNIVERSITY**  
**BUILD YOUR WORLD**

**Jaipur School of Business**

**Course Structure & Syllabi**

**Master of Business Administration**  
**(Corporate Management)**

**Academic Programmes**

**Batch (2023-2025)**

**Total Credits for the Batch 2023-2025 = 80 Credits**

- 1. Minimum Credit required = 80 credits**
- 2. No relaxation in Core and Fundamental subjects.**
- 3. Option can be availed in Specialization, Interdisciplinary and General Subjects.**

**Summary Sheet**

| <b>Semester</b> | <b>1<sup>st</sup></b> | <b>2<sup>nd</sup></b> | <b>3<sup>rd</sup></b> | <b>4<sup>th</sup></b> | <b>Total</b> | <b>Min. credit required for degree</b> |
|-----------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|--|
| <b>Credit</b>   | 20                    | 19                    | 25                    | 16                    | 80           | 80                                     |

| <b>Type</b>         | <b>Foundation</b> | <b>Programme Core</b> | <b>Programme Elective</b> | <b>Skill Enhancement</b> | <b>Ability Enhancement</b> |
|---------------------|-------------------|-----------------------|---------------------------|--------------------------|----------------------------|
| <b>Total Credit</b> | 06                | 36                    | 18                        | 12                       | 08                         |

Abbreviation: F=Foundation, PC=Programme Core, PE=Programme Elective, SE=Skill Enhancement, AE= Ability Enhancement

**Semester I**

| <b>S. No.</b> | <b>Subject Code</b> | <b>Subject Name</b>                       | <b>L</b>  | <b>T</b> | <b>P</b> | <b>C</b>  | <b>Type</b> |
|---------------|---------------------|---|-----------|----------|----------|-----------|-------------|
| 1             | MBA579A             | Financial Accounting                      | 3         | 0        | 0        | 3         | F           |
| 2             | MBA580A             | Human Resource Management                 | 3         | 0        | 0        | 3         | PC          |
| 3             | MBA581A             | Marketing Management                      | 3         | 0        | 0        | 3         | PC          |
| 4             | MBA582A             | Quantitative Techniques and Tools         | 3         | 0        | 0        | 3         | AE          |
| 5             | MBA583A             | Corporate Readiness I                     | 0         | 0        | 1        | 1         | SE          |
| 6             | MBA584A             | Logical Reasoning & Aptitude I            | 0         | 0        | 1        | 1         | AE          |
| 7             | MBA585A             | Artificial Intelligence in Business       | 2         | 0        | 0        | 2         | SE          |
| 8             | MBA586A             | Artificial Intelligence in Business (LAB) | 0         | 0        | 1        | 1         | SE          |
| 9             | MBA587A             | Managerial Economics                      | 3         | 0        | 0        | 3         | F           |
| <b>TOTAL</b>  |                     |   | <b>17</b> | <b>0</b> | <b>3</b> | <b>20</b> |             |

**Semester II**

| <b>S. No.</b> | <b>Subject Code</b> | <b>Subject Name</b>               | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> | <b>Type</b> |
|---------------|---------------------|-----------------------------------|----------|----------|----------|----------|-------------|
| 1             | MBA588A             | Fundamentals of Corporate Finance | 3        | 0        | 0        | 3        | PC          |
| 2             | MBA589A             | HR Technology and Analytics       | 2        | 0        | 0        | 2        | PC          |
| 3             | MBA590A             | HR Technology and Analytics (Lab) | 0        | 0        | 2        | 1        | PC          |

|              |         |                                   |           |          |          |           |    |
|--------------|---------|-----------------------------------|-----------|----------|----------|-----------|----|
| 3            | MBA519A | Sales and Distribution Management | 3         | 0        | 0        | 3         | PC |
| 4            | MBA516A | Operations Management             | 3         | 0        | 0        | 3         | PC |
| 5            | MBA591A | Data Visualisation                | 2         | 0        | 0        | 2         | SE |
| 6            | MBA592A | Data Visualisation (Lab)          | 0         | 0        | 2        | 1         | SE |
| 6            | MBA593A | Corporate Readiness II            | 0         | 0        | 2        | 1         | SE |
| 7            | MBA594A | Logical Reasoning & Aptitude II   | 0         | 0        | 2        | 1         | AE |
| 8            | MBA517A | New Age Business Models           | 2         | 0        | 0        | 2         | PC |
| <b>TOTAL</b> |         |                                   | <b>15</b> | <b>0</b> | <b>4</b> | <b>19</b> |    |

### Semester III

| S. No. | Subject Code | Subject Name                    | L | T | P | C | Type |
|--------|--------------|---------------------------------|---|---|---|---|------|
| 1      |              | Specialization I (Subject I)    | 3 | 0 | 0 | 3 | PE   |
| 2      |              | Specialization I (Subject II)   | 3 | 0 | 0 | 3 | PE   |
| 3      |              | Specialization I (Subject III)  | 3 | 0 | 0 | 3 | PE   |
| 4      |              | Specialization II (Subject I)   | 3 | 0 | 0 | 3 | PE   |
| 5      |              | Specialization II (Subject II)  | 3 | 0 | 0 | 3 | PE   |
| 6      |              | Specialization II (Subject III) | 3 | 0 | 0 | 3 | PE   |
| 7      | MBA595A      | Corporate Readiness III         | 0 | 0 | 1 | 1 | SE   |

|              |         |                                  |           |          |          |           |    |
|--------------|---------|----------------------------------|-----------|----------|----------|-----------|----|
| 8            | MBA596A | Logical Reasoning & Aptitude III | 3         | 0        | 0        | 3         | AE |
| 9            | MBA016A | Analytical Tools                 | 2         | 0        | 0        | 2         | SE |
| 10           | MBA024A | Analytical Tools (Lab)           | 0         | 0        | 1        | 1         | SE |
| <b>TOTAL</b> |         |                                  | <b>23</b> | <b>0</b> | <b>2</b> | <b>25</b> |    |

#### Semester IV

| S. No.       | Subject Code | Subject Name                            | L        | T        | P         | C         | Type |
|--------------|--------------|---|----------|----------|-----------|-----------|------|
| 1            | MBA532B      | Internship/Research/Dissertation Report | 0        | 0        | 32        | 16        | PC   |
| <b>TOTAL</b> |              |   | <b>0</b> | <b>0</b> | <b>32</b> | <b>16</b> |      |

#### Specialization Subjects

| S. No.                              | Sub Code | Subject                           | L | T | P | C | Type |
|-------------------------------------|----------|-----------------------------------|---|---|---|---|------|
| <b>Marketing Management</b>         |          |                                   |   |   |   |   |      |
| 1                                   | MBA539A  | Brand Management                  | 3 | 0 | 0 | 3 | S    |
| 2                                   | MBA541A  | Marketing Analytics               | 3 | 0 | 0 | 3 | S    |
| 3                                   | MBA543A  | Website Planning, SEO & SEM       | 3 | 0 | 0 | 3 | S    |
| <b>Finance</b>                      |          |                                   |   |   |   |   |      |
| 1                                   | MBA601A  | Cost Accounting                   | 3 | 0 | 0 | 3 | S    |
| 2                                   | MBA602A  | Finance & Accounting Processes I  | 3 | 0 | 0 | 3 | S    |
| 3                                   | MBA603A  | Finance & Accounting Processes II | 3 | 0 | 0 | 3 | S    |
| <b>Operations Management</b>        |          |                                   |   |   |   |   |      |
| 1                                   | MBA604A  | Project Management                | 3 | 0 | 0 | 3 | S    |
| 2                                   | MBA556A  | Operations Research               | 3 | 0 | 0 | 3 | S    |
| 3                                   | MBA560A  | Supply Chain Management           | 3 | 0 | 0 | 3 | S    |
| <b>IT, Analytics &amp; Research</b> |          |                                   |   |   |   |   |      |

|                                  |         |  |   |   |   |   |   |
|----------------------------------|---------|--|---|---|---|---|---|
| 1                                | MBA563A | Data Analytics-I                                 | 3 | 0 | 0 | 3 | S |
| 2                                | MBA564A | Data Analytics-II                                | 3 | 0 | 0 | 3 | S |
| 3                                | MBA565A | Business Research                                | 3 | 0 | 0 | 3 | S |
| <b>Human Resource Management</b> |         |  |   |   |   |   |   |
| 1                                | MBA567A | Training & Development                           | 3 | 0 | 0 | 3 | S |
| 2                                | MBA568A | Recruitment                                      | 3 | 0 | 0 | 3 | S |
| 3                                | MBA569A | Employee Life Cycle & Organisational Development | 3 | 0 | 0 | 3 | S |

### Semester I

| S. No.       | Subject Code | Subject Name                              | L         | T        | P        | C         | Type |
|--------------|--------------|---|-----------|----------|----------|-----------|------|
| 1            | MBA579A      | Financial Accounting                      | 3         | 0        | 0        | 3         | F    |
| 2            | MBA580A      | Human Resource Management                 | 3         | 0        | 0        | 3         | PC   |
| 3            | MBA581A      | Marketing Management                      | 3         | 0        | 0        | 3         | PC   |
| 4            | MBA582A      | Quantitative Techniques and Tools         | 3         | 0        | 0        | 3         | AE   |
| 5            | MBA583A      | Corporate Readiness I                     | 0         | 0        | 1        | 1         | SE   |
| 6            | MBA584A      | Logical Reasoning & Aptitude I            | 0         | 0        | 1        | 1         | AE   |
| 7            | MBA585A      | Artificial Intelligence in Business       | 2         | 0        | 0        | 2         | SE   |
| 8            | MBA586A      | Artificial Intelligence in Business (LAB) | 0         | 0        | 1        | 1         | SE   |
| 9            | MBA587A      | Managerial Economics                      | 3         | 0        | 0        | 3         | F    |
| <b>TOTAL</b> |              |   | <b>17</b> | <b>0</b> | <b>3</b> | <b>20</b> |      |



**Course: FINANCIAL ACCOUNTING**  
**SUBJECT CODE: MBA579A**  
**CREDITS: 03**

**Course Objectives**

1. To understand the basic fundamentals of accounting.
2. To comprehend the different systems and users of Accounting Information.
3. To analyze the various International Accounting Standards, Accounting Ethics and Window dressing.
4. To develop the ability to apply the rules of accounting in the real-world.
5. To develop the ability to prepare special purpose books like Purchase Book, Sales Book, Purchase Return book and Sales Return Book.
6. To understand the basic nature and importance of Capital Budgeting Decisions.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | Understand and explain the fundamental concepts and principles of accounting at a foundational level.   |
| <b>CO2</b>                             | Apply accounting principles to accurately record and classify business transactions using appropriate journal entries.  |
| <b>CO3</b>                             | Analyze real-world accounting practices, such as revenue recognition or inventory valuation, and propose improvements based on ethical considerations.              |
| <b>CO4</b>                             | Evaluate long-term asset management strategies, including depreciation methods and impairment assessments, to optimize asset utilization and financial performance. |
| <b>CO5</b>                             | Interpret and analyze financial statements to assess the financial performance, position, and liquidity of an organization, and make informed business decisions.   |

**Unit 1: Fundamentals of Accounting**

Meaning and definition of Accounting, Objectives, Functions, Roles of Accounting, Advantages and Limitations of Accounting, Accounting Process Chart, Branches of Accounting, Meaning of Finance, Accounting Vs Finance, Relationship between Bookkeeping, Accounting, and Accountancy, Types and Users of Accounting Information, Systems of Accounting (Double, Single-Entry System). Meaning & Nature of Accounting Principles, Features & Necessity of Accounting Assumptions/ Concepts, Fundamental Accounting Principles. Accounting Standards (Meaning, Nature, Concept), Objectives, Utility, and Limitations of AS, IFRS and Ind-AS.

**Unit 2: Recording Transactions**

Define debit and credit in the context of accounting, Discuss the relationship between debit and credit, and their impact on the accounting equation, Significance of Debit & Credit Balance in Accounts. Golden Rules of Accounting. Meaning of Journal & Journalizing, Limitations of Journal, Steps in Journalizing, Simple & Compound Journal Entries, Discount & Rebate. Meaning, Advantages, Characteristics of GST, Categories of GST, Intra-State & Inter-State Supply (Sale), Levy of GST, Accounting Entries.

### Unit 3: Accounting Practices

Meaning and Features of Trial Balance, Objectives, Limitations of Trial Balance, Preparing a Trial Balance, Format of Trial Balance, Types of Errors, Errors Classification.

Definition and concept of bills of exchange, Meaning, Need, Importance of BRS, Reasons of Difference between Cash Book and Pass book, Presentation of BRS, Preparation of BRS, Preparation of BRS when extracts of Cash Book and Bank Pass Book are given.

Meaning of Invoice Reconciliation Statement, Need and Importance of IRS, Methods of Invoice Reconciliation, Accounts Payable, Accounts Receivables.

### Unit 4: Long-term Asset Management

Meaning and Characteristics of Depreciation, Causes of Depreciation, Factors of Providing Depreciation, Methods of Recording Depreciation, Introduction to Amortization, Factors Influencing Amortization, Methods of Calculating Amortization, Recording Amortization Expenses. Concept & Types of Reserves, Revenue & Capital Reserve, General & Specific Reserve, Secret Reserve, Difference between Reserve & Provision

Introduction to Accrual Accounting, Accrued Revenue, Accrued Expenses, Impact on Financial Statements

Meaning of Capital and Revenue Expenditure, Deferred Revenue Expenditure, Meaning of Capital and Revenue Receipts

### Unit 5: Financial Statements

Different Types of Financial Statements, Trading Account, Profit and Loss Account, Preparation of Balance Sheet from Trial Balance, Importance of balance sheet analysis in assessing a company's financial position, Explanation of key balance sheet components: assets, liabilities, and equity, Interpreting liquidity, solvency, and capital structure from the balance sheet

Define financial ratios and their role in financial analysis, Overview of different categories of financial ratios: liquidity, solvency, activity, profitability, and market ratios, Importance of using appropriate ratios based on the specific analysis objective.

Define operating, investing, and financing activities in cash flow, Differentiating between cash inflows and cash outflows in each category, Understand the unique cash flow activities for financial enterprises (e.g., banks, insurance companies) Overview of the direct & Indirect method for preparing the cash flow statement.

### References:

1. Textbook: Dhamija - Financial Accounting for managers: (Prentice Hall)  
Banerjee-Financial Accounting(Excel Books)
2. Maheshwari S.N and Maheshwari S K – A Textbooks of Accounting for Management (Vikas)
3. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall)
4. Narayanswami - Financial Accounting: A Managerial Perspective (PHI)

### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |

|     |   |   |   |   |   |
|-----|---|---|---|---|---|
| CO4 | H |   | M |   | M |
| CO5 | M | H |   | M |   |

**Course: HUMAN RESOURCE MANAGEMENT**  
**SUBJECT CODE: MBA580A**  
**CREDITS: 03**

**Course Objectives**

1. To understand the importance of various components of human resource management.
2. To define various components of employees
3. To understand the global HR trends and policies
4. To identify necessary skill sets for application of various HR concepts.
5. To evaluate the employees concern which can help to strategize the employee satisfaction.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | Analyze the strategic role of HR in organizations and evaluate its impact on organizational performance.  |
| <b>CO2</b>                             | Evaluate the current trends in HRM and their implications for managing human resources effectively in a dynamic business environment.           |
| <b>CO3</b>                             | Apply HRM principles and practices in the areas of recruitment, selection, and talent acquisition to attract and retain high-quality employees. |
| <b>CO4</b>                             | Assess the importance of employee development, engagement, and performance management in enhancing individual and organizational effectiveness. |
| <b>CO5</b>                             | Examine the processes and strategies involved in employee development, engagement, and performance management.                                  |

**Unit 1: Foundations of HRM**

Role of HRM, Strategic HRM, Trends in HR, The Emerging Role of Line and HR Managers, HR Functions and Roles in HR, Planning and Forecasting, Policies and practices  
Job analysis (JA) – job description and specification, Methods of collecting JA information, Job Redesigning.

**Unit 2: Recruitment and Selection**

Techniques for attracting candidate pool - Online /Offline methods, Selection process - Employee Testing, Interview process Do's and Don'ts, Structured and unstructured  
TA processes, Using the right portals, Identifying the right CVs, How to attract the right talent, Aligning interviews, Interview techniques, Interview Process and Completion, Sending Offer Letters, Sending feedback emails.

**Unit 3: Employee Development and Engagement**

Job orientation or Onboarding process, Importance of onboarding, Onboarding welcome Kits, Induction vs onboarding.  
Drivers of Engagement, Engagement Models, Employee Recognition Programs, Town Halls / R&R.

Identifying Training needs, Planning and Implementing right L&D, activities for employees.

**Unit 4: Performance Management and Talent Management**

Appraisal methods, Performance Management Systems, Goal setting, review and feedback, Biases in PM, Performance based rewards, Managing Careers and Talent Objectives of Talent Management, Characteristics of High Potentials, Identification and management of High Potentials.

**Unit 5: Compensation, Payroll, and Global HRM**

Benchmarking, Total Rewards for Work, Sales incentives, HR Ops - Appointment Letters, HRMS, Managing Employee Db, Payroll - Managing Payroll, Statutory Compliance for Payroll, Components of Pay Structure, Pay Structure| Ranking, Grading, Point-Factor, Factor Comparison, and Competitive Market Analysis Method| Employee Benefits and Importance of Wellness, Prevention of Sexual Harassment at the Workplace- Vishakha Guidelines, Employee Relations : Disputes, Grievance, Handling and Collective Bargaining, Ethical Issues in HR.

Exit Discussion, Retention, Notice Period and Negotiation, F&F and Experience Letter Role of Culture, Staffing global organizations, Managing HR locally, Managing HR in SMEs and Startups.

**References:**

1. VSP Rao, “Human Resource Management”, (2010), Excel Books, 3rd Edition Reference Books
2. K Aswathappa, “Human Resource and Personnel Management” (2017) Tata McGraw Hill, 8th Edition
3. Dessler, Gary. (2015). Human Resource Management : 14th edition (Ed. 14th). Essex: Pearson. Chicago Style. Dessler, Gary."

| Mapping of Course Learning Outcomes with Program Learning Outcomes: |                           |     |     |     |     |
|---|---------------------------|-----|-----|-----|-----|
| Course Learning Outcomes  | Program Learning Outcomes |     |     |     |     |
|   | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1   | H                         |     | M   | L   |     |
| CO2   |                           | H   |     |     | L   |
| CO3   |                           |     | H   |     | H   |
| CO4   | H                         |     | M   |     | M   |
| CO5   | M                         | H   |     | M   |     |

**Course: MARKETING MANAGEMENT**  
**SUBJECT CODE: MBA581A**  
**CREDITS: 03**

**Course Objectives**

1. To analyze markets appropriately
2. To identify the target market and design a product accordingly
3. To understand the factors to be considered while setting the price of products

4. To identify the promotion and packaging strategies that work for a product
5. To develop digital and social media marketing strategies for a product or a business

| <b>Course Learning Outcomes (CO's)</b> |  |
|--|--|
| <b>CO1</b>                             | Identify the difference between sales and marketing, and identify the key components of the marketing mix    |
| <b>CO2</b>                             | Apply consumer behavior and market segmentation for effective targeted marketing.                            |
| <b>CO3</b>                             | Analyze product strategies, pricing techniques, and brand management principles.                             |
| <b>CO4</b>                             | Evaluate marketing channels, e-commerce/m-commerce practices, and social media strategies for effectiveness. |
| <b>CO5</b>                             | Create a comprehensive digital marketing strategy to generate revenue and drive web traffic.                 |

#### **Unit 1: Understand New Marketing Realities**

Difference between Sales and Marketing, Challenges, issues and trends in marketing, best marketing campaigns that left an Impact, Importance of Marketing, 4Ps.

#### **Unit 2: Analyzing Consumer and Business Markets**

Analyzing Consumer and Business Markets, Cultural and social factors influencing consumer decisions, Identifying Market Segments and Targets, Competitive analysis and industry benchmarking, Market research introduction and methods, Primary & Secondary market research.

#### **Unit 3: Strategize a Product and its Pricing**

Understanding and Classifying Products, Product Levels: The Customer-Value Hierarchy, Product Classifications, Product Differentiation, Packaging, Labeling, Warranties, and Guarantees as Marketing Tools, Price Processing and Evaluation by Consumers, Building, Measuring, and Managing Brand Equity.

#### **Unit 4: Identify Place and Promote the Product**

Understanding Marketing Channel System and its Functions, Understanding Issues with E-Commerce and M-Commerce, Effect of Word of Mouth on Marketing Success.

#### **Unit 5: Digital Marketing**

Digital Marketing and its Channels, SEM (Search Engine Management), Meaning & Importance of SEO, Meaning of web Traffic, SEO - Onpage & Off Page, SEO for revenue generation. Google Ads, Types of Google Ads - Display, Video, Shopping, Introduction & meaning of Social Media Marketing, Power of social media, Benefits of social media, Types of Social Media Marketing, Social Media Metrics.

#### **References:**

1. Qasim Khan - The New Age Marketing
2. Pearson - Marketing Management
3. Mark Burgess and Cheryl Burgess - The New Marketing

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         | M   |     | L   |     |
| CO2                      |                           | H   | M   |     | L   |
| CO3                      | M                         |     | H   |     | H   |
| CO4                      | H                         |     |     |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Course: QUANTITATIVE TECHNIQUES AND TOOLS**  
**SUBJECT CODE: MBA582A**  
**CREDITS: 03**

**Course Objectives**

1. To identify the properties of discrete, continuous, nominal, ordinal, and categorical data, and recognize the sources of collection of data
2. To conduct analysis using measures of dispersion and rules of probability in order to study business scenarios
3. To identify the utilization of data through different techniques and tools
4. To practically apply the quantitative tools to study dynamic market scenarios.
5. To help in making corrective decisions based on the output and visualizations of quantitative techniques.

**Course Learning Outcomes (CO's)**

|            |   |
|------------|---|
| <b>CO1</b> | Equip students with foundational knowledge of data types, collection methods, and organization techniques for effective analysis.       |
| <b>CO2</b> | Develop proficiency in calculating and interpreting measures of central tendency and variability to summarize datasets.                 |
| <b>CO3</b> | Build a strong conceptual understanding of probability and its distributions to analyze and predict data patterns.                      |
| <b>CO4</b> | Enable students to identify relationships between variables, test hypotheses, and apply regression techniques for data-driven insights. |

|            |   |
|------------|---|
| <b>CO5</b> | Introduce optimization techniques and visualization tools to effectively interpret and present data insights. |
|------------|---|

### **Unit 1: Introduction to Data**

Understanding Data for Quantitative Techniques and Analytics, Role of Quantitative Techniques in Business and Industry, Structure of Data on an Excel Sheet, Qualitative Vs. Quantitative Data, Properties of Discrete, Continuous, Nominal, Ordinal, and Categorical Data with Real World Datasets, Sources and Properties of Quantitative Data, Primary Data Collection Methods, Describing Data.

### **Unit 2: Central Tendency and Measures of Dispersion**

Calculating Mean for Different Types of Data and Variables (i.e., Discrete, Continuous, Intervals, Frequency), Mean, Mode, Median, Comparing the Mean, Median, and Mode through Calculations on Various Datasets and Interpreting them. Ranges using Different Types of Data Variables, Quartile Deviation, Understanding Variance and Standard Deviation, Calculating Variance for Different Data Series, Standard Deviation for Different Data Series.

### **Unit 3: Basics of Probability and Distribution**

Probability, Application of Conditional Rules of Probability, Introduction to Probability Distribution with a Distribution Curve, Terms to focus on and their properties, skewness, frequency, probability, tails, Probability Distribution with Curves for a Discrete Series, Binomial Probability Distribution, Standard Normal Distribution.

### **Unit 4: Correlation, Hypothesis Tests, and Regression**

Correlation, Correlation using Pearson's Correlation Coefficient, Ranked Data, Correlation for Ranked Data using Spearman's Ranked Correlation, Creating basic Hypothesis Statements, Key Terms and Assumptions (Frequency, Probability, Alpha, Critical Value, Calculated Value, Confidence Level, and Significance Level, Population, and Sample). Z-Table and Reading a Z-Table, T-Table and Reading a T-Table, One-Tailed and Two-Tailed (All Key Terms, Distributions, and Scenarios of Application), Constructing a Simple Hypothesis Test using a T-Test, Regression.

### **Unit 5: LPP, Visualizations, and Basic Insights**

Optimization, Visualizations in MS Excel, Magnitude and Distribution Graphs, Change-Over-Time and Part-to-Whole Graphs, Correlation and Chart Elements.

#### **References:**

1. Taha and Hamdy, "Operations Research: An Introduction", Pearson Education.
2. Sharma J.K., "Operations Research: Problems and Solutions", Macmillan India Ltd.
3. Rajagopalan S. and Sattanathan, R. "Business Statistics and Operations Research", McGraw Hill.
4. Render, Barry, Stair, R.M., Hanna, M.E., and Badri, "Quantitative Analysis for Management"

### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      | H                         | H   |     |     | M   |
| CO3                      |                           | M   | H   |     | L   |
| CO4                      | M                         |     | M   |     | M   |
| CO5                      | H                         | H   |     | M   |     |

**Course: CORPORATE READINESS I**  
**SUBJECT CODE: MBA583A**  
**CREDITS: 01 (P)**

#### Course Objectives

1. Craft a compelling resume and cover letter
2. Record an impactful resume
3. Explain the differences between formal and informal email writing
4. Write professional business reports
5. Differentiate between internal and external stakeholders

| Course Learning Outcomes (CO's) |  |
|---------------------------------|--|
| <b>CO1</b>                      | Learnto craft a resume and cover letter for your dream job.      |
| <b>CO2</b>                      | Script and record a video resume for job applications.           |
| <b>CO3</b>                      | Write formal emails for different situations                     |
| <b>CO4</b>                      | Demonstrate Professional Communication with various stakeholders |
| <b>CO5</b>                      | Formulate opinions and write professional reports                |

#### Unit 1: Find and Get Your Dream Job

What is the Perfect Job for You? What is a resume? Structure of a resume, customize resumes according to the job description, what a cover letter is? Differentiate between a cover letter and a resume, Types of cover letters.



## Unit 2: Create an Impactful Video Resume

Steps to make a video resume, Video resume and its importance, differentiate between a video resume, a written resume and an elevator pitch, Crucial elements when recording a video resume.

## Unit 3: Master the Art of Writing Professional Emails

The ABCs of Email Writing, Email inquiring, The Fundamentals of Inquiry Emails

## Unit 4: Basics of Communication

7Cs of Communication, Interpersonal Communication, Internal and external stakeholder communication, Sentence Construction to Communicate Effectively.

## Unit 5: Written Communication

Opinions, Applying OREO (Opinion, Reason, Example, Opinion) and OREREREO (Opinion, Reason, Example, Reason, Example, Reason, Example, Opinion) METHOD to structure your opinions, Writing and Structuring an Op-Ed, Using Online Tools to Write Effectively, Utilizing ChatGPT to structure opinions, Report Writing.

### References:

1. "TheResumeWritingGuide: AStep-by-StepWorkbookforCreatingaWinningResume"byLisaMcGrimmon
2. "TheCoverLetterBook: YourDefinitiveGuidetoWritingthePerfectCoverLetter"byJamesInnes
3. "VideoResumes: GetNoticed, GetHired"byDavidPortney
4. "TheBusinessEmailHandbook: ClearandEffectiveCommunicationintheDigitalAge"bySherylLindsell-Roberts
5. "TheElementsofStyle"byWilliamStrunkJr. andE.B. White

### MappingofCourseLearningOutcomeswithProgramLearningOutcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | M                         |     | H   | L   |     |
| CO2                      |                           | M   |     |     | H   |
| CO3                      | M                         |     | H   |     | L   |
| CO4                      | H                         |     | M   |     | L   |
| CO5                      | H                         | H   |     | M   |     |

**Course: LOGICAL REASONING AND APTITUDE I**  
**SUBJECT CODE: MBA584A**  
**CREDITS: 01 (P)**

**Course Objectives**

1. Understand basic numbers systems and solve numbers series
2. Use mathematical skills to solve questions based on fractions, averages, and ratios
3. Practice shortcuts to calculate percentages quickly
4. Analyze and interpret data to derive conclusions
5. Apply logical reasoning to draw analogies and relations

| <b>Course Learning Outcome (CLOs)</b> |  |
|---------------------------------------|--|
| <b>CO1</b>                            | Gain conceptual knowledge about the numbers system and apply them to complete numbers series |
| <b>CO2</b>                            | Use mathematical concepts to calculate fractions, averages, and ratios                       |
| <b>CO3</b>                            | Derive and apply shortcuts to solve questions involving percentages quickly                  |
| <b>CO4</b>                            | Apply mathematical skills to interpret data and draw conclusions                             |
| <b>CO5</b>                            | Use logical reasoning skills to solve problems efficiently                                   |

**Unit 1: Numerical Ability**

Number System, HCF, and LCM, Basic number series, Basic arithmetic progression.

**Unit 2: Fundamentals of Mathematics**

Fractions and Averages, Ratio and Proportion.

**Unit 3: Percentages**

Converting percentages to fractions and decimals, Percentage increase and decrease.

**Unit 4: Data Interpretation**

Bar graphs, line graphs, tables and pie charts.

**Unit 5: Logical Reasoning**

Analogy and Odd One Out, Directions and Coding-decoding, Pythagoras theorem, angles, and shadow, Letter, number and substitution coding, Blood Relations.

**Textbook and References:**

1. Quantitative Aptitude for Competitive Examinations by RS Aggarwal
2. Quantitative Aptitude for Competitive Examination by Abhijit Guha

3. Text Book of Quickest Mathematics: Quantitative Aptitude & Numerical Ability Useful for all Competitive Exams by Kiran Prakashan
4. Quantitative Aptitude for Comprehension by Trisha Knowledge System

| Mapping of Course Learning Outcomes with Program Learning Outcomes: |                           |     |     |     |     |
|---|---------------------------|-----|-----|-----|-----|
| Course Learning Outcomes  | Program Learning Outcomes |     |     |     |     |
|   | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1   | H                         |     | M   |     | M   |
| CO2   | H                         | H   |     | L   |     |
| CO3   |                           | M   | H   | M   |     |
| CO4   | M                         |     | M   |     | L   |
| CO5   | M                         | H   |     | M   |     |

**Course: AI IN BUSINESS**  
**SUBJECT CODE: MBA585A (Theory)**  
**MBA586A (LAB)**  
**CREDITS: 03 {L-(02) P-(01)}**

#### Course Objectives

1. Understand the fundamentals of AI and its applications in the business context.
2. Explore different AI technologies and tools available for business applications.
3. Analyze real-world case studies to comprehend the impact of AI on various business processes.
4. Evaluate the potential benefits and challenges of implementing AI in business operations.
5. Develop strategies to effectively integrate AI solutions into business strategies and decision-making processes.

| Course Level Outcome (COs) |   |
|----------------------------|---|
| <b>CO1</b>                 | Define and describe the concept of Artificial Intelligence (AI) and its significance in the modern world. |
| <b>CO2</b>                 | Differentiate between Artificial Intelligence and other technological advancements.                       |
| <b>CO3</b>                 | Gain knowledge of the available AI tools and technologies in the market and their potential uses.         |
| <b>CO4</b>                 | Apply real-life examples to grasp key AI concepts and principles effectively.                             |
| <b>CO5</b>                 | Evaluate the potential impact of AI on different industries and business functions.                       |

### Unit 1: Introduction of Artificial Intelligence

Artificial Intelligence (AI) is and its importance in the modern world, differentiation between Artificial Intelligence and Technology.

### Unit 2: AI in Different Industries

AI In Retail: Company: Amazon Go, AI in Finance: Company name: Google Pay and Paytm, AI in Supply Chain Management: Company name: Delhivery, Challenges in AI

### Unit 3: AI in customer Experience in business

AI in Customer Experience: Company Name: Starbucks, AI in Entrepreneurship

### Unit 4: AI in Virtual world

AI in Cybersecurity: Cyber Police, AI in E-Sports, AI in Robotics I: Company Name: Sophia, Laparoscopy and NASA, AI in Entertainment, AI in AR: Company name: LensKart, AI in VR: Company Name: Sony PlayStation, Youtube Video/Documentary.

### Unit 5: AIChatPro

Productivity through AI : Company Name: ChatGPT, The Ethical Dilemma of AI

### Reference

- Artificial Intelligence: A Modern Approach by Stuart Russel and Peter Norvig.
- Life 3.0: Being Human in the Age of Artificial Intelligence by Max Tegmark
- Deep Learning Illustrated: A Visual, Interactive Guide to Artificial Intelligence by John Krohn, Grant Beyleveld, and Aglae Bass

### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      | H                         | M   |     |     | M   |
| CO3                      | M                         |     | H   |     | H   |
| CO4                      |                           | H   | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Course: Managerial Economics**  
**SUBJECT CODE: MBA587A**  
**CREDITS: 03**

### Course Objectives

1. To understand the fundamentals and principles of economics
2. To understand and evaluate the different stages of production

3. To identify the various types of market structures and their overall impact on the economy
4. To ascertain the role of government in the working of the economy and different types of markets
5. To determine the operational strategies of the modern economy

| <b>Course Learning Outcomes (CO's)</b> |  |
|--|--|
| <b>CO1</b>                             | Explain the processes of production and cost functions to evaluate short-run and long-run production decisions and assess economies of scale.  |
| <b>CO 2</b>                            | Apply elasticity concepts, such as price elasticity, income elasticity, and cross-price elasticity of demand, to assess market responsiveness. |
| <b>CO 3</b>                            | Apply forecasting techniques, to predict and analyze demand patterns.  |
| <b>CO 4</b>                            | Compare and contrast different market structures and evaluate the implications of market power and antitrust policies.                         |
| <b>CO 5</b>                            | Analyze the factors that influence demand, supply, and equilibrium conditions in microeconomics.   |

### **Unit 1: Fundamentals of Economics**

Introduction to microeconomic Basic concepts: demand, supply, and equilibrium, Factors affecting demand: price, income, preferences, substitutes, and complements, Factors affecting supply: input prices, technology, government regulations, and expectations. Market equilibrium: understanding the interaction of demand and supply. Demand Analysis: Elasticity of Demand, Regression Analysis, Utility and consumer behaviour, Indifference curve analysis, Marginal rate of substitution (MRS) and diminishing marginal rate of substitution (DMRS). Demand Forecasting – Moving Averages Method.

### **Unit 2: Demand and Production Theory**

Time series analysis, Trend analysis, Seasonal variations, evaluating forecasting accuracy, Theory of production: inputs, outputs, and productivity, Law of diminishing returns, Isoquants, Marginal rate of technical substitution (MRTS), Expansion path and introduction to economies of Scale, returns to scale: increasing, constant, and decreasing returns.

### **Unit 3: Cost and Market Structure**

Short-run cost functions, Average cost and marginal cost, Cost curves: AFC, AVC, ATC, Long-run cost functions, Economies of Scale, Minimum efficient scale (MES) and optimal firm size, Cost-volume-profit (CVP) analysis, Break Even analysis, Cost structure and decision-making. Market structures, Perfect Competition, Pricing and Output Decisions: Perfect Competition, Monopoly, Monopolistic, Oligopoly, Game Theory and Strategic Behavior.

### **Unit 4: Market Failure and Externalities**

Market Failure and Externalities, Types of market failures: externalities, public goods, asymmetric information, Externalities: positive and negative externalities, social cost and social benefit analysis, Externalities and government interventions: taxes, subsidies, regulations.

### Unit 5: Macroeconomic Variables and International trade

Macroeconomic Variables and Aggregate Demand, Aggregate Supply and Macroeconomic Equilibrium, Demand-pull and cost-push inflation, Fiscal Policy and Government Expenditure, Monetary Policy and Central Banking, International Trade and Globalization.

#### References:

1. Mehta, P.L. Managerial Economics- Analysis, Problems, Cases, Sultan Chand & Sons, New Delhi, Latest Edition.
2. Dwivedi, D.N. Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi, Seventh Edition. (DN)
3. Sloman, J. Economics for Business, Pearson Education.
4. Dornbusch, R. Fischer, S. and Startz, R. Macroeconomics, Tata McGraw-Hill
5. Gupta, G., S. Managerial Economics, Tata McGraw Hill.
6. Manikiw, G. N. Macroeconomics, W.H. Freeman & Company

#### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | H   | L   |     |
| CO2                      | M                         | HM  |     | M   | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | H   |     |

## Semester II

| S. No.       | Subject Code | Subject Name                      | L         | T        | P        | C         | Type |
|--------------|--------------|-----------------------------------|-----------|----------|----------|-----------|------|
| 1            | MBA588A      | Fundamentals of Corporate Finance | 3         | 0        | 0        | 3         | PC   |
| 2            | MBA589A      | HR Technology and Analytics       | 2         | 0        | 0        | 2         | PC   |
| 3            | MBA590A      | HR Technology and Analytics (Lab) | 0         | 0        | 1        | 1         | PC   |
| 3            | MBA519A      | Sales and Distribution Management | 3         | 0        | 0        | 3         | PC   |
| 4            | MBA516A      | Operations Management             | 3         | 0        | 0        | 3         | PC   |
| 5            | MBA591A      | Data Visualisation                | 2         | 0        | 0        | 2         | SE   |
| 6            | MBA592A      | Data Visualisation (Lab)          | 0         | 0        | 1        | 1         | SE   |
| 6            | MBA593A      | Corporate Readiness II            | 0         | 0        | 1        | 1         | SE   |
| 7            | MBA594A      | Logical Reasoning & Aptitude II   | 0         | 0        | 1        | 1         | AE   |
| 8            | MBA517A      | New Age Business Models           | 2         | 0        | 0        | 2         | PC   |
| <b>TOTAL</b> |              |                                   | <b>15</b> | <b>0</b> | <b>4</b> | <b>19</b> |      |

**Course: Fundamentals of Corporate Finance**  
**SUBJECT CODE: MBA588A**  
**CREDITS: 03**

**Objective:**

1. Equip with the skills to identify, assess, and manage financial risks in a corporate setting..
2. To determine the worth of stocks and debt instruments in different financial contexts.
3. Develop understanding of dividend policies and their implications on shareholder value, enabling them to make sound dividend-related decisions.
4. Provide knowledge and strategies for raising capital through debt and equity financing.
5. Equip with the skills to efficiently manage and optimize a company's working capital, including cash, inventory, and accounts receivable/payable.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO 1</b>                            | Understand the fundamental concepts and principles of corporate finance and their application in real-world scenarios.                    |
| <b>CO 2</b>                            | Analyze and evaluate financial risks faced by corporations, and develop strategies to mitigate and manage those risks effectively.        |
| <b>CO 3</b>                            | Calculate and interpret the weighted average cost of capital (WACC) as a crucial metric for investment decision-making.                   |
| <b>CO 4</b>                            | Apply valuation techniques to determine the fair value of stocks and debt instruments, taking into account relevant financial factors.    |
| <b>CO 5</b>                            | Analyze different dividend policies and their impact on shareholder wealth, and make informed decisions regarding dividend distributions. |

### **Unit 1: Introduction to Corporate Finance**

Introduction, Fundamentals of Time Value of Money, Evaluating Investment Decisions and Measuring Wealth Creation, Introduction to Capital Budgeting Decisions, Capital Investments, Capital Budgeting Decisions under Uncertainty, Evaluating Risk and Making Capital Investment Decisions.

### **Unit 2: Risk Analysis**

Understanding the Relationship between Risk and Return, Measures of Risk and Return and Segregating Investments, Capital Asset Pricing Model (CAPM) and Risk Bifurcation, Risks Relevant for Investors and Minimum Required Return for Firms

### **Unit 3: Weighted Average Cost of Capital**

Introduction to Weighted Average Cost of Capital (WACC), Appropriate Discount Rate for Project Evaluation, Integration of Cash Flows, Integrated Concepts in Capital Budgeting Decisions

### **Unit 4: Stock and Debt Valuation**

Introduction to Stock and Debt Valuation, Discounted Cash Flow (DCF) Models for Equity Valuation, Discounted Cash Flow (DCF) Models for Debt Valuation, **Capital Structure and Firm Value, Impact of Debt and Equity Financing on Firm Value**

### **Unit 5: Dividend Policy, Raising Debt and Equity, Working Capital Management**

Dividend Policy, Raising Debt and Equity, Working Capital Management, Firm's Cash Needs and Working Capital Decisions, Integrated Financial Management.



**References:**

1. Frederic S. Mishkin and Stanley Eakins - Financial Markets and Institutions
2. How Finance Works - Mihir Desai
3. Sunil Parameswaran - Fundamentals of Financial Instruments: An Introduction to Stocks, Bonds, Foreign Exchange, and Derivatives

| Mapping of Course Learning Outcomes with Program Learning Outcomes: |  |  |  |  |  |
|---|--|--|--|--|--|
|---|--|--|--|--|--|

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Course: HR Technology & Analytics**  
**SUBJECT CODE: MBA589A (Theory)**  
**MBA590A(Practical)**  
**CREDITS: 03 {L-02 & P-01}**

**Course Objectives**

1. Identify the role of HRMS in streamlining HR processes and data management
2. Explore the KPIs in Talent Acquisition and create reports and dynamic dashboards
3. Recognize the KPIs in HR Operations and develop interactive dashboards
4. Analyze and create dynamic dashboards and reports using Excel in HRBP
5. Recognize the ethical concerns and privacy issues in HR technology and analytics

| Course Learning Outcomes (CO's) |   |
|---------------------------------|---|
| <b>CO 1</b>                     | Identify the technology aspect in HR and HMS  |
| <b>CO 2</b>                     | Recognize KPIs in TA and create reports and dashboards  |
| <b>CO 3</b>                     | Analyze the reports and dashboards in HR operations for aligning activities                               |
| <b>CO 4</b>                     | Explore and create dynamic dashboards using excel in HRBP domain  |
| <b>CO 5</b>                     | Develop strategies to address ethical concerns and employee privacy issues in HR technology and analytics |

### **Unit 1: Introduction to Human Resource Technology and HRMS**

Overview of Human Resource Technology and Analytics, HR Analytics Foundations, HR Data for Analytics, HR Data for Analytics, Introduction to HRMS, HRMS Selection

### **Unit 2: KPIs and Reports and Dashboards in TA**

Types of KPIs, Types of PI/RIs and KRIs in TA, Introduction to Dashboards in TA, Reporting and Presenting KPIs

### **Unit 3: KPIs and Reports and Dashboards in HR Operations**

Types of KPIs in HR Operations, Types of PIs/RIs and KRIs in HR Operations, Identifying and Setting Effective KPI, HR Operations – Reports, Designing Interactive Dashboards for HR Operations, Using Interactive Features in Dashboards.

### **Unit 4: KPIs and Reports and Dashboards in HRBP**

Introduction to KPIs in HRBP, Data Collection and Management in Excel, Setting Up KPI Tracking Sheets, Data Analysis Techniques in Excel.

### **Unit 5: HR Technology and Analytics**

HR Technology and Analytics - the Future of Work and Ethics, HR Technology and Analytics and Global HR, HR Technology and Analytics and Artificial Intelligence (AI).

#### **References:**

1. Excellence in People Analytics, Kogan page, First edition, Jonathan Ferrar, David Green.
2. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical by Fermin Diez, Mark, Bussin, Venessa Lee

#### **Mapping of Course Learning Outcomes with Program Learning Outcomes:**

|                                 | <b>Program Learning Outcomes</b> |     |     |     |     |
|---------------------------------|----------------------------------|-----|-----|-----|-----|
| <b>Course Learning Outcomes</b> | PO1                              | PO2 | PO3 | PO4 | PO5 |
| CO1                             | H                                |     | M   | L   |     |
| CO2                             |                                  | H   |     |     | L   |
| CO3                             |                                  |     | H   |     | H   |
| CO4                             | H                                |     | M   |     | M   |
| CO5                             | M                                | H   |     | M   |     |

**Course: Sales & Distribution Management**

**SUBJECT CODE: MBA519A**

**CREDITS: 03**

#### **Course Objectives**

1. To identify and recognize the basics of personal selling, selling formats, and handling objections.

2. To recognize the significance of sales planning, career opportunities in sales, and roles of sales managers.
3. To apply sales forecasting methods, strategies for handling objections, and factors for sales territory design.
4. To analyze the benefits of effective sales structures, and evaluate sales reports and organization structures.
5. To evaluate sales compensation structures, sales performance evaluation, and factors for channel partner selection in distribution management.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO 1</b>                            | Identify the key sales concept, personal selling, and selling format            |
| <b>CO 2</b>                            | Interpret career opportunities in sales, and grasp the roles of sales managers  |
| <b>CO 3</b>                            | Analyze sales forecasting methods, implement strategies for handling objections |
| <b>CO 4</b>                            | Discuss and evaluate sales reports and different sales organization structures  |
| <b>CO 5</b>                            | Apply the trends in sales and distribution in real-life practical cases         |

### **Unit 1: Introduction to Sales Management**

Basics of Sales, Introduction to Personal Selling, Selling Formats and Strategies, Handling Customer Objections and Difficult Customers.

### **Unit 2: Sales Strategies and Structures**

Introduction to Sales Planning and Organization, Career and Career Trajectories in Sales, Levels and Roles in Sales Management, Targets and their Importance in Sales, Sales Forecasting Methods I, Sales Forecasting Methods II, Organizing and Driving Sales Efforts, Sales Territories, Quotas and Sales Promotions

### **Unit 3: Maximizing Sales Performance**

Sales Reports, Sales Funnel, Goal Setting for Self and Team.

### **Unit 4: Effective Sales Force Management**

Sales Force Management and Sales Job Analysis, Recruitment and Selection in Sales, Sales Force Compensation and Motivation, Salesforce Supervision, Sales Expenses.

### **Unit 5: Distribution Management**

Introduction to Distribution Management, Marketing Channel Strategy, Types of Channels, Channel Partners, and Channel Intensity, Distribution and other Function e-Distribution.

#### **Reference:**

- Pearson - Sales and Distribution Management
- Krishna Havaladar - Sales And Distribution Management

- Krishna K. Havaladar and Vasant M. Cavale - Sales and Distribution Management
- Tapan K Panda - Sales And Distribution Management
- Anshuman Sharma - Sales And Distribution Management
- A. Nag - Sales And Distribution Management

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Course: Operations Management**  
**SUBJECT CODE: MBA516A**  
**CREDITS: 03**

**Course Objectives**

1. Describe an overview of operations management principles, functions, and strategies used to effectively manage business operations.
2. Familiarize with the fundamental concepts and techniques involved in optimizing production systems and managing operations efficiently.
3. Introduce quality management principles and enabling them to identify and improve processes to achieve higher quality and customer satisfaction.
4. Equip with the knowledge and skills needed to implement effective inventory management practices and ensure product quality through quality control techniques.
5. Demonstrate the ability to prepare Gantt charts, project management schedule for effective operations management.

| Course Learning Outcomes (CO's) |  |
|---------------------------------|--|
| <b>CO 1</b>                     | Explain the basic elements of operations management                          |
| <b>CO 2</b>                     | Apply forecasting techniques and capacity planning strategies to meet demand |

|             |  |
|-------------|--|
| <b>CO 3</b> | Identify the significance of scheduling and maintaining project efficacy   |
| <b>CO 4</b> | Implement Total Quality Management (TQM) principles and Statistical Process Control (SPC) techniques in operations |
| <b>CO 5</b> | Demonstrate the ability to create project management schedule, Gantt charts and periodic review model in excel     |

### **Unit 1: Operations Management Overview**

Introduction to Operations Management, Operations Strategy, Product and Service Design, Process Analysis and Improvement, Process Design and Layout.

### **Unit 2: Operations Planning and Control**

Forecasting and Demand Management, S&OP and MRP, Strategies for Inventory Management – I, JIT and Lean Production, Lean Principles and Practices

### **Unit 3: Scheduling and Operations Management**

Scheduling, Gantt Charts and Project Scheduling, Resource Allocation and Resource Leveling, Supply Chain Management Inventory Management and ABC Analysis

### **Unit 4: Quality Management and Assurance:- Total Quality Management (TQM)**

Fundamentals, Statistical Process Control (SPC) Basics, Practical Application of TQM and SPC Quality Assurance and Control, Operations Strategy and Competitive Advantage, Performance Measurement and Key Performance Indicators (KPIs)

### **Unit 5: Planning and Monitoring Application**

Practice Session: Gantt Chart and Project Management Sheet, Production Schedule, Practice Session: Periodic Review System Model

#### **References:**

1. Operations and Supply Management by Richard Chase, Ravishankar, F. Robert Jacobs, published by McGraw Hill, Special Indian edition. 15e
2. Operations Management by Russell and Taylor- Wiley publication
3. The Goal by Goldratt; Publisher-Productivity and Quality Publishing Private Ltd Madras.
4. Operations Management Theory and Practice by B. Mahadevan; Pearson 2015

| <b>Mapping of Course Learning Outcomes with Program Learning Outcomes:</b> |                                  |     |     |     |     |
|--|----------------------------------|-----|-----|-----|-----|
|  | <b>Program Learning Outcomes</b> |     |     |     |     |
| <b>Course Learning Outcomes</b>  | PO1                              | PO2 | PO3 | PO4 | PO5 |
| CO1  | H                                |     | M   | L   |     |

|     |   |   |   |   |   |
|-----|---|---|---|---|---|
| CO2 |   | H |   |   | L |
| CO3 |   |   | H |   | H |
| CO4 | H |   | M |   | M |
| CO5 | M | H |   | M |   |

**Course: Data Visualisation**  
**SUBJECT CODE: MBA591A (Theory)**  
**MBA592A(Lab)**  
**CREDITS: 03 {L-02, P-01}**

**Course Objectives**

1. To teach students how to use Excel and Power BI to analyze and interpret data
2. To help students understand the importance of effective data visualization in decision making
3. To teach students how to design and create effective data visualizations that accurately represent data
4. To help students understand different data visualization techniques and when to use them
5. To teach students design principles and aesthetics in data visualization
6. To help students communicate data insights effectively using data visualizations and other techniques.

| <b>Course Learning Outcomes (CO's)</b> |  |
|--|--|
| <b>CO 1</b>                            | Analyze and interpret data using Excel and Power BI          |
| <b>CO 2</b>                            | Design and create effective data visualizations              |
| <b>CO 3</b>                            | Evaluate data visualization techniques                       |
| <b>CO 4</b>                            | Apply design principles and aesthetics in data visualization |
| <b>CO 5</b>                            | Communicate data insights effectively                        |

**Unit 1: Basics of Data Visualization with Excel**

Introduction to Data Visualization, Basics of Excel for Data Visualization, Charting in Excel, Distribution & Change-over-Time Visualizations, Magnitude & Part-to-Whole Visualizations, Correlation & Ranking Visualizations, Interactive Dashboards in Excel, Storytelling with Data

## Unit 2: Advanced Data Visualization with Excel

Advanced Charting in Excel, Some Advance Visualization Techniques on MS Excel, Pivot Tables and Pivot Charts in Excel, Data Analysis and Visualization with Excel

## Unit 3: Power BI

Introduction to Power BI, Data Preparation and , Modeling in Power BI, Basic Visualizations in Power BI, Basic Visualizations in Power BI.

## Unit 4: Advanced Data Visualization with Power BI

Introduction to Advanced Data Visualization with Power BI, Types of Advanced Visualizations in Power BI, Interactivity and Drill Down in Power BI, Data Analysis and Visualization with Power BI, Data Analysis and Insights with Power BI.

## Unit 5: Advanced Concepts in Data Visualization

Visual Storytelling and Infographics, Design and Aesthetics in Data Visualization, Tools and Resources for Data Visualization.

### References:

1. Mastering Power BI by Chandraish Sinha.
2. Learning Microsoft Power BI: Transforming Data into Insights by Jeremy Arnold.
3. Definitive Guide to DAX, The: Business intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel by Alberto Ferrari Marco Russo.
4. Analyzing Data with Microsoft Power BI and Power Pivot for Excel by Marco Russo and Alberto Ferrari).

### Mapping of Course Learning Outcomes with Program Learning Outcomes:

|                          | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
| Course Learning Outcomes | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | M                         |     | M   | L   |     |
| CO2                      | M                         | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Course: Corporate Readiness II**

**SUBJECT CODE: MBA593A**

**CREDITS: 01 (P)**

### Course Objectives

1. Answer interview questions using different frameworks
2. Build your personal brand

3. Apply effective note-taking skills
4. Deliver impactful presentations
5. Use storytelling techniques

| <b>Course Level Outcome (CLOs)</b> |  |
|------------------------------------|--|
| <b>CO1</b>                         | Use LinkedIn and other online tools to build your brand and get more opportunities     |
| <b>CO2</b>                         | Prepare for interviews by framing and practicing answers to common interview questions |
| <b>CO3</b>                         | Employ the skill of note-taking to enhance productivity in the workplace               |
| <b>CO4</b>                         | Use storytelling to present information in a compelling and creative manner            |
| <b>CO5</b>                         | Adopt strategies to deliver impactful and effective presentations                      |

### **Unit 1: Use Online Tools to Get More Opportunities**

Introduce Yourself Professionally, Build Your Personal Brand, Online Profile Building, Unleash the Power of LinkedIn Networking

### **Unit 2: Prepare for Personal Interview**

Complete Guide to the Interview Process, Tips for What to do During the Interview, What Do You Know About Where You Want to Go?, How to Ace a Behaviour Interview, How to Answer Competency Based Questions, How to Highlight Your Soft Skills, Netiquette to Follow for Virtual Interviews and Meetings.

### **Unit 3: Note Taking**

Effective Note Taking, Recording Minutes of a Meeting.

### **Unit 4: Storytelling Techniques**

Think Creatively, Use The Power Of Stories.

### **Unit 5: Make and Deliver a Presentation**

Using Presentations in a Workplace, Make A Presentation: Planning & Research, Make A Presentation: Structuring & Drafting, Make A Presentation: Designing, Make A Presentation: Practicing As A Group/ Delivering.

### **References:**

1. "The Resume Writing Guide: A Step-by-Step Workbook for Creating a Winning Resume" by Lisa McGrimmon
2. "The Cover Letter Book: Your Definitive Guide to Writing the Perfect Cover Letter" by James Innes
3. "Video Resumes: Get Noticed, Get Hired" by David Portney
4. "The Business Email Handbook: Clear and Effective Communication in the Digital Age" by Sheryl Lindsell-Roberts
5. "The Elements of Style" by William Strunk Jr. and E.B. White



**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Course: Logical Reasoning & Aptitude II**  
**SUBJECT CODE: MBA594A**  
**CREDITS: 01 (P)**

**Course Objectives**

1. Recap mathematical concepts such as ratio and proportion
2. Solve advanced number series
3. Use percentage shortcuts to calculate profit, loss, and interest
4. Analyze advanced charts and graphs to derive conclusions
5. Apply logical reasoning to draw analogies.

| Course Level Outcome (COs) |   |
|----------------------------|---|
| <b>CO1</b>                 | Practice mathematical skills by solving questions based on number series, ratios, percentages and data interpretation |
| <b>CO2</b>                 | Use logical reasoning skill to solve problems efficiently   |
| <b>CO3</b>                 | Gain conceptual knowledge about the number system and apply them to complete number series                            |
| <b>CO4</b>                 | Calculate profit, loss, and interest using percentage shortcuts   |
| <b>CO5</b>                 | Apply mathematical skills to interpret data and draw conclusions  |

**Unit 1: Practice Mathematical Skills**

Number Series I, Basic arithmetic progression, Ratio and Proportion, Percentages, Data Interpretation I, Bar graphs, line graphs, tables and pie chart.

**Unit 2: Practice Logical Reasoning**

Analogy and Odd One Out, Directions, Coding-decoding and Blood Relations, Letter, number and substitution coding, Family tree

**Unit 3: Numerical Ability**

Number Series II, Arithmetic and geometric progression.

**Unit 4: Application of Percentages**

Profit and Loss, Discounts, Successive discount, The formula for SI and CI.

**Unit 5: Data Interpretation**

Data Interpretation II, Double and triple bar graphs questions, Double pie chart questions, profit and loss, and multiple tables.

**Textbook and References:**

1. Quantitative Aptitude for Competitive Examinations by RS Aggarwal
2. Quantitative Aptitude for Competitive Examination by Abhijit Guha
3. Text Book of Quickest Mathematics: Quantitative Aptitude & Numerical Ability Useful for all Competitive Exams by Kiran Prakashan
5. Quantitative Aptitude for Comprehension by Trisha Knowledge System

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Course: New Age Business Models**

**SUBJECT CODE: MBA517A**

**CREDITS: 02**

**Course Objectives**

1. Understand business models, their components, and importance in the business world.
2. Identify and assess different revenue models for suitability in specific businesses.
3. Explore the role of technology in business models, including advantages and disadvantages.
4. Analyze customer segments, target audience, and key partners in a business model.
5. Develop the ability to evaluate the strength of a business model and implement effective marketing strategies.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | Identify and analyze fundamentals of business models, revenue streams, and revenue models for diverse businesses                        |
| <b>CO2</b>                             | Recognize various revenue models and how they aid the new age businesses  |
| <b>CO3</b>                             | Explore the role of technology in modern business models, including advantages, disadvantages, and strategies for effective integration |
| <b>CO4</b>                             | Identify customer segments, analyze segment profiling techniques, and evaluate their importance in business strategies                  |
| <b>CO5</b>                             | Analyze the strengths and weaknesses of business model  |

#### **Unit 1: Business Model Basics**

Introduction of Business Models, Elements of Business Model, Cost Structure and Revenue Generation, Challenges and Solution, USPs, Pricing, Revenue Stream, Messaging, Go-to-market, Investment required, Growth opportunity, Key Partners.

#### **Unit 2: Revenue Models**

Basics of Revenue Models, Advertising Model, Selling Real Model, Selling Virtual Model, Web Sales, Channel Sales, Retail Sales Model, **Selling Virtual Model**, Freemium Model, Licensing Model, Subscription Model.

#### **Unit 3: Role of Technology in Business Models**

Role of Technology in Business Models, Pros and Cons of using technology in business, (Universality, Omnichannel, Transaction Cost Reducer, Infinite Virtual Capacity), Challenges and Risks of Implementing Technology.

#### **Unit 4: Segment Profiling**

Customer Segmentation, Target Segment Identification, Geographic / Demographic, Behavioural / Psychographic, Target Segment, Customer Segment, Size / TAM, Segment Profiling  
Types of Segment Profiling, Different Approaches to Segment Profiling, Market Research Techniques for Understanding Customer Segments.

#### **Unit 5: Evaluating Strength of Business Model**

Evaluating Strength of Business Model, Marketing Strategies, Growth Potential, SWOT Analysis, Porter's Five Forces Analysis, Market positioning.

#### **References:**

1. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries.
2. Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You by Geoffrey G. Parker, Marshall W. Van Alstyne, and Sangeet Paul Choudary.

3. Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation by Patrick Van Der Pijl, Justin Lokitz, and Jesse Van Der Loo.

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

### Semester III

| S. No.       | Subject Code | Subject Name                     | L         | T        | P        | C         | Type |
|--------------|--------------|----------------------------------|-----------|----------|----------|-----------|------|
| 1            |              | Specialization I (Subject I)     | 3         | 0        | 0        | 3         | PE   |
| 2            |              | Specialization I (Subject II)    | 3         | 0        | 0        | 3         | PE   |
| 3            |              | Specialization I (Subject III)   | 3         | 0        | 0        | 3         | PE   |
| 4            |              | Specialization II (Subject I)    | 3         | 0        | 0        | 3         | PE   |
| 5            |              | Specialization II (Subject II)   | 3         | 0        | 0        | 3         | PE   |
| 6            |              | Specialization II (Subject III)  | 3         | 0        | 0        | 3         | PE   |
| 7            | MBA595A      | Corporate Readiness III          | 0         | 0        | 1        | 1         | SE   |
| 8            | MBA596A      | Logical Reasoning & Aptitude III | 3         | 0        | 0        | 3         | AE   |
| 9            | MBA016A      | Analytical Tools                 | 2         | 0        | 0        | 2         | SE   |
| 10           | MBA024A      | Analytical Tools (Lab)           | 0         | 0        | 1        | 1         | SE   |
| <b>TOTAL</b> |              |                                  | <b>23</b> | <b>0</b> | <b>2</b> | <b>25</b> |      |

#### Specialization Subjects

| S. No.                      | Sub Code | Subject                     | L | T | P | C | Type |
|-----------------------------|----------|-----------------------------|---|---|---|---|------|
| <b>Marketing Management</b> |          |                             |   |   |   |   |      |
| 1                           | MBA539A  | Brand Management            | 3 | 0 | 0 | 3 | S    |
| 2                           | MBA541A  | Marketing Analytics         | 3 | 0 | 0 | 3 | S    |
| 3                           | MBA543A  | Website Planning, SEO & SEM | 3 | 0 | 0 | 3 | S    |
| <b>Finance</b>              |          |                             |   |   |   |   |      |
| 1                           | MBA601A  | Cost Accounting             | 3 | 0 | 0 | 3 | S    |

|                                       |
|---------------------------------------|
| <b>Course Learning Outcomes (COs)</b> |
|---------------------------------------|

|                                     |         |  |          |          |          |          |          |
|-------------------------------------|---------|--|----------|----------|----------|----------|----------|
| <b>2</b>                            | MBA602A | Finance & Accounting Processes I                 | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>3</b>                            | MBA603A | Finance & Accounting Processes II                | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>Operations Management</b>        |         |  |          |          |          |          |          |
| <b>1</b>                            | MBA604A | Project Management                               | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>2</b>                            | MBA556A | Operations Research                              | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>3</b>                            | MBA560A | Supply Chain Management                          | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>IT, Analytics &amp; Research</b> |         |  |          |          |          |          |          |
| <b>1</b>                            | MBA563A | Data Analytics-I                                 | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>2</b>                            | MBA564A | Data Analytics-II                                | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>3</b>                            | MBA565A | Business Research                                | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>Human Resource Management</b>    |         |  |          |          |          |          |          |
| <b>1</b>                            | MBA567A | Training & Development                           | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>2</b>                            | MBA568A | Recruitment                                      | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |
| <b>3</b>                            | MBA569A | Employee Life Cycle & Organisational Development | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>S</b> |

**BRAND MANAGEMENT**  
**SUBJECT CODE: MBA539A**  
**Credits: 03**

**Course Objectives**

1. Understand the fundamentals of brand management and its importance in the marketplace.
2. Analyze the market and media landscape to create effective marketing strategies.
3. Develop an understanding of sales management principles and how to effectively manage sales teams.
4. Create efficient sales territories based on geographic and demographic factors.
5. Learn about different types of sales and how to evaluate the performance of a salesforce.

|            |  |
|------------|--|
| <b>CO1</b> | Definethekeyconceptsandprinciplesofbrandmanagementandsalesmanagement.                  |
| <b>CO2</b> | Analyzeandevaluatedifferentbrandingstrategiesandtheireffectivenessinpositioningabrand. |
| <b>CO3</b> | Designandpresentabrand-buildingplan,addressingchallengesandcrisismanagement.           |
| <b>CO4</b> | Createacustomer-centricalsolutionthataddvalueandaddressesspecificcustomerneeds.        |
| <b>CO5</b> | Analyzeanddefendtheeffectivenessofsalespitchesutilizingadvancedpersuasionstrategies.   |

### **Unit I: Introduction to Brand Management**

Introduction to Brand Management, Distinguishing between a product and a brand Branding strategies to transform products into brands, Identifying target markets and consumer segments, Positioning strategies to differentiate brands in the market, Brand positioning statement development, Exploring brand value, brand image, and brand personality, Developing a unique brand identity, Elements of visual identity: logo, color palette, typography, Crafting a go-to-market (GTM) strategy for brand introduction and growth.

### **Unit II: Building and Measuring Brand Equity**

Building and Measuring Brand Equity, Identifying competitive advantages for brands Communicating unique selling propositions (USPs) Strategies to overcome brand-building obstacles, Dealing with brand crises and reputation management Introduction to brand equity measurement, Brand equity models: Aaker's Brand Equity Model, Keller's Customer-Based Brand Equity Model, The concept of the brand funnel and its stages (awareness, consideration, preference, loyalty), Mapping the customer journey within the brand funnel, Techniques to build brand loyalty and foster brand advocacy, Leveraging customer engagement and brand communities

### **Unit III: Sales Strategy and Customer Analysis**

Market segmentation techniques for effective targeting, Customer needs analysis and understanding buyer behavior, Understanding the stages of the customer lifecycle, Strategies for managing customer relationships at each stage, Introduction to customer relationship management (CRM) systems, Benefits and features of CRM in sales management, Value creation strategies in sales and marketing, Differentiating value propositions for various customer segments, Designing customer-centric solutions and offerings Incorporating customer feedback and insights in solution design, Understanding the concept of customer lifetime value (CLV).

### **Unit IV: Sales Execution and Performance**

Overview of the sales process: prospecting, qualifying, presenting, closing, and follow-up, Key performance indicators (KPIs) for sales teams, Tracking and analyzing sales metrics, Maximizing sales coverage and customer reach, Effective negotiation techniques for sales professionals, Building long-term relationships with customers.

### **Unit V: Sales Pitch**

Sales Pitch: Introduction to Sales Pitch, Conducting research to gather insights about customer needs, pain points, and preferences, Developing Effective Sales Pitches, Aligning marketing messages with sales objectives and customer needs, Techniques for effective sales storytelling.

#### **Text Books:**

1. Kotler, P. & Keller, K. L. (2012). *Marketing Management* (14th ed.). Pearson.

2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UIHaq, E. (2010). *Principles of Marketing - A South Asian Perspective*. (13th ed.). Pearson.

**References:**

1. Ramaswamy, V.S., Namakumari, S. (2009). *Marketing Management: Global Perspective-Indian Context*. (4th ed.). Macmillan Publishers India Limited.
2. Zikmund, W.G., D' Amico, M. (1999). *Marketing*. (6th ed.). Ohio: South-Western College Publishing.
3. Etzel, Michael J, Walker, Bruce J, Stanton William J and Pandit, Ajay (2009). *Marketing* (14th ed.). Tata McGraw Hill.

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Marketing Analytics**  
**SUBJECT CODE – MBA541A**  
**Credits: 03**

**Objectives:**

1. Gain foundational knowledge of marketing analytics principles and techniques.
2. Apply quantitative methods to assess market size and make informed business decisions.
3. Understand and utilize key performance indicators (KPIs) to measure marketing effectiveness.
4. Analyze customer data to gain insights into behavior and preferences for targeted marketing strategies.
5. Utilize data-driven insights to optimize the sales funnel and drive conversions.

| Course Learning Outcomes (CO's) |  |
|---------------------------------|--|
| <b>CO1</b>                      | Explain and analyze the basic concepts of marketing analytic                               |
| <b>CO2</b>                      | Describe market sizing, discuss the practical applications and tools used in market sizing |



|            |   |
|------------|---|
| <b>CO3</b> | Understand,select,andmeasuremarketingKPIstoevaluate marketing performance and inform strategicdecision-making |
| <b>CO4</b> | Analyzecustomerdatatogainactionableinsightsandmakeinformedmarketingdecisions.                                 |
| <b>CO5</b> | Utilizemarketingtoolstocollect,analyze,andinterpretmarketingdatafordecision-makingpurposes                    |

### **Unit I: Introduction to Market Sizing**

Introduction To Market Sizing, Basics of Marketing Analytics, Importance, components and types, Advantages and disadvantages, what does a market analyzer do, Skills marketing analytics manages need, Marketing analytics software, what is market sizing, Purpose of market sizing, Components and Methods, Market Sizing Process , Factors Affecting Market Sizing ,Tools to Estimate Market Size, Data Analytics , Steps in data analytics, Data analytics v/s market analytics.

### **Unit II: Social Media Analytics and Strategies**

Social Media Analytics and Strategies, Importance of social media, Elements, Elements of a good content strategy, Tricks & Tools for a great content strategy, Difference between vanity & action metrics, social media Tools and Tricks, Categories of Tools - Research, Content, Management, Collaboration.

Essential Tools - A walkthrough, Facebook, Instagram, LinkedIn, Pinterest, YouTube, Best practices and insights, Social Media Platforms, Personal Branding on social media

### **Unit III: Marketing KPIs**

Explanation of different types of marketing KPIs and their relevance to business goals, Introduction to Marketing KPIs, Data cleaning and formatting techniques for accurate KPI measurement, Data Collection and Preparation for KPIs, Exploring Excel formulas and functions commonly used for calculating marketing KPIs,Step-by-step demonstration of creating charts in Excel using sample marketing data, Creating Charts and Dashboards in Excel.

### **Unit IV: Customer Analytics**

Understanding the importance of customer analytics in marketing decision-making, Exploring different types of customer data and their sources, demographic analysis and its relevance in understanding customer behaviour, significance of CAC in measuring marketing effectiveness, Explanation of CAC formula and its components (marketing expenses, leads, customers), Understanding the concept and importance of CLV in customer relationship management, Calculation methods for CLV, including historic CLV, predictive CLV, and customer retention analysis, NPS as a metric for gauging customer satisfaction and loyalty

### **Unit V: Marketing Data Tools**

Marketing Data Tools, Types of Marketing Analytics Tools, Digital Marketing Analytics Marketing Analytics Tools: Google Analytics Interface, Google Analytics Interface: Log in to your Google Analytics account and explore the different sections and menus, Introduction to Canva Design Tool Key features of Canva.

### **Text Books:**

1. Marketing Analytics: Based on First Principles by Robert W. Palmatier, Associate Professor J. Andrew Petersen
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel

**References:**

1. Marketing Analytics by Seema Gupta and Avadhoot Jathar
2. Marketing Analytics by Moutusy Maity and Pavankumar Gurazada

| Mapping of Course Learning Outcomes with Program Learning Outcomes: |                           |     |     |     |     |
|---|---------------------------|-----|-----|-----|-----|
|   | Program Learning Outcomes |     |     |     |     |
| Course Learning Outcomes  | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1   | H                         |     | H   | L   |     |
| CO2   | M                         | L   |     | H   | L   |
| CO3   |                           |     | H   |     | H   |
| CO4   | H                         |     | L   |     | M   |
| CO5   | M                         | M   |     | M   |     |

**Website Planning, SEO, and SEM****SUBJECT CODE- MBA543A****Credits: 03****Objectives:**

1. Aims to teach students how to plan and design an effective website, including the creation of a sitemap and wireframes.
2. Students will learn about SEO techniques and how to optimize website content to improve search engine rankings.
3. The course will cover SEM strategies such as pay-per-click (PPC) advertising, and students will learn how to create and manage successful ad campaigns.
4. Students will learn how to measure the success of their website and marketing efforts using analytics tools such as Google Analytics.

| Course Learning Outcomes (CO's) |   |
|---------------------------------|---|
| <b>CO1</b>                      | Become familiar with different components of a website and learn how to implement theories into practice                            |
| <b>CO2</b>                      | Learn the principles of creating an effective website and ways to publish it  |
| <b>CO3</b>                      | Develop and implement effective SEO strategies to enhance website visibility, drive organic traffic, and achieve measurable results |
| <b>CO4</b>                      | Execute and optimize SEM campaigns for targeted traffic and maximum conversions.  |
| <b>CO5</b>                      | Analyze no-code website building platforms  |

### **Unit I: Introduction Website Designing**

Introduction Website Designing, Define website designing and its role in the overall website development process, Explain the purpose and objectives of website designing, Types of Website, Components of a website, Web Navigation, CMS Platforms, Domain and Hosting, What is Website content, Planning and Creating Engaging Website Copy

### **Unit II: Website Planning And Designing**

Website Planning And Designing, Explain the purpose and objectives of website planning, Discuss how effective planning can contribute to the success of a website, Creating a sitemap: Organizing content hierarchy, Optimizing website content for search engines (SEO) and user engagement.

### **Unit III: SEO**

SEO, Definition and importance of SEO in digital marketing, Understanding the role of search engines in online visibility, Techniques for conducting keyword research, utilizing keyword research tools effectively, understanding on-page optimization elements, Optimizing meta tags (title, description, keywords), Exploring technical aspects of SEO.

### **Unit IV: SEM and Advanced SEO Techniques**

SEM and Advanced SEO Techniques, Setting up and managing Google Ads campaigns, Creating compelling ad copy and call-to-actions, Understanding PPC advertising model, Implementing conversion tracking in Google Ads, Exploring advanced SEO strategies and tactics

### **Unit V: Website Building Platforms**

No-Code Website Building Platforms, Understanding the features and benefits of Wix for website planning, mapping out the website structure using Wix's intuitive interface, Exploring Bubble's design capabilities for creating a visually appealing UI, Customizing the layout, colors, and typography of the application, Creating Engaging Content: Planning and organizing your website's content structure.

#### **Text Books:**

1. "Web Design for ROI: Turning Browsers into Buyers & Prospects into Leads" by Lance Loveday and Sandra Niehaus
2. "The Art of SEO: Mastering Search Engine Optimization" by Eric Enge, Stephan Spencer, Jessie Stricchiola, and Rand Fishkin

#### **References:**

1. "Pay-Per-Click Search Engine Marketing: An Hour a Day" by David Szetela and Joseph Kerschbaum.

### **Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**COST ACCOUNTING**  
**SUBJECT CODE-MBA601A**

**Course Objectives**

1. Develop a solid understanding of the fundamental concepts and principles of cost accounting, including cost components, classification, and various costing methods.
2. Apply cost accounting techniques to analyze and interpret financial data for effective decision-making and resource allocation in real-world business scenarios.
3. Evaluate different methods of material control and their effectiveness in managing material procurement, storage, and inventory control within organizations.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | To explore the accounting, control, and treatment of labour costs, including wages, idle time, overtime, and fringe benefits. |
| <b>CO2</b>                             | To study the allocation and absorption of overhead costs, including budgeting, fixed, variable, and semi-variable overheads.  |
| <b>CO3</b>                             | To study the allocation and absorption of overhead costs, including budgeting, fixed, variable, and semi-variable overheads.  |
| <b>CO4</b>                             | To examine different costing methods like job costing, process costing, and activity-based costing, and their applications.   |
| <b>CO5</b>                             | To differentiate between integral and non-integral systems and understand cost control accounts and reconciliation.           |

**Unit I: Basics of Cost Accounting**

Definition and importance of Cost Accounting, Role of Cost Accounting in decision-making, Cost Accounting vs. Financial Accounting, Material Control, Accounting and Control of Material, Methods of Pricing of Material Issues, Standard Treatment of Material Losses.

**Unit II: Labour Cost**

Accounting and Control of Labour Cost, Labor cost components and classification, Wage payment and recording. Time Keeping and Time Booking, Concept and Treatment of Idle Time, Idle time: Meaning, causes, and treatment, Recording and allocation of idle time, Concept and Treatment of Overtime, Overtime: Concept, types, and treatment., Labour Turnover and Fringe Benefits.

**Unit III: Overhead Costing**

Overhead Costing, Fixed, variable, and semi-variable overheads, Basis of allocation and apportionment & methods, Absorption costing method and its application, Overhead absorption rates and variances, Treatment of specific items in costing, such as interest on capital, packing expenses, debts, research and development expenses, Budgeting and control techniques for overhead costs.

**Unit IV: Methods of Costing**

Methods of Costing, Features and applications of job costing, Job cost sheet and determination of job costs, Characteristics and suitability of process costing, Activity cost pools, cost drivers, and allocation process, Pros and cons of job costing, process costing, and ABC.

**Unit V: Accounting Systems**

Accounting Systems, Definition and differences between integral and non-integral systems, Purpose and importance of reconciliation, Cost control accounts and subsidiary records, Interlocking and integrated accounting systems.

**Text Books:**

1. Cost Accounting by Chandra.

**References:**

1. Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, Srikant M. Datar, and Madhav V. Rajan.

2. "Management Accounting: Principles and Applications" by Leslie G. Eldenburg, Susan K. Wolcott, and Michael W. Maher.

3. "Cost Accounting: Foundations and Evolutions" by Michael R. Kinney and Cecily A. Raiborn.

4. "Pay-Per-Click Search Engine Marketing: An Hour a Day" by David Szetela and Joseph Kerschbaum.

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**F&A Processes I**  
**SUBJECT CODE- MBA602A**  
**Credits: 03**

**Course Objectives**

1. Understand the end-to-end Order to Cash and Procure to Pay processes.
2. Recognize the importance of efficient procurement in achieving organizational success and identify strategies for optimizing procurement processes.
3. Comprehend the purpose and significance of contracts in ensuring successful Order to Cash operations and analyze their role in the overall process.
4. Evaluate different types of contracts used in the Order to Cash process and demonstrate the ability to identify the appropriate contract type.
5. Develop a comprehensive understanding of invoice processing, verification, and approval, as well as accounts receivables management and reconciliation techniques.

| Course Learning Outcomes (CO's) |  |
|---------------------------------|--|
| <b>CO1</b>                      | Analyze and understand the end-to-end F&A processes and emphasizing the importance of efficient procurement and contracts. |
| <b>CO2</b>                      | Evaluate and comprehend Order to Cash objectives, contract role, creation, invoices, and verification process.             |

|            |  |
|------------|--|
| <b>CO3</b> | Apply critical thinking to contract identification, creation, invoicing, follow-up, and reconciliation in F&A processes. |
| <b>CO4</b> | Conduct comprehensive analysis of O2C, revenue recognition, AR management, integration, and payment control.             |
| <b>CO5</b> | Conduct comprehensive evaluation of ERP systems, compliance, KPIs, reporting, and integration for process optimization.  |

### **Unit I: Order Management and Order Fulfillment**

Introduction to F&A Processes, Importance and objectives of Order to Cash, Order Management (Contract Management), Contract creation and negotiation (Opportunity, leads, and proposals), Order Fulfillment, Order processing and fulfillment (Goods & Services) fulfillment process, Post fulfillment Activities, Inventory management in Order to Cash,

### **Unit II: Invoicing**

Collections, Payment Accounting, and Reporting, Revenue recognition: unbilled, billed, and deferred revenue, Discounts: cash, trade, and volume discounts, Collections & Accounts Receivable (AR), Payment Accounting, Bank reconciliation statement (BRS) open items and treatment, Reporting - Revenue and receivables reporting, Consolidation and Integration, Integration of Order to Cash with other business processes, ERP systems and Order to Cash automation.

### **Unit III: Fundamentals of Procure-to-Pay**

Contract Management: Definition and purpose of contract management, Contract administration and performance monitoring, Purchase Order Processing, Vendor selection and evaluation, Purchase order documentation and tracking, Invoice Processing, Invoicing process for vendors, Invoice verification and approval process.

Payment Processing, collecting information and verifying transactions, Payment processing components and controls.

### **Unit IV: Advanced Concepts in Procure-to-Pay**

Payment Methods, Collecting and verifying transactions for invoices, Transaction settlement and reconciliation, Payments Erosion Factors of leakages and erosion in payments, Identifying and detecting financial leakage.

### **Unit V: Reporting in Procure-to-Pay**

Key Performance Indicators (KPIs) for procurement, GRIR (Goods Receipt, Invoice Receipt) reporting, Debit balance analysis and resolution, Integration of Procure to Pay with other business processes, ERP systems and Procure to Pay automation.

#### **Text Books:**

1. "Financial and Accounting Guide for Not-for-Profit Organizations" by Malvern J. Gross Jr., John H. McCarthy, and Nancy E. Shelmon

#### **References:**

1. Accounting Handbook for Non-Accounting Students" by J.R. Dyson:
2. "Fundamentals of Financial Accounting" by Fred Phillips, Robert Libby, and Patricia Libby

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**F&A Processes II**  
**SUBJECT CODE- MBA603A**  
**Credits: 03**

**Course Objectives**

1. Familiarize oneself with the accounting treatment of fixed assets, including capitalization, depreciation methods.
2. Disposal, and retirement, enabling effective asset management and financial reporting.
3. Learn and apply cash management strategies, bank account reconciliation techniques, and cash flow forecasting to optimize cash management, ensure financial control, and make informed business decisions.

| Course Learning Outcomes (CO's) |  |
|---------------------------------|--|
| <b>CO1</b>                      | Analyze and understand the end-to-end F&A processes and emphasizing the importance of efficient procurement and contracts. |
| <b>CO2</b>                      | Evaluate and comprehend Order to Cash objectives, contract role, creation, invoices, and verification process.             |
| <b>CO3</b>                      | Apply critical thinking to contract identification, creation, invoicing, follow-up, and reconciliation in F&A processes.   |
| <b>CO4</b>                      | Conduct comprehensive analysis of O2C, revenue recognition, AR management, integration, and payment control.               |
| <b>CO5</b>                      | Conduct comprehensive evaluation of ERP systems, compliance, KPIs, reporting, and integration for process optimization.    |

**Unit I: Introduction to Record to Report process**

Purpose and Scope of the R2R process, Explore how R2R supports financial reporting and analysis, Importance of accurate and timely record-keeping

## Unit II: Transaction Processing

Overview of transaction processing within R2R, Documentation and data collection for transactions, Intercompany transactions and eliminations, Intercompany reconciliation and consolidation, Managing intercompany balances and intercompany agreements, Capitalization of fixed assets and depreciation methods, Disposal and retirement of fixed assets, Cash management strategies and techniques, Bank account reconciliation process, Managing cash flows and forecasting.

## Unit III: Bank reconciliations

Bank statement vs. general ledger reconciliation, Identifying and resolving discrepancies, Reconciling subledgers (e.g., accounts payable, accounts receivable), Identifying and resolving discrepancies between subledgers and general ledger, Intercompany reconciliations, Resolving intercompany discrepancies, Reconciling additional balance sheet accounts (e.g., prepaid expenses, accrued liabilities), Managing open items in the reconciliation process, Clearing open items and maintaining accurate records

## Unit IV: Accounting for Fixed Assets

Determining what qualifies as a fixed asset, Tracking and categorizing fixed assets, Evaluating the costs associated with acquiring fixed assets, Depreciation methods and calculating depreciation expense, Disposal and retirement of fixed assets, Recognizing gains or losses on disposal, Ways to acquire fixed assets, Valuation of special types of fixed assets and fixed assets in special cases, Accounting treatment for government grants and subsidies, Revaluation of fixed assets

## Unit V: Overview of errors

Common errors in the R2R process, Impact of errors on financial statements and decision-making, Key performance indicators (KPIs) for R2R process efficiency and effectiveness, Importance of regular reconciliation cycles, Categories of reporting, Tailoring reports for different audiences, Specific considerations and challenges for reporting in business process outsourcing (BPO) and GCC environments, Integration of Record to Report with other business processes, ERP systems and Record to Report automation.

### References:

1. "Financial and Accounting Guide for Not-for-Profit Organizations" by Malvern J. Gross Jr., John H. McCarthy, and Nancy E. Shelmon
2. Financial Management: Theory & Practice" by Eugene F. Brigham and Michael C. Ehrhardt
3. "Financial Accounting: Reporting, Analysis, and Decision Making" by Jennifer Maynard and Deborah Street.

### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |



**Project Management**  
**SUBJECT CODE- MBA604A**  
**Credits: 03**

**Course Objectives**

1. Understand the concepts of Project Management for planning and execution of projects.
2. Understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
3. Comprehend the fundamentals of Contract Administration, Costing and Budgeting.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | Understand the skills and techniques required to manage a project in a business environment   |
| <b>CO2</b>                             | Analyze the importance of project planning, execution, and quality management.  |
| <b>CO3</b>                             | Analyze the risk factors involved in every project stage and apply quality, time and cost-effective strategies for better execution of projects |
| <b>CO4</b>                             | Apply Agile methodologies for project planning and execution  |
| <b>CO5</b>                             | Develop leadership and soft skills for effective project management   |

**Unit I: Introduction To Project Management**

Characteristics of Project Management, Project life cycle and project constraints, Project Initiation and Stakeholder Management, Project Scope Management, Scope verification and scope change control, Project Time Management, Work breakdown structure (WBS), Activity sequencing, Estimation techniques, Schedule development

**Unit II: Project Cost Management**

Budget development and cost control, Earned value management Project Quality Management, Quality control, and continuous improvement techniques, Project Communication Management, Communication planning, Information distribution, Performance reporting.

**Unit III: Risk Management**

Risk identification, Qualitative and quantitative risk analysis, Project Procurement Management, Supplier relationship management, Integration Management, Project integration processes, Project plan development, Project execution and change control Project closure activities, Project evaluation.

**Unit IV: Introduction to Agile Project Management**

Agile project management frameworks, Agile Planning, Estimation and Execution, Daily stand-up meetings and sprint review, Sprint retrospective, Agile performance metrics

**Unit V: Project Leadership and Team Motivation**

Effective Project Presentations and Reporting, Data visualization for project presentations, Project Negotiation and Influencing Skills, Project Ethics and Professional Responsibility, Leadership in Teams.

**Text Books:**

1. Be Fast or Be Gone: Racing the Clock with Critical Chain Project Management by Andreas Scherer

**References:**

1. Project Management for Non-Project Managers by Jack Ferraro
2. Making Things Happen: Mastering Project Management by Scott Berkun

| Mapping of Course Learning Outcomes with Program Learning Outcomes: |                           |     |     |     |     |
|---|---------------------------|-----|-----|-----|-----|
| Course Learning Outcomes  | Program Learning Outcomes |     |     |     |     |
|   | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1   | H                         |     | M   | L   |     |
| CO2   |                           | H   |     |     | L   |
| CO3   |                           |     | H   |     | H   |
| CO4   | H                         |     | M   |     | M   |
| CO5   | M                         | H   |     | M   |     |

**Operations Research  
SUBJECT CODE- MBA556A  
Credits: 03**

**Objectives:**

1. Enable students to critically assess and improve decision-making processes using quantitative and qualitative methods.
2. Provide hands-on experience with using Operations Research tools and software packages.
3. Students should gain proficiency in using software.

| Course Learning Outcomes (CO's) |   |
|---------------------------------|---|
| <b>CO1</b>                      | Understand the basics of operations research and apply different methods to find the optimum solution             |
| <b>CO2</b>                      | Analyze and apply different methods to minimize transportation, trans-shipment & assignment issues                |
| <b>CO3</b>                      | Understand decision theory and decision tree approach and make better decisions in uncertain and risky situations |

|            |   |
|------------|---|
| <b>CO4</b> | Understand game theory to ensure seamless operational functioning in real life situations |
| <b>CO5</b> | Use CPM, PERT and various tools and software to manage projects efficiently               |

### **Unit I: Introduction to Operations Research**

Scope and Limitations of Operations Research, Linear Programming Constraints and Objective Functions, Sensitivity Analysis, Linear Programming, Graphical Method of Linear Programming, Simplex Method of Linear Programming, Dual Problem in Linear Programming, Assignment Problem, Network Flow Problems in Linear Programming

### **Unit II: Introduction to Transportation Problems**

The North-West Corner Rule and Least-Cost Method for initial feasible solutions, Optimality and Unbalanced Transportation Problems, Dealing with Unbalanced Transportation Problems, Advanced Transportation Models, Degeneracy in Transportation Problems, Vogel's Approximation Method, Trans-shipment Problems, Sensitivity Analysis in Trans-shipment Problems

### **Unit III: Assignment Problems**

Hungarian Algorithm for Solving Assignment Problems, Integer Linear Programming for Transportation and Assignment Problems, The Generalized Assignment Problem, The Quadratic Assignment Problem, The Bottleneck Assignment Problem, The Multiple Knapsack Problem, Solving Assignment Problems Using Genetic Algorithms

### **Unit IV: Applications of Transportation**

Transshipment, and Assignment Problems in Supply Chain Management, Applications of Transportation, Transshipment, and Assignment Problems in Production Planning and Control, Applications of Transportation, Transshipment, and Assignment Problems in Project Resource Allocation and Scheduling, Real-World Examples of Transportation, Transshipment, and Assignment Problems.

### **Unit V: Network Analysis – I**

Critical Path Method (CPM), Programme Evaluation & Review Technique (PERT), Crashing, Introduction to Project Management Software.

#### **Text Books:**

1. Be Fast or Be Gone: Racing the Clock with Critical Chain Project Management by Andreas Scherer

#### **References:**

1. Operations Management by Nigel Slack
2. Operations and Supply Chain Management by F. Robert Jacobs and Richard Chase

### **Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| <b>Mapping of Course Learning Outcomes with Program Learning Outcomes:</b> |                                  |     |     |     |     |
|--|----------------------------------|-----|-----|-----|-----|
|  | <b>Program Learning Outcomes</b> |     |     |     |     |
| <b>Course Learning Outcomes</b>  | PO1                              | PO2 | PO3 | PO4 | PO5 |
| CO1  | H                                |     | M   | L   |     |

|     |   |   |   |   |   |
|-----|---|---|---|---|---|
| CO2 |   | H |   |   | L |
| CO3 |   |   | H |   | H |
| CO4 | H |   | M |   | M |
| CO5 | M | H |   | M |   |

**Supply Chain Management**  
**SUBJECT CODE- MBA560A**  
**Credits: 03**

**Objectives:**

1. To provide an understanding of logistics as a business function and its role in supply chain Management
2. To develop an understanding of the principles and techniques used in inventory management and transportation planning and execution.
3. To provide an overview of warehousing and distribution management, including the design and layout of warehouses.

| <b>Course Learning Outcomes (CLO's)</b> |  | <b>Short Description</b>                |
|---|--|---|
| <b>CLO1</b>                             | Identify the key concepts, principles, and best practices of logistics as a business function, and its role in supply chain management | Logistics Management                    |
| <b>CLO2</b>                             | Analyze inventory management and transportation planning techniques, including revised technology in the industry                      | Inventory Management                    |
| <b>CLO3</b>                             | Recognize warehouse management, including storage and handling systems   | Warehousing and Distribution Strategies |
| <b>CLO4</b>                             | Identify supply chain management and explain its scope in various business contexts  | Fundamentals of supply chain            |
| <b>CLO5</b>                             | Analyze the significance of each component in the overall supply chain planning process  | Supply chain planning process           |

**Unit I: Basics of Logistics**

Steps Comprising the flow of Goods in Logistics (i.e., Communication, Warehouse, Storage, Material Handling, Distribution), Elements of Logistics System and their Interdependency  
Logistics Planning Process and its Importance, Logistics Strategy Development and its Importance, Value Chain and Distribution Channels, Introduction to Reverse Logistics – I, Introduction to Reverse Logistics – II, Recall management and strategies

**Unit II: Fundamentals of Inventory Management**

Inventory Analysis and Optimization, Introduction to Transportation, Transportation in Logistics, Modes of Transportation in Logistics, Multimodal Transport, Introduction to Inventory Trade Regulations – I, Introduction to Inventory Trade Regulations – II.

### Unit III: Introduction to Warehousing

Warehousing in Logistics and Supply Chain, Introduction to Distribution Management, Warehouse operations and equipment, Put away Process for Warehousing, Importance of warehousing in supply chains, Warehouse layout and design Scope and Objectives of distribution management, Types of distribution channels.

### Unit IV: Components of the Supply Chain

Supply Chain Integration, Supply Chain Performance Measurement, Challenges and Risks in Supply Chain Management, Interdependencies and relationships among supply chain partners, Collaborative planning, forecasting, and replenishment (CPFR), Using performance measurement to drive continuous improvement, Resilience and agility in supply chain management

### Unit V: Importance of Supply Chain Planning

Components of Supply Chain Planning, Demand Management and Sales and Operations Planning (S&OP), Production Planning Methods, Balancing supply and demand through S&OP, Master Production Scheduling (MPS), Material Requirements Planning (MRP), Capacity requirements planning (CRP), Finite and infinite capacity planning.

#### Text Books:

1. Be Fast or Be Gone: Racing the Clock with Critical Chain Project Management by Andreas Scherer

#### References:

1. Operations Management by Nigel Slack
2. Operations and Supply Chain Management by F.Robert Jacobs and Richard Chase

#### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Data Analytics I**  
**SUBJECT CODE-MBA563A**  
**Credits: 03**

#### Course Objectives

1. The course aims to develop students' ability to generate sector-specific insights and visualizations using MS Excel.
2. Students will work with a combination of real-world and dummy datasets from various

economic sectors or processes.

3. The course emphasizes the practical application of learned techniques, enabling students to extract meaningful insights and communicate them effectively using visualizations.
4. Each analysis technique will be reinforced by different datasets of increasing complexity, allowing students to build their skills gradually.
5. The course emphasizes the practical application of learned techniques, enabling students to extract meaningful insights and communicate them effectively using visualizations.

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | Explain the different variables found in a sector or process-specific dataset.                  |
| <b>CO2</b>                             | Employ appropriate descriptive and diagnostic techniques.                                       |
| <b>CO3</b>                             | Employ basic time series techniques to generate insights on sector-specific datasets.           |
| <b>CO4</b>                             | Employ decision tree models in MS Excel.  |
| <b>CO5</b>                             | Generate the appropriate visualizations for a given dataset specific to sector-based scenarios. |

### **Unit I: Datasets in Different Sectors and Processes I**

Sales Data (Types of Variables and Metrics), Digital & Marketing Data (Types of Variables and Metrics) Datasets in Different Sectors and Processes II, Datasets in Different Sectors & Processes III, Descriptive Analysis with HR Data, Descriptive Analysis with Sales Data, Central Tendency & Interpretations on Sample Sales Data, Measures of Dispersion on Sample Sales Data.

### **Unit II: Correlation Coefficient**

Bivariate and Multivariate Regression & Interpretation in MS Excel, Regression with Digital Marketing Data, Regression with Consumer Demographic Data, Regression Analysis using Sample of Consumer Demographic Data and Problem Statement, Model Fit & Recommendations.

### **Unit III: Time Series Analysis**

Trend Analysis in MS Excel, Cyclical Trends and Forecasting in MS Excel, Forecasting using Financial Data, Understand the Movement of Equity and Forecast the Week-on-Week Returns, Visualize Forecasted Trend of Sales, Forecasting using Sales Data.

### **Unit IV: Decision Tree Models**

Evaluating and Optimizing a Decision Tree Model, Decision Tree Models in MS Excel, Visualization of Decision Tree Models using MS Excel, Decision Tree using Logistics and Supply Chain Data Visualization of Decision Tree with Generated Insights and Recommendations for the Logistics Business

### **Unit V: Distribution Visualizations**

Business & Sector-Specific Use Cases of Visuals, Change-over-Time Visualizations, Line Chart, Column Chart, Area Chart, and Candlestick Chart in MS Excel to show Change-over-Time, Deviation & Magnitude Visualizations, Business & Sector-Specific, Business Reporting of Quant. Techniques I and II

**References:**

1. "Decision Trees for Business Intelligence and Data Mining" by Marek R. Ogiela
2. "Time Series Analysis and Its Applications: With R Examples" by Robert H. Shumway and David S. Stoffer
3. "Applied Regression Analysis and Generalized Linear Models" by John Fox

| <b>Mapping of Course Learning Outcomes with Program Learning Outcomes:</b> |                                  |     |     |     |     |
|--|----------------------------------|-----|-----|-----|-----|
|  | <b>Program Learning Outcomes</b> |     |     |     |     |
| <b>Course Learning Outcomes</b>  | PO1                              | PO2 | PO3 | PO4 | PO5 |
| CO1  | H                                |     | M   | L   |     |
| CO2  |                                  | H   |     |     | L   |
| CO3  |                                  |     | H   |     | H   |
| CO4  | H                                |     | M   |     | M   |
| CO5  | M                                | H   |     | M   |     |

**Data Analytics II**  
**SUBJECT CODE-MBA564A**  
**Credits: 03**

**Course Objectives**

1. To recall and apply the various analytical techniques to generate actionable insights and recommendations.
2. Use analytical techniques to generate insights for various types of business models.
3. Create Strategic Analysis Models using various analytical techniques.
4. Generate Insights & Steps for various Value Proposition themes in business.
5. Employ data analytic techniques and research to create a business model canvas.

| <b>Course Learning Outcomes (CO's)</b> |  |
|--|--|
| <b>CO1</b>                             | Employs Analytics Techniques to Generate Insights & Recommendations          |
| <b>CO2</b>                             | Analyze Data using Appropriate Techniques for Specific Business Models       |
| <b>CO3</b>                             | Create Strategic Analysis Models using the Appropriate Techniques & Data     |
| <b>CO4</b>                             | Compare Value Proposition for a Business using Analytics Techniques          |
| <b>CO5</b>                             | Employ Analytical Techniques to Generate a Data-Driven Business Model Canvas |

### **Unit I: Generating Insights from Analytical Techniques**

Revisiting Analytical Techniques, Creating some insights using bivariate Regression, Creating Insights from Data, Syntax for Insights Making Actions and Recommendations using Insights, Create Appropriate Insights by Practicing on a Series of Summary Tables and Regression Outputs, Provide relevant insights to specific problem statements, Creating Actions from insights.

### **Unit II: Analytical Techniques for Business Models**

Revisiting Components of Specific Business Models, E-Commerce Model, Freemium Model, Components of an E-Commerce Business Model, Demand Forecasting using an E-Commerce Business Dataset, Analytical Techniques for Freemium Businesses, Components of a Subscription-based Business Model, Customer Lifetime Value using Real-World Data, Deriving Insights on Resource Allocation for Platform-based models.

### **Unit III: Strategic Analysis Models**

Revisiting Strategic Models for Business Analysis, SWOT Analysis Components & Purpose, PESTLE Analysis Components & Purpose, BCG Matrix Components & Purpose, Porter's Five Forces Analysis Components & Purpose, Balanced Scorecard Components & Purpose, Blue Ocean Strategy Components & Purpose

### **Unit IV: Value Proposition**

Personalization using Analytics, Customer Segmentation Analysis, Collaborative Filtering, Data Required for Predictive Insights, Changing Formats to Prepare Data for Predictive Insights, Predictions through Regression Analysis, Process Optimization, Customer Experience Enhancement through Analytics I, Customer Journey Mapping Methods, Sentiment Analysis, Recommendation Systems to Enhance Customer Experience & Interpreting the Output

### **Unit V: Business Model Canvas**

Sourcing Data for a Business Model Canvas, Analyzing Data and Storing it for a Business Model Canvas, Exploratory Methods for a Business Model Canvas, Using A Combination of Market Research, Provided Research Points, Datasets, and Applied Techniques, Create a Business Model Canvas.

#### **Text Books:**

1. Be Fast or Be Gone: Racing the Clock with Critical Chain Project Management by Andreas Scherer

#### **References:**

1. "Decision Trees for Business Intelligence and Data Mining" by Marek R. Ogiela
2. "Time Series Analysis and Its Applications: With R Examples" by Robert H. Shumway and David S. Stoffer
3. "Applied Regression Analysis and Generalized Linear Models" by John Fox.



### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Business Research**  
**SUBJECT CODE- MBA565A**  
**Credits: 03**

#### Course Objectives

1. Understand the purpose and importance of business research in decision-making.
2. Explore different research methods commonly used in business settings.
3. Understand the process of developing research objectives and selecting appropriate research designs.
4. Apply analytical tools and techniques to analyze and synthesize research findings.

| Course Learning Outcomes (CO's) |  |
|---------------------------------|--|
| <b>CO1</b>                      | Explain the fundamental concepts of SQL and Power BI.  |
| <b>CO2</b>                      | Summarize the techniques for data retrieval and cleaning using SQL.  |
| <b>CO3</b>                      | Apply SQL queries to retrieve and manipulate data from relational databases, employing various techniques such as filtering, joining, and aggregating. |
| <b>CO4</b>                      | Employ Power BI to connect, transform, model, and visualize data, and create interactive dashboards and reports.                                       |
| <b>CO5</b>                      | Critically evaluate and apply appropriate data cleaning techniques using SQL and Power BI ensuring accuracy and integrity in data analysis.            |

#### Unit I: Characteristics of a Database

Storing Data on a Database Structure & Nomenclature of a Database, Accessing a Database using Appropriate Tool, Key Terms for a Database, Interface & Menu Options of SQL, Syntax and

Structure for SQL Retrieving Data with SELECT Statements, Filtering data using WHERE clause, Sorting data using ORDER BY clause Data Filtering & Transformation Data Aggregation with SQL

**Unit II: Working with Multiple Tables and Joins I**

Relationship between Tables on SQL, Creating a Relationship and Join between Tables on a Single Database, Handling null values and duplicates in SQL queries, Subqueries & Application of Subqueries, Conditional Logic & CASE Statements Creating and using views to simplify data retrieval. Understanding stored procedures and their advantages in data management.

**Unit III: Introduction to the Power BI Interface**

Storing Data on a Database, Features of Power BI Menu, Limitations of Power BI, Types of Data Connection and Transformation in Power BI. The Power BI Query Editor, Syntax, Function, and Structure of the Query Editor, Creating relationships between tables in Power BI, Creating Visualizations in Power BI, Basic Visualizations and Dashboards in Power BI.

**Unit IV: Calculated Measures in Power BI & KPIs**

Understanding of nesting DAX functions for complex calculations in Power BI, Visualizations for Change-over-Time in Power BI, Visualizations for Magnitude, Deviations, Correlation, Geographic Locations in Power BI.

**Unit V: SQL and Power BI**

Ensuring Appropriate Connections between SQL and Power BI, making a Live Connection with the Workflow, publishing a Dashboard & Report I, making a Dashboard Report & Publishing it to the Web using Power BI.

**Text Books:**

1. "SQL for Dummies" by Allen G. Taylor

**References:**

2. "Learning SQL" by Alan Beaulieu
3. "SQL Cookbook" by Anthony Molinaro

**Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Training and Development**  
**SUBJECT CODE- MBA567A**  
**Credits: 03**

**Course Objectives**

1. Explain the fundamentals of training and development
2. Understand different training processes
3. Understand various training methods
4. Understand employee development programs and issues related to training
5. Explain the role of HR in career development and challenges

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | Analyze the need and importance of employee training and create an outline for training and development plan                            |
| <b>CO2</b>                             | Understand training processes and apply its learning to enhance training delivery   |
| <b>CO3</b>                             | Analyze the different types of training methods and select the correct training method to enhance employee performance                  |
| <b>CO4</b>                             | Create employee development programs using technology and resolve training related issues   |
| <b>CO5</b>                             | Analyze the role of HR in the career development of employees and understand how HR helps employees cope with career-related challenges |

**Unit I: Meaning and definition of training and development**

T&D in Employee Lifecycle & Development Rational and difference between training and development, , Behaviourism, Cognitivism, Constructivism  
 Adult Learning Theories- Kolb's cycle, ADDIE model, Employee orientation, Inhouse training  
 Mentoring, External Training

**Unit II: Need Assessment**

Need assessment process, Methods and models, Training program framework development, Budget for a Training Plan & Delivery, Identifying Target Audience, Content development, Timelines, Budget, Communication, Measuring effectiveness, Career development program and succession planning.

**Unit III: Types of training**

Technology Training, Quality training, On-the-Job, Off-the-Job, Skills training, Soft skills training, Professional and legal training, Team training, Managerial training, Executive development programs, Safety training, E-learning Platforms, Introduction to Virtual Training, On the job coaching training delivery, Mentoring and Coaching training delivery, Web based training delivery, Instructor led training, Job shadowing training delivery, Job swapping training delivery, Training and AI, Vestibule training delivery

## Unit IV: Importance and benefits of employee development

Identifying and nurturing talent, Types of coaching and mentoring, Techniques and approaches for effective coaching and mentoring, Benefits of coaching and mentoring in fostering employee growth and development, Kirkpatrick's Model, ROI Analysis, Personality Test, Skill Test, Behaviour Tests, Surveys Tests, Observations, Feedback, Strategies for Diversity and Inclusion Training, Exposing employees to different roles and responsibilities through job rotation Promoting cross-training to develop versatile skills and knowledge

## Unit V: Understanding the impact of effective career development on employee engagement and retention

Career development Model, the role of HR in creating a supportive career development culture within the organization, collaborating with managers and employees to identify career goals and opportunities, developing individual development plans (IDPs) to align employees' goals with organizational needs.

### Text Books:

1. HRM by Garry Dessler

### References:

1. Training and Development by Prabhjot Kaur
2. Employee Training & Development by Raymond Noe

### Mapping of Course Learning Outcomes with Program Learning Outcomes:

|                          | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
| Course Learning Outcomes | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

**Recruitment**  
**SUBJECT CODE- MBA568A**  
**Credits: 03**

### Course Objectives

1. Explain the fundamental aspects of Recruitment
2. Understand the recruitment process
3. Analyze recruitment in diversified workplaces
4. Evaluating KRA/KPI
5. Understanding the criteria development of the candidate and resume review
6. Learn how to make an offer

| <b>Course Learning Outcomes (CO's)</b> |   |
|--|---|
| <b>CO1</b>                             | Analyze and apply the techniques involved to make a recruitment plan                                    |
| <b>CO2</b>                             | Understand recruitment and job evaluation processes to promote diversity and inclusion in the workplace |
| <b>CO3</b>                             | Describe and apply the strategies used in the recruitment process                                       |
| <b>CO4</b>                             | Develop criteria to review resumes and select them for recruitment process                              |
| <b>CO5</b>                             | Apply interview techniques for candidate selection  |

### **Unit I: Basics and Essentials of Recruitment**

Overview of talent acquisition and recruitment process, Importance of effective recruitment in organizational success, Conducting job analysis: methods and tools, Identifying job requirements and qualifications, Workforce planning: assessing current and future talent needs, Sourcing strategies: internal and external methods, Utilizing job boards, social media, and professional networks, Screening and Selection Process, Onboarding and Candidate Experience, Diversity and Inclusion in Recruitment

### **Unit II: Introduction to Recruitment Strategy**

The impact of recruitment strategy on employer brand, Conducting job analysis for effective recruitment, Workforce planning: assessing current and future talent needs, Effective sourcing strategies: internal and external methods, Employer branding: building an attractive employer brand, Selection Methods and Techniques, Traditional and innovative selection methods, Metrics and key performance indicators (KPIs) for recruitment, Continuous improvement strategies for recruitment processes

### **Unit III: Recruitment Strategies**

Understanding the importance of recruitment strategies in talent acquisition, Building and communicating an attractive employer brand, Employer branding strategies of successful organizations, Proactive recruitment vs. reactive recruitment, Diversity and Inclusion in Recruitment, Technology in Recruitment Strategies, Ethical considerations and challenges in technology-driven recruitment

### **Unit IV: Introduction to Selection**

Overview of the selection process in talent acquisition, Importance of effective selection in organizational success, Job Analysis and Selection Criteria, Considering cultural fit and organizational values in selection criteria, Traditional and innovative selection methods, Psychometric tests and personality assessments, Assessing candidate performance and potential, Importance of multiple evaluators and consensus decision-making

## Unit V: MakinganOffer

Overview of the offer stage in the talent acquisition process, Key elements of an offer package: salary, benefits, and incentives, Assessing and aligning compensation with market standards, Designing a competitive salary and benefits package, Key negotiation strategies and tactics, Effective communication during the negotiation phase, Preparing for the candidate's transition into the organization, Ensuring a positive candidate experience during the onboarding phase

### Text Books:

1. HRM by Garry Dessler

### References:

1. WHO - The A Method of Hiring by Geoff Smart & Randy Street
2. Hire with your Head by Lou Adler
3. Hiring for Attitude by Mark Murphy

### MappingofCourseLearningOutcomeswithProgramLearningOutcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

### Employee Life Cycle and Organizational Development

**SUBJECT CODE- MBA569A**

**Credits: 03**

### CourseObjectives

1. Explainthefundamentalaspects ofrecruitmentandexitdocumentation
2. Understandthenegotiationsandorganizationalconflicts
3. Evaluatetheemployee'scareerprogression
4. Learntomanageemployee grievances
5. Understandtheconceptofemployeeretention

### CourseLearningOutcomes(CO's)

|            |  |
|------------|--|
| <b>CO1</b> | Understandtheimportanceofemployeelifecycle,workplacediversity,andleadershipdevelopmentto promotehealthyworkculture |
|------------|--|

|            |  |
|------------|--|
| <b>CO2</b> | Prepare a compensation plan to provide incentives and rewards based on the performance of the employees                        |
| <b>CO3</b> | Analyze different frameworks of competency mapping to build appropriate evaluation mechanisms to help organization development |
| <b>CO4</b> | Plan and execute employee retention strategies using HRIS to maintain long-term employee relationships                         |
| <b>CO5</b> | Evaluate employee performance for appraisals and resolve their conflicts to encourage better work-life balance                 |

### **Unit I: Basics of Employee Lifecycle**

Employee Life Cycle , Stages of the employee lifecycle, Organizational Development, Features, Role, Process, Managing the OD Process, OD Intervention, Process of OD Intervention, Sensitivity training, Team building, Team building process, Feedback, Feedback process  
Grid Organizational Development Organizational Culture, Benefits of workplace diversity, Workplace Unity, Workplace Counseling, Employee Coaching

### **Unit II: Performance Management**

Performance Management process, Traditional Performance Appraisal, Behavioral-Based Performance Management, Results-Based Performance Management, Agile Performance Management, 360-Degree Feedback, Balanced Scorecard Approach, Compensation And Benefits, Pay Systems , Job evaluation system, Types of Compensation , Non-Financial Compensation, Mandate: social security and medicare, unemployment insurance and COBRA, Voluntary: incentive pay system, medical insurance, 401(k) plans and paid time off, Paid holidays, sick leaves, paid vacation, and paid time off

### **Unit III: Overview of Competency Mapping**

Performance and Competence Management as a Concept, PCMS Mode, Performance Analysis, Identifying Causal Factors – Setting Learning Goals and Objective, Selecting Best Training Method, Development a Good Design, Building Appropriate Evaluation Methodology, The goals of organizational development

### **Unit IV: Definition and significance of HR analytics in strategic decision-making**

Evolution and trends in HR analytics, Metrics for workforce planning, talent acquisition, employee engagement, and performance management, Linking HR metrics to organizational goals and objectives, HR Analytics and Employee Well-being, HRIS and HR Analytics, Ensuring data accuracy, quality, and consistency in HRIS, Data governance and data privacy in HRIS for analytics, Employee Engagement and Retention Analytics

### **Unit V: Succession planning**

Management training, Conflict management, Job design, job enlargement, and empowerment, Pay for performance strategy, Work life balance

**Text Books:**

1. Irresistible: The Seven Secrets of the World's Most Enduring, Employee-Focused Organizations by Josh Bersin

**References:**

1. Remote Not Distant: Design a Company Culture That Will Help You Thrive in a Hybrid Workplace by Gustavo Razzetti
2. Diversity in the Workplace: Eye-Opening Interviews to Jumpstart Conversations about Identity, Privilege, and Bias by Bärí A. Williams
3. Built for People: Transform Your Employee Experience Using Product Management Principles by Jessica Zwaan

| Mapping of Course Learning Outcomes with Program Learning Outcomes: |                           |     |     |     |     |
|---|---------------------------|-----|-----|-----|-----|
| Course Learning Outcomes  | Program Learning Outcomes |     |     |     |     |
|   | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1   | H                         |     | M   | L   |     |
| CO2   |                           | H   |     |     | L   |
| CO3   |                           |     | H   |     | H   |
| CO4   | H                         |     | M   |     | M   |
| CO5   | M                         | H   |     | M   |     |

**Corporate Readiness III**  
**SUBJECT CODE-MBA595A**  
**Credits: 01 (P)**

**Course Objectives**

1. Prepare for interviews and group discussions.
2. Adopt a confident body language.
3. Think like a leader and collaborate with others.
4. Manage time, stress, and emotions in the workplace.
5. Understand organizational structures in a workplace.

| Course Level Outcome (COs) |  |
|----------------------------|--|
| <b>CO1</b>                 | Practice answering interview questions clearly and confidently       |
| <b>CO2</b>                 | Use nonverbal cues to convey confidence during the placement process |
| <b>CO3</b>                 | Apply strategies to communicate confidently in group discussions     |



|            |   |
|------------|---|
| <b>CO4</b> | Analyze organizational structures and identify how to collaborate better in the workplace |
| <b>CO5</b> | Use tools to manage time, stress, and emotion effectively                                 |

### **Unit I: Practice Personal Interviews**

Practice and prepare for behavioral and character-based questions Apply the MSPC and ESEF frameworks to answer questions STAR framework to answer questions related to time management, adaptability, teamwork and conflict resolution, apply reasoning and critical thinking skills to answer whimsical, office situation and brain teaser questions.

### **Unit II: Body Language**

Importance of nonverbal communication, adopt a confident body language, Do's and don'ts of body language during interviews, Soler framework to maintain good body language during interviews, Essentials of personal grooming, How to be approachable in the workplace

### **Unit III: How to Think in Group Discussions**

What a group discussion entails, Skills needed for an effective group discussion, How to Speak and Which Roles to Play in a Discussion, Different roles of participants in a GD, Tips and Tricks to Ace Group Discussions, Types of Group Discussions, Use The Rule Of Three, Avoid Thinking Traps , Overcome the Fight-Flight-Freeze Mode, Gibbs' Reflective Cycle, Action plan to overcome the fight, flight or freeze response

### **Unit IV: Organizational culture and its importance**

Elements of organizational culture, Connection between organizational culture, values and behavior Elements of diversity, Strategies to adapt to diversity in the workplace, What discrimination and harassment in the workplace look like Leadership, Theories of leadership.

**Unit V: Online tools that can be used to apply different time management strategies, Different** Time management strategies and techniques, Multitasking and recognize the drawbacks of multitasking, Process of becoming a task opportunist, Signs of stress and identify triggers, Action plan to ensure a healthy work-life balance Meaning and importance of having high emotional quotient in the workplace, differentiate between emotional quotient and intelligence quotient, how to foster healthy relationships in the workplace for stronger communication.

### **Mapping of Course Learning Outcomes with Program Learning Outcomes:**

| <b>Course Learning Outcomes</b> | <b>Program Learning Outcomes</b> |     |     |     |     |
|---------------------------------|----------------------------------|-----|-----|-----|-----|
|                                 | PO1                              | PO2 | PO3 | PO4 | PO5 |
| CO1                             | H                                |     | M   | L   |     |
| CO2                             |                                  | H   |     |     | L   |
| CO3                             |                                  |     | H   |     | H   |
| CO4                             | H                                |     | M   |     | M   |

|     |   |   |  |   |  |
|-----|---|---|--|---|--|
| CO5 | M | H |  | M |  |
|-----|---|---|--|---|--|

**Logical Reasoning and Aptitude III**  
**SUBJECT CODE-MBA596A**  
**Credits: 03**

**Course Objectives**

1. Understand the concept of calendar and arithmetic reasoning
2. Use mathematical skills to solve questions based on permutation and combination.
3. Apply quantitative problem-solving skills to solve questions.
4. Use numerical methods to solve problems.
5. Solve coded inequalities using reasoning skills.

| <b>Course Level Outcome (COs)</b> |   |
|-----------------------------------|---|
| <b>CO1</b>                        | To understand leap years, date calculations, repeated years, and arithmetic reasoning related to calendars. |
| <b>CO2</b>                        | To explore permutations, combinations, and probability in real-life scenarios.                              |
| <b>CO3</b>                        | To solve time, work, speed, distance, and related word problems using mathematical principles.              |
| <b>CO4</b>                        | To learn about mixtures, alligations, and pipes & cisterns problems in real-life applications.              |
| <b>CO5</b>                        | To solve inequality and statement-conclusion-based reasoning problems.                                      |

**Unit I: Calendar**

Concepts: Leap year, day and date, repeated years, and exact day, Questions based on basic mathematical reasoning which includes the number of legs or heads, sharing between friends, number of routes, Calendar and Arithmetic Reasoning

**Unit II: Fundamentals of Mathematics**

Finding the number of permutations of  $n$  objects taken  $r$  at a time, Circular permutation, Application of permutation in real-life scenarios, Finding the number of combinations of  $n$  objects taken  $r$  at a time

Application of combination in real-life scenarios, Meaning and formula of probability, questions based on coins, lottery tickets, cards.

**Unit III: Quantitative Problem Solving**

Time and Work, Inverse principle, word problems based on this topic, Speed, Distance and Time, Relationship between speed, distance and time, Average speed and relative speed, Word problems based on train, Boat and Streams, Train Problems

### Unit IV: Numerical Methods

Basic concepts of mixtures and alligations, Types of mixtures, Alligations method, Applications of this topic in real life, Work done by pipes and cisterns, Pipes and cisterns problems involving filling and emptying the tank, Pipes and cisterns problems involving different rates of filling and emptying

### Unit V: Logical Reasoning

Meaning of inequality, Statement and conclusion-based questions, Coded Inequalities

#### Text Books:

1. Quantitative Aptitude for Competitive Examinations by RS Aggarwal

#### References:

1. Quantitative Aptitude for Competitive Examination by Abhijit Guha
2. Text Book of Quickest Mathematics: Quantitative Aptitude & Numerical Ability Useful for all Competitive Exams by Kiran Prakashan
3. Quantitative Aptitude for Comprehension by Trishna Knowledge Systems

#### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |
| CO2                      |                           | H   |     |     | L   |
| CO3                      |                           |     | H   |     | H   |
| CO4                      | H                         |     | M   |     | M   |
| CO5                      | M                         | H   |     | M   |     |

### Analytical Tools for Managers SUBJECT CODE- MBA016A (Theory) MBA024A (Lab)

#### Course Objectives

This course aims to provide students with an exposure to the advanced features in MS Excel. To equip students with knowledge on basic software for business communication with in-hands training. To provide an understanding on how to analyse quantitative data using Microsoft excel. To gain proficiency in creating solutions for Data Management and Reporting

#### Course Learning Outcomes (CO's)

|     |   |
|-----|---|
| CO1 | Understand and critically apply the concepts and methods of business analytics. |
| CO2 | Identify, model and solve decision problems in different settings.              |

|            |  |
|------------|--|
| <b>CO3</b> | Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity. |
| <b>CO4</b> | Create viable solutions to decision making problems.   |
| <b>CO5</b> | Apply analytical tools and techniques in business context.   |

### UNIT I

**Introduction** Meaning of Data analytics tools, Introduction of MS excel, Excel interface (Title bar, Menu bar, Tool bar, Formula Bar, Calculation Bar), Data Entry and editing, formatting of data, Auto fill, Cell Referencing, Paste special

### UNIT II

**Basic functions of excel** Mathematical function, Statistical functions, Logical functions, Date & Time Functions, Filters and sort (Standard, Custom, Multiple)

### UNIT III

Charts ( Bar chart, Stock chart, Area chart, Statistic Chart, Combo chart, Pie chart), Graphs(Line scatter), Data tables, Tables, Page Layout & Views ( Margins, Break, Background, Landscape, Portrait, Theme colors, Theme effects, Fonts

### UNIT IV

**Data Analysis using Lookup, Pivot table and Data Security** Lookup Functions, Introduction to Pivot table, Filter, sort and group Pivot table data, Uses of Pivot chart, Organizing & Presenting Data Interpretation using Pivot, Printing the sheet, Password protection

### UNIT V

**Excel for Financial data and Dashboard** Working with Tables, Basic Financial Function, Loan amortization, Depreciation (SLN, SYD, DB, DDB, VDB), Capital budgeting, Dashboard, Types of dashboard.

#### Reference Books:

- John walkenbach , Microsoft Excel 2016 Bible
- Stephen James Nelson, Excel Data Analysis for Dummies
- Nancy Muir. Teach Yourself VISUALLY Excel 2007

#### Mapping of Course Learning Outcomes with Program Learning Outcomes:

| Course Learning Outcomes | Program Learning Outcomes |     |     |     |     |
|--------------------------|---------------------------|-----|-----|-----|-----|
|                          | PO1                       | PO2 | PO3 | PO4 | PO5 |
| CO1                      | H                         |     | M   | L   |     |

|     |   |   |   |   |   |
|-----|---|---|---|---|---|
| CO2 |   | H |   |   | L |
| CO3 |   |   | H |   | H |
| CO4 | H |   | M |   | M |
| CO5 | M | H |   | M |   |

**Semester IV**

| <b>S. No.</b> | <b>Subject Code</b> | <b>Subject Name</b>                     | <b>L</b> | <b>T</b> | <b>P</b>  | <b>C</b>  | <b>Type</b> |
|---------------|---------------------|---|----------|----------|-----------|-----------|-------------|
| 1             | MBA532B             | Internship/Research/Dissertation Report | 0        | 0        | 32        | 16        | PC          |
| <b>TOTAL</b>  |                     |   | <b>0</b> | <b>0</b> | <b>32</b> | <b>16</b> |             |