

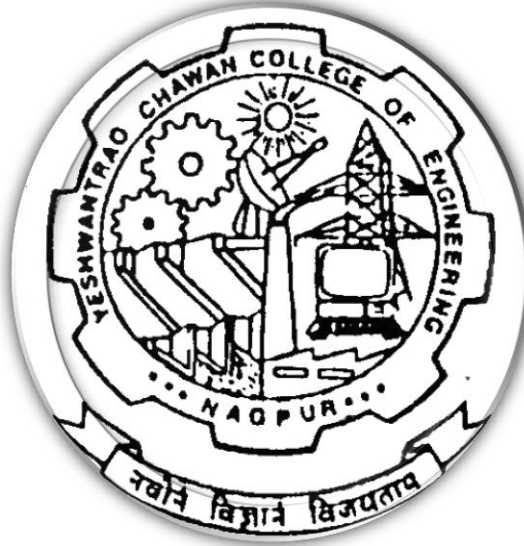
Nagar Yuwak Shikshan Sanstha's

Yeshwantrao Chavan College of Engineering

(An Autonomous Institution affiliated to Rashtrasant Tukadoji Maharaj Nagpur University)

(Accredited 'A++' Grade by NAAC with a score of 3.6)

Hingna Road, Wanadongri, Nagpur - 441 110



Department of Management Studies & Entrepreneurship

Master of Business Administration (MBA)

SoE & Syllabus 2023-24

1st to 4th Semester



MBA SCHEME OF EXAMINATION 2023
 Department of Management Studies and Entrepreneurship
Masters in Business Administration (MBA)

Sl. No.	Sem	Type	Course Code	Course Title	T/P	Contact Hours				Credits	% Weightage		ESE Duration Hrs.
						L	T	P	Hrs.		TA	ESE	
I SEMESTER													
1	1	CORE	23MBA101	Principles of Management	T	3	0	0	3	3	40	60	3
2	1	CORE	23MBA102	Financial Accounting	T	4	0	0	4	4	40	60	3
3	1	CORE	23MBA103	Business Statistics	T	3	0	0	3	3	40	60	3
4	1	CORE	23MBA104	Managerial Economics	T	3	0	0	3	3	40	60	3
5	1	CORE	23MBA105	Organisational Behaviour	T	3	0	0	3	3	40	60	3
6	1	CORE	23MBA106	Legal Aspects of Business	T	3	0	0	3	3	40	60	3
7	1	CORE	23MBA107	Business Ethics and CSR	T	3	0	0	3	3	40	60	3
8	1	SKILL	23MBA108	Business Communication	T	3	0	0	3	3	40	60	3
9	1	AUDIT	AMBA101	Professional Management Program – 1					40				
10	1	AUDIT	AMBA102	Digital Skills					20				
Total						25	0	0	85	25			

II SEMESTER													
1	2	CORE	23MBA201	Marketing Management	T	3	0	0	3	3	40	60	3
2	2	CORE	23MBA202	Business Research Methods	T	3	0	0	3	3	40	60	3
3	2	CORE	23MBA203	Cost & Management Accounting	T	3	0	0	3	3	40	60	3
4	2	CORE	23MBA204	Entrepreneurship Development	T	3	0	0	3	3	40	60	3
5	2	CORE	23MBA205	Operations Management	T	3	0	0	3	3	40	60	3
6	2	CORE	23MBA206	Human Resource Management	T	3	0	0	3	3	40	60	3
7	2	CORE	23MBA207	Indian Business Environment	T	3	0	0	3	3	40	60	3
8	2	CORE	23MBA208	Financial Management	T	4	0	0	4	4	40	60	3
9	2	SKILL	23MBA209	Entrepreneurship Development Lab (Evaluation of the course will be based on Business Plan submission)	P	0	0	4	4	2	40	60	
9	2	AUDIT	AMBA103	Professional Management Program – 2					40				
10	2	AUDIT	AMBA104	Employability Enhancement Programme (EEP)					40				
TOTAL						25	0	4	109	27			

III SEMESTER													
1	3	CORE	23MBA301	Strategic Management	T	3	0	0	3	3	40	60	3
2	3	CORE	GROUP A (Select any Specialization Group of Electives from the following group)	Specialisation – I : Paper 1	T	3	0	0	3	3	40	60	3
3	3	CORE		Specialisation – I : Paper 2	T	3	0	0	3	3	40	60	3
4	3	CORE		Specialisation – I : Paper 3	T	3	0	0	3	3	40	60	3
5	3	CORE		Specialisation – I : Paper 4	T	3	0	0	3	3	40	60	3
6	3	CORE	GROUP B (Select any Specialization Group of Electives from the following group)	Specialisation – II : Paper 1	T	3	0	0	3	3	40	60	3
7	3	CORE		Specialisation – II : Paper 2	T	3	0	0	3	3	40	60	3
8	3	CORE		Specialisation – II : Paper 3	T	3	0	0	3	3	40	60	3
9	3	CORE		Specialisation – II : Paper 4	T	3	0	0	3	3	40	60	3
TOTAL						27	0	0	27	27			



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MBA SCHEME OF EXAMINATION 2023
 Department of Management Studies and Entrepreneurship
Masters in Business Administration (MBA)

SoE No.
23MBA101

Sl. No.	Sem	Type	Course Code	Course Title	T/P	Contact Hours				Credits	% Weightage		ESE Duration Hrs.
						L	T	P	Hrs.		TA	ESE	
IV SEMESTER													
1	4	CORE	GROUP A (Select any Specialization Group of Electives from the following group)	Specialisation – I : Paper 1	T	3	0	0	3	3	40	60	3
2	4	CORE		Specialisation – I : Paper 2	T	3	0	0	3	3	40	60	3
3	4	CORE	GROUP B (Select any Specialization Group of Electives from the following group)	Specialisation – II : Paper 1	T	3	0	0	3	3	40	60	3
4	4	CORE		Specialisation – II : Paper 2	T	3	0	0	3	3	40	60	3
5	4	PROJECT	23MBA401	CAPSTONE PROJECT (through Industry Internship Program(IIP))	P				350	12	100	100	
				Note: 1. Theory subjects in Semester IV will be conducted in online through Swayam / NPTL / MOOC/LMS 2. Students will undergo Semester Long Industry Linked Internship in Semester IV which will culminate to Capstone Project.									
						12	0	0	362	24			
Grand Total of Credits										103			

List of Electives

ELECTIVE A - FINANCIAL MANAGEMENT

1	3		23MBAF301	Insurance and Banking Management
2	3		23MBAF302	Corporate Taxation
3	3		23MBAF303	Financial Derivatives , Security Analysis And Portfolio Management
4	3		23MBAF304	Strategic Financial Management
5	4		23MBAF401	FinTech
6	4		23MBAF402	Project Planning & Financial Strategies

ELECTIVE B - HUMAN RESOURCE MANAGEMENT

1	3		23MBAHR301	Learning & Development
2	3		23MBAHR302	Human Resource Metrics and Analytics
3	3		23MBAHR303	Organizational Theory: Structure, Design
4	3		23MBAHR304	Organizational Development
5	4		23MBAHR401	Competency Mapping
6	4		23MBAHR402	Performance and Compensation Management

ELECTIVE C - MARKETING MANAGEMENT

1	3		23MBAM301	Consumer Behavior and Customer Relationship Management
2	3		23MBAM302	Brand Management
3	3		23MBAM303	Retail Management and Visual Merchandising
4	3		23MBAM304	Marketing Analytics
5	4		23MBAM401	Digital and Social Marketing
6	4		23MBAM402	Marketing of Services

ELECTIVE D- OPERATIONS & LOGISTICS MANAGEMENT

1	3		23MBAO301	Sourcing Management
2	3		23MBAO302	Project Management
3	3		23MBAO303	Service Operation Management
4	3		23MBAO304	Logistics and Supply Chain Management
5	4		23MBAO401	Total Quality Management
6	4		23MBAO402	Operation Analytics

ELECTIVE E- BUSINESS ANALYTICS

1	3		23MBABA301	Fundamentals of Business Analytics
2	3		23MBABA302	Business Intelligence (Descriptive Analytics)
3	3		23MBABA303	Advanced Analytics (Predictive Analytics)
4	3		23MBABA304	Econometrics
5	4		23MBABA401	Customer and Social Media Analytics
6	4		23MBABA402	Business Analytics using R

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Department of Management Studies & Entrepreneurship

Master of Business Administration

**SoE No.
23MBA101**

I Semester

Principles of Management

23MBA101

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the basic functions of management.
2. Illustrate the functions of planning, organizing, directing and controlling
3. Apply appropriate leadership styles, use effective motivational tools and conduct useful communication
4. Develop an understanding of contemporary knowledge in management

UNIT:1	INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS	07 Hrs
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Concept of Management: Definition – Nature – Purpose – Scope and Significance.
Managerial Roles, Managerial Skills and Activities.
Evolution of Management thought – Approaches to Management –
Process of Management – Internal and External environment Forces –
Functions of Management.

UNIT:2	PLANNING	06 Hrs
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Concept and Significance – Types of Plans – Objectives –
Management by objectives, by exception, by crisis –
Strategic Management Planning process.
Decision Making Process

UNIT:3	ORGANISING	07 Hrs
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Nature and purpose Organizing Principles
Span of Control
Line and Staff Relationship
Departmentalization
Delegation and Decentralization.

UNIT:4	DIRECTING	06 Hrs
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Scope – Human Factors
Creativity and Innovation

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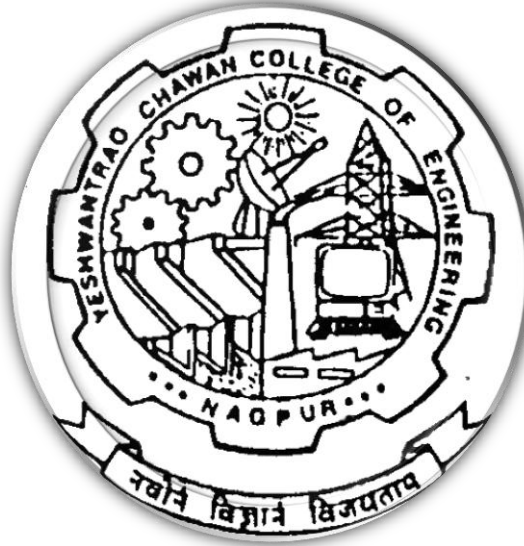
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Master of Business Administration (MBA)

SoE & Syllabus 2023-24

1st Semester



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Master of Business Administration

SoE No.
23MBA101

Harmonizing Objectives
Leadership – Types of Leadership
Motivation and its Role.
Role of Communication, Communication Process, Barriers to Effective Communication.

UNIT:5 | CONTROLLING

07 Hrs

System and process of controlling, Elements of Managerial Control
Effective Control Systems
The Budget as Control Technique
Coordination Concept, Importance, Principles and Techniques of Coordination
Concept of Managerial Effectiveness

UNIT:6 | CONTEMPORARY MANAGEMENT AND BUSINESS EXCELLENCE

06 Hrs

Application of technology in Management processes
International Management: VUCA Environment; Globalization versus Localization.
Innovative Business Models.
Business Excellence concepts in business

Total Lecture | 39 Hours

Text Books

1	S S Sherlekar. Principles of Business Management. Himalayan Publishing
2	Saksena,S.C. Principles & Practice of Management. Sahitya Bhawan
3	Harold Koontz & Heinz Weihrich "Essentials of Management", Tata McGraw-Hill. Latest Edition
4	Joseph L Massie "Essentials of Management", Prentice Hall of India, (Pearson). Latest Edition

Reference Books

1	Smarth M.W. Fundamentals of Management. S.Chand
2	Drucker, F. Peter - Management-Tasks, Responsibilities & Practices
3	Massie, J.L. Essentials of Management. PHI

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Department of Management Studies & Entrepreneurship

Master of Business Administration



**SoE No.
23MBA101**

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/chapter/10.1007/978-3-030-45425-8_8
2	https://link.springer.com/book/10.1007/978-3-319-70902-4

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.nptel.ac.in/noc21_mg30/preview
2	https://www.classcentral.com/course/independent-principles-of-management-11932

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Department of Management Studies & Entrepreneurship

Master of Business Administration

**SoE No.
23MBA101**

I Semester Financial Accounting 23MBA102

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Perform basic accounting operations of book keeping and accountancy.
2. Understand and apply various accounting standards and GAAP.
3. Read and understand financial statements and subsidiary books.
4. Understand accounting methods followed in different complex business environments.

UNIT:1	Introduction to Accounting	08 Hrs
Introduction - Meaning, Scope, Importance and limitations of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, rules and principles governing Double Entry Book keeping system, Different terminologies in accounting. (Contemporary issues related to topic)		
UNIT:2	Introduction to Accounting Standards	08 Hrs
Understanding AS, IndAS, GAAP, IFRS. Accounting Books & Record - Meaning, Preparation of Journal, Ledger, Cash book, Trial balance (Contemporary issues related to topic)		
UNIT:3	Final Accounts	09 Hrs
Errors in accounting, rectification of errors, Preparation of Final Accounts, Trading Account, Manufacturing Account, Profit & Loss Account, Profit & Loss Appropriation Account, Balance Sheet, Vertical Balance Sheet. (Contemporary issues related to topic)		
UNIT:4	Subsidiary Books	08 Hrs
Cash Book and its types, Purchase book and Purchase Return book, Sales book and Sales return book, Bank Reconciliation Statement (Contemporary issues related to topic)		
UNIT:5	Depreciation Accounting	08 Hrs
Calculation of Depreciation, Preparation of Depreciation Account, Change in method of depreciation, AS related to Depreciation (AS6, AS 28) (Contemporary issues related to topic)		
UNIT:6	Additional topics in Accounting	08 Hrs
Introduction to Partnership Accounts, Introduction to Consignment Accounting, Journal entries for Issue of shares, forfeiture of shares, reissue of shares. Accounting for Not for Profit organization. (Contemporary issues related to topic)		
Total Lecture		49 Hours

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Master of Business Administration

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23MBA101

Text Books

1	Principles and Practice of Accounting (Accounts) (Study Material), D.G.Sharma, S.K.Agrawal, Taxman Publication
2	Financial Accounting, P C Tulsian, Bharat Tulsian, S.Chand Publication.
3	Accounting Principles, Solomon,L.M., Harper & Row
4	Accounting For Management, Ramchandran T. Schtec Publication

Reference Books

1	Financial, Cost and Management Accounting, Dr. P. Periasamy, HPH
2	Accounting Principles, Anthony & Robert N. , Irwin

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-3-319-18723-5
2	https://link.springer.com/book/10.1007/978-1-349-17898-8
3	https://link.springer.com/book/10.1007/978-1-349-21765-6
4	https://link.springer.com/book/10.1007/978-1-4613-4062-1

MOOCs Links and additional reading, learning, video material

1	https://www.mooc-list.com/course/pre-mba-quantitative-skills-accounting-coursera
2	https://www.mooc-list.com/course/financial-accounting-and-capital-markets-edx
3	https://www.mooc-list.com/course/accounting-fundamentals-understanding-financial-statements-skillshare
4	https://www.mooc-list.com/course/financial-accounting-fundamentals-edx
5	https://www.mooc-list.com/course/financial-information-and-its-analysis-edx

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Department of Management Studies & Entrepreneurship

Master of Business Administration

SoE No.
23MBA101

I Semester Business Statistics 23MBA103

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the importance and data and understand data handling methods.
2. Understand and measure data tendencies
3. Forecast, analyze and estimate data sets.
4. Understand advanced techniques of data analysis

UNIT:1	Introduction to Statistics and Quantitative Techniques	07 Hrs
Types of Data, Types of Measurement scales, Sampling Design, Various sampling techniques, Data Collection methods, Presentation of Data using different charts, graphs, diagrams. (Contemporary issues related to topic)		
UNIT:2	Measures of Central Tendency	06 Hrs
Meaning and importance of central tendency, application in industry, various measures of central tendency, mean (Arithmetic mean, geometric mean, harmonic mean), mode, median, Calculations of different central tendencies for different types of data.		
UNIT:3	Measures of Dispersion	07 Hrs
Meaning and importance of dispersion, application in industry, various measures of dispersion, mean deviation, standard deviation, quartile deviation, mode, median, Calculations of different central tendencies for different types of data.		
UNIT:4	Forecasting Techniques	06 Hrs
Forecasting Techniques, Correlation, Regression, Time series		
UNIT:5	Data Analytics	07 Hrs
Introduction to Data Analysis, Parametric and Non parametric tests, Normal Distribution, P Value, One and Two proportion Z test, Z interval.		
UNIT:6	Comparison of Means	06 Hrs
T Test single mean and two mean, about a single, about a difference of means, paired sample T test, One Factor Anova, 2 factor Anova, Factor Analysis		
Total Lecture		39 Hours

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23MBA101**

Text Books

1	Business Statistics, MP Gupta and SP Gupta, S.Chand Publication
2	Statistics for Business Decision Making & Analysis, Robert Stine Dean Foster, Pearson

Reference Books

1	Business Statistics, Ken Black and Sanjeet Singh, Wiley
2	Business Mathematics & Statistics., DN Elhance, Rajesh Elhance. Taxmann

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/referenceworkentry/10.1007/978-3-642-04898-2_7
2	https://link.springer.com/book/10.1007/978-1-4757-2717-3
3	https://link.springer.com/article/10.1057/jors.1990.92
4	https://link.springer.com/chapter/10.1007/978-1-4939-0603-1_12

MOOCs Links and additional reading, learning, video material

1	https://www.mooc-list.com/course/inferential-and-predictive-statistics-business-coursera
2	https://www.mooc-list.com/course/statistics-international-business-coursera
3	https://www.mooc-list.com/course/data-and-statistics-foundation-investment-professionals-coursera
4	https://www.mooc-list.com/course/statistics-business-analytics-modelling-and-forecasting-edx

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Department of Management Studies & Entrepreneurship

Master of Business Administration

SoE No.
23MBA101

I Semester Managerial Economics 23MBA104

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand and apply the basic theories of economics in various spheres of management.
2. Understand and analyze various market structures and business environment.
3. Understand business cycles and various internal and extraneous factors impacting the business.
4. Evaluate the results of micro and macro-economic decisions on different business decisions.

UNIT:1	Introduction to Managerial Economics & Theory of demand	07 Hrs
Importance of Economics in Business, Applications of Economics in Management, Terminologies in Economics, Theory of Demand, Various Elasticities of demand. (Contemporary issues related to topic)		
UNIT:2	Theory of Supply	06 Hrs
Theory of supply, Elasticity of supply, Demand & Supply forecasting, Economic Equilibrium, Price Determination, Price Discrimination, Types of Pricing (Contemporary issues related to topic)		
UNIT:3	Market structures	07 Hrs
Features and Types of different competitive situation, Price – Output determination in perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy, Pricing methods in practice. (Contemporary issues related to topic)		
UNIT:4	Production & Cost Function	06 Hrs
Production & Cost Analysis - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost. Average cost curves, cost output relationship & Diseconomies of scale. Cobb Douglas production function. (Contemporary issues related to topic)		
UNIT:5	Business Cycles & Government Policy	07 Hrs
Concept, Causes & Impact of business cycle, Inflation & deflation – types, causes, effects, remedial measures; Economic Growth, GDP, Interest Rates, Role of Central Bank, Monetary and Fiscal policy - meaning, scope and instruments impact; Factors determining economic environment of business. (Contemporary issues related to topic)		

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UNIT:6	Macroeconomics	06 Hrs
National Income, GDP, GNP, NNP, NDP, Niti Aayog, National Education Policy, Economic Inclusion, WHO, World Bank, IMF, UNICEF, World Trade & Currency Markets. (Contemporary issues related to topic)		
		Total Lecture 39 Hours
Text Books		
1	Managerial Economics, P. L. Mehta, S.Chand Publication	
2	Managerial Economics, Suma Damodran, Oxford university	
3	Managerial Economics: Foundations of Business Analysis and Strategy, Christopher R. Thomas, S. Charles Maurice, McGraw Hill.	

Reference Books		
1	Managerial economics in a Global economy, Dominick Salvatore, Thompson	
2	Managerial Economics, Marks S G, Wiley	

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]		
1	https://link.springer.com/book/10.1007/978-1-349-15524-8	
2	https://link.springer.com/book/10.1007/978-1-349-19852-8	
3	https://link.springer.com/book/10.1007/978-1-349-16225-3	
4	https://link.springer.com/book/10.1007/978-1-349-00295-5	

MOOCs Links and additional reading, learning, video material		
1	https://www.mooc-list.com/course/introduction-managerial-economics-edx	
2	https://www.mooc-list.com/course/economics-management-uneopen	
3	https://www.mooc-list.com/course/economics-society-markets-and-inequality-coursera	

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Master of Business Administration

**SoE No.
23MBA101**

I Semester Organizational Behavior 23MBA105

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the framework of OB as applicable to organizations
2. Apply the knowledge of demarked variances in individual behavior and its influence on achieving organizational objectives.
3. Analyze the importance of understanding group behavior and its impact on goal accomplishments
4. Demonstrate different leadership styles and Power modes for enhancing organizational growth
5. Manage Change and Conflict in organizations
6. Demonstrate the cohesion of different people from different backgrounds into one strong organizational culture.

UNIT:1	INTRODUCTION	07 Hrs
Concept of Organizational Behavior (OB). Relevance of OB to Management Roles. Evolution and Scope of OB with reference to Global and Indian workforce diversity		
UNIT:2	INDIVIDUAL BEHAVIOUR	08 Hrs
Learning: Concept, Conditioning, Shaping Behavior; Attitude and its relation with behavior; Job satisfaction and Performance. Motivation: Concept, Theories and Behavior Personality and Values: Concept, Factors influencing personality, Personality Types. Perception and Judgments. Impact of perception on decision making		
UNIT:3	LEADERSHIP & POWER	07 Hrs
Managers versus Leader. Leadership Styles and Leadership Theories. Power and Politics and its influence in organizations		
UNIT:4	GROUP BEHAVIOUR	06 Hrs
Groups in Organization- Stages of Group Formation- Group Decision making Techniques- Group Cohesiveness- Group Dynamics & Team work		
UNIT:5	ORGANISATIONAL CHANGE AND CONFLICT	06 Hrs
Forces of change; Planned change; Resistance; Approaches Concept of conflict; Traditional view and interactionists view of conflict; Conflict process; Functional/ Dysfunctional		

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Master of Business Administration

SoE No.
23MBA101



UNIT:6	DYNAMICS OF ORGANIZATIONAL BEHAVIOR	05 Hrs
Culture: Concept and Its Impact; Creating and sustaining culture Organizational Design: Prevalent organizational designs: New design options		
Total Lecture		39 Hours

Text Books	
1	Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Latest Edition
2	Fred Luthans, Organizational Behavior, McGraw Hill
3	K. Aswathappa. Organisational Behaviour (Text, Cases & Games). 10th Edition. Himalaya Publishing House
4	P. SubbaRao. Organisational Behaviour. 1st Edition. Himalaya Publishing House

Reference Books	
1	Judson, A.S. Changing Organisational Behaviour: Through Minimal Resistance. Wheeler Pub.
2	Pareek U. Understanding Organisational Behaviour. Oxford Publications
3	Parikh M. Organisational Behaviour. TMH

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]	
1	https://link.springer.com/book/10.1007/978-1-349-21542-3
2	https://link.springer.com/book/10.1007/978-1-349-16833-0
3	https://link.springer.com/referencework/10.1007/978-3-319-24612-3
4	Emotional Intelligence for Project Managers : The People Skills You Need to Achieve Outstanding Results Anthony Mersino American Management Association, EBSCO Book No. 214576 9780814474167

MOOCs Links and additional reading, learning, video material	
1	https://www.mooc-list.com/course/organizational-analysis-coursera
2	http://www.coursera.org/learn/organizational-behavior

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Master of Business Administration

SoE No.
23MBA101

I Semester

Legal Aspects of Business

23MBA106

Course Outcomes:

Upon successful completion of the course the students will be able to

1. Understanding of legal aspects of formation and composition of company
2. Understanding of Companies Act
3. Clarity to form and know the legal implications of partnership firm
4. Consciousness of intellectual properties and Right to Information Act
5. Understanding of Indian Contract Act
6. Understanding of negotiable instruments.

UNIT:1	LAW & LEGAL SYSTEM IN INDIA	08 Hrs
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Introduction to Legal Aspects of Business
Consumer Protection Act 2019
Negotiable Instrument Act 1881

UNIT:2	THE COMPANIES ACT	08 Hrs
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Definition & characteristics of a company
Kinds of Companies
Provisions relating to Registration: Memorandum of Association, Articles of Association
Concept & contents of Prospectus
Directors - Powers, position, and duties.
Winding Up of the Company

UNIT:3	INTELLECTUAL PROPERTY RIGHTS	08 Hrs
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IP Act
Copyrights, Trademarks, Patents

UNIT:4	INDIAN CONTRACT ACT (1872)	04 Hrs
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Definition of Contract
Types of Contracts
Essential elements of a valid contract
Competency to enter in contracts (Sec. 11 & 12)
Void Agreement
Consequences of breach of contract

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23MBA101

UNIT:5	THE PARTNERSHIP ACT 1932	05 Hrs
Types of Partners Difference between Partnership & Company Reconstitution of partnership firm Dissolution of partnership firm		
UNIT:6	INFORMATION TECHNOLOGY ACT 2000	06 Hrs
IT Rules 2021 Data Protection Bill 2019 Aadhar Act 2016 Geospatial Information Regulation Bill 2016		
Total Lecture		39 Hours

Text Books

1	Business Laws SushmaArora Taxmann's
2	Business Law Tulsian TMH
3	Mercantile Law N.D.Kapoor Sultan Chand
4	Business Law and Regulation S.N.Maheshwari&Maheshwari HPH
5	Fundamentals of Business Law Mithani D.M. HPH

Reference Books

1	Business Law 2nd Ed.: M. C. Kuchha, Vikas Publication House, New Delhi
2	Business Law: N. D. Kapoor, S. Chand & Co.

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://web.s.ebscohost.com/ehost/detail/detail?vid=2&sid=b30d66fe-0cc6-4826-a1d8-bb705cdc4ac2%40redis&bdata=JnNpdGU9ZWhvc3QtbG12ZQ%3d%3d#AN=463277&db=e230xww
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MOOCs Links and additional reading, learning, video material

1	https://www.mooc-list.com/course/legal-foundations-entrepreneurs-coursera
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Master of Business Administration

SoE No.
23MBA101

I Semester
Business Ethics and CSR
23MBA107

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding the concept of Ethics
2. Understanding Ethical Decision Making
3. Concepts of Corporate Governance and its Codes
4. Brief about CSR

UNIT:1	INTRODUCTION	07 Hrs
Definition and Nature of Business Ethics Need and Benefits of Business Ethics History and development of Business Ethics Arguments for and against Business Ethics Economic Issues Competitive Issues Legal and Regulatory Philanthropic Issues.		
UNIT:2	ETHICAL DECISION MAKING	06 Hrs
The Role of Moral Philosophies in Decision Making Ethical Theories- Theological Theory, Deontology, Virtue Ethics (Aristotle's Nicomachaen Ethics) Justice and Fairness Theory of Due Care Integration of Various perspectives Cognitive Moral Development Moral Reasoning The role of Corporate Culture and Leadership Structure and Business Ethics Interpersonal Relationships in Organization The Role of Opportunity and Conflict.		
UNIT:3	EMPLOYEE CONTEXT	07 Hrs
Job Discrimination- Unity, Rights and Justice Gender Issues Job Discrimination- Employee Obligation to Firm Job Discrimination- Firms Duties to Employees Job Discrimination- The Employee Rights The Need of Organizational Ethical Program Code of Conduct Ethical Training Programmers and Communication		

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23MBA101

UNIT:4	BUSINESS ETHICS IN GLOBAL ECONOMY	06 Hrs
Ethical Perception and International Business Global Values Various Ethical Issues Around the Globe Cross Cultural Issues Cross Religion and Cross Racial Issues.		
UNIT:5	CORPORATE GOVERNANCE	07 Hrs
Corporate Governance Accountability Issues Disclosure to Outsiders Board Objectives Training and Development of Directors Performance Evaluation of Board		
UNIT:6	CORPORATE SOCIAL RESPONSIBILITIES	06 Hrs
Introduction to CSR – Concept Scope & Relevance and Importance of CSR in Contemporary Society Corporate philanthropy, Models for Implementation of CSR Drivers of CSR Prestigious awards for CSR in India CSR and Indian Corporations- Legal Provisions and Specification on CSR Future of CSR in India Role of NGO's in CSR Integrating CSR into Business		
Total Lecture		39 Hours

Text Books

1	CSV Murthy, Business ethics & Corporate Governance, HPH.
2	Richard T. DeGeorge, Business Ethics, Pearson publication
3	John Boatright, Ethics and the conduct of business, Pearson Publication.

Reference Books

1	Richard T. DeGeorge, Business Ethics, Pearson publication
2	John Boatright, Ethics and the conduct of business, Pearson Publication.

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23MBA101**

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	Corporate Social Responsibility in Management and Engineering, River Publishers Series in Management Sciences and Engineering, 1844097
2	Practical Ethics, A Collection of Addresses and Essays, Oxford University Press USA, 23576
3	Race For Sustainability: Energy, Economy, Environment And Ethics, Ken Hickson, World Scientific Publishing Company, 661919

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.swayam2.ac.in/cec23_mg22/preview
2	https://onlinecourses.swayam2.ac.in/nou23_ge61/preview

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Master of Business Administration

SoE No.
23MBA101

I Semester Business Communication 23MBA108

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding of significance and components of Business Communication
2. Application of knowledge with effective communication
3. Understanding of communication involved during employment process.
4. Application of professionalism and display of good code of conduct at workplace

UNIT:1	INTRODUCTION	07 Hrs
Importance of communication skills in Business Management. Types of communication: The media and tools of communication. Communication Process. Barriers and Gateways to communication.		
UNIT:2	PRESENTATION SKILLS	06 Hrs
Presentation Skills: 4 P's of presentation: Plan, Prepare, Practice and Present. Use of Visuals Presentation Aids- How to make an effective presentations.		
UNIT:3	PUBLIC SPEAKING	06 Hrs
Essentials of Public Speaking -The role of body language in public speaking- Tips for effective Public Speaking-Learning the tricks from powerful public speakers -The importance of practice		
UNIT:4	BUSINESS ETIQUETTE	06 Hrs
Professional conduct in a business setting: workplace hierarchy; the proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette		
UNIT:5	RECRUITMENT AND EMPLOYMENT CORRESPONDENCE	07 Hrs
Formats for business letters and memos. Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/ Resumes; Offer Letter; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.		

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UNIT:6	CORPORATE COMMUNICATION	07 Hrs
Audience analysis, Research Organization of presentation Delivery of presentation, Nonverbal communication (including business etiquette and protocol) Meeting, Notice, agenda, Minutes & resolution Internal Communication Memos & Circulars.		
Total Lecture		39 Hours

Text Books

1	Business Communication by K.K. Sinha Taxmann
2	Business Communication- by M.K. Sehgal & V. Khetrpal Excel Books.
3	Business Communication by P.D. Chaturvedi Pearson
4	Effective Business Communication Herta Murphy and Herbert Hildebrandt and Jane Thomas TMH

Reference Books

1	Business Communication -By Nawal, Cenage India Learning.
2	Business Communication- By Rajendra Pal. Sultan Chand
3	Resume Writing & Interviews -By Munish Bhargava, McGraw Hill.

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-981-13-7534-7
2	Presentation Skills for Technical Professionals Karten, Naomi-Gottesdiener, Ellen. EBSCO E books no. 391108 9781849280730
3	https://link.springer.com/book/10.1007/978-3-030-57741-4

MOOCs Links and additional reading, learning, video material

1	Effective communications skills for business by Udemy
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**SoE No.
23MBA101**

**I Semester
Audit Course
Professional Management Program – 1
AMBA101**

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Master of Business Administration

**SoE No.
23MBA101**

**I Semester
Audit Course
Digital Skills
AMBA102**

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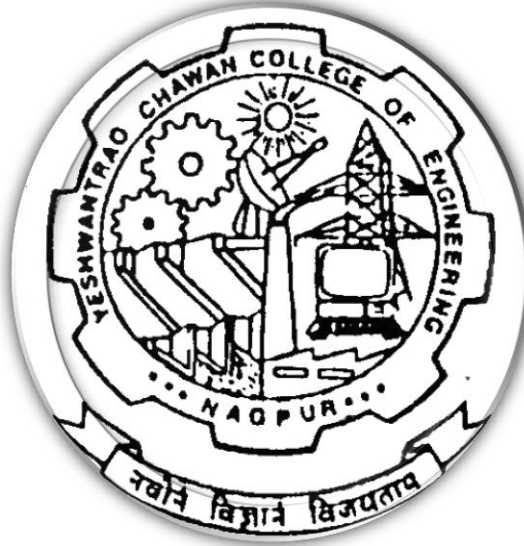
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(Accredited 'A++' Grade by NAAC with a score of 3.6)

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Department of Management Studies & Entrepreneurship

Master of Business Administration (MBA)

SoE & Syllabus 2023-24

2nd Semester



MBA SCHEME OF EXAMINATION 2023
 Department of Management Studies and Entrepreneurship
Masters in Business Administration (MBA)

Sl. No.	Sem	Type	Course Code	Course Title	T/P	Contact Hours				Credits	% Weightage		ESE Duration Hrs.
						L	T	P	Hrs.		TA	ESE	
I SEMESTER													
1	1	CORE	23MBA101	Principles of Management	T	3	0	0	3	3	40	60	3
2	1	CORE	23MBA102	Financial Accounting	T	4	0	0	4	4	40	60	3
3	1	CORE	23MBA103	Business Statistics	T	3	0	0	3	3	40	60	3
4	1	CORE	23MBA104	Managerial Economics	T	3	0	0	3	3	40	60	3
5	1	CORE	23MBA105	Organisational Behaviour	T	3	0	0	3	3	40	60	3
6	1	CORE	23MBA106	Legal Aspects of Business	T	3	0	0	3	3	40	60	3
7	1	CORE	23MBA107	Business Ethics and CSR	T	3	0	0	3	3	40	60	3
8	1	SKILL	23MBA108	Business Communication	T	3	0	0	3	3	40	60	3
9	1	AUDIT	AMBA101	Professional Management Program – 1					40				
10	1	AUDIT	AMBA102	Digital Skills					20				
Total						25	0	0	85	25			

II SEMESTER													
1	2	CORE	23MBA201	Marketing Management	T	3	0	0	3	3	40	60	3
2	2	CORE	23MBA202	Business Research Methods	T	3	0	0	3	3	40	60	3
3	2	CORE	23MBA203	Cost & Management Accounting	T	3	0	0	3	3	40	60	3
4	2	CORE	23MBA204	Entrepreneurship Development	T	3	0	0	3	3	40	60	3
5	2	CORE	23MBA205	Operations Management	T	3	0	0	3	3	40	60	3
6	2	CORE	23MBA206	Human Resource Management	T	3	0	0	3	3	40	60	3
7	2	CORE	23MBA207	Indian Business Environment	T	3	0	0	3	3	40	60	3
8	2	CORE	23MBA208	Financial Management	T	4	0	0	4	4	40	60	3
9	2	SKILL	23MBA209	Entrepreneurship Development Lab (Evaluation of the course will be based on Business Plan submission)	P	0	0	4	4	2	40	60	
9	2	AUDIT	AMBA103	Professional Management Program – 2					40				
10	2	AUDIT	AMBA104	Employability Enhancement Programme (EEP)					40				
TOTAL						25	0	4	109	27			

III SEMESTER													
1	3	CORE	23MBA301	Strategic Management	T	3	0	0	3	3	40	60	3
2	3	CORE	GROUP A (Select any Specialization Group of Electives from the following group)	Specialisation – I : Paper 1	T	3	0	0	3	3	40	60	3
3	3	CORE		Specialisation – I : Paper 2	T	3	0	0	3	3	40	60	3
4	3	CORE		Specialisation – I : Paper 3	T	3	0	0	3	3	40	60	3
5	3	CORE		Specialisation – I : Paper 4	T	3	0	0	3	3	40	60	3
6	3	CORE	GROUP B (Select any Specialization Group of Electives from the following group)	Specialisation – II : Paper 1	T	3	0	0	3	3	40	60	3
7	3	CORE		Specialisation – II : Paper 2	T	3	0	0	3	3	40	60	3
8	3	CORE		Specialisation – II : Paper 3	T	3	0	0	3	3	40	60	3
9	3	CORE		Specialisation – II : Paper 4	T	3	0	0	3	3	40	60	3
TOTAL						27	0	0	27	27			



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SoE No.
23MBA101

Sl. No.	Sem	Type	Course Code	Course Title	T/P	Contact Hours				Credits	% Weightage		ESE Duration Hrs.
						L	T	P	Hrs.		TA	ESE	
IV SEMESTER													
1	4	CORE	GROUP A (Select any Specialization Group of Electives from the following group)	Specialisation – I : Paper 1	T	3	0	0	3	3	40	60	3
2	4	CORE		Specialisation – I : Paper 2	T	3	0	0	3	3	40	60	3
3	4	CORE	GROUP B (Select any Specialization Group of Electives from the following group)	Specialisation – II : Paper 1	T	3	0	0	3	3	40	60	3
4	4	CORE		Specialisation – II : Paper 2	T	3	0	0	3	3	40	60	3
5	4	PROJECT	23MBA401	CAPSTONE PROJECT (through Industry Internship Program(IIP))	P				350	12	100	100	
				Note: 1. Theory subjects in Semester IV will be conducted in online through Swayam / NPTL / MOOC/LMS 2. Students will undergo Semester Long Industry Linked Internship in Semester IV which will culminate to Capstone Project.									
						12	0	0	362	24			
Grand Total of Credits										103			

List of Electives

ELECTIVE A - FINANCIAL MANAGEMENT

1	3		23MBAF301	Insurance and Banking Management
2	3		23MBAF302	Corporate Taxation
3	3		23MBAF303	Financial Derivatives , Security Analysis And Portfolio Management
4	3		23MBAF304	Strategic Financial Management
5	4		23MBAF401	FinTech
6	4		23MBAF402	Project Planning & Financial Strategies

ELECTIVE B - HUMAN RESOURCE MANAGEMENT

1	3		23MBAHR301	Learning & Development
2	3		23MBAHR302	Human Resource Metrics and Analytics
3	3		23MBAHR303	Organizational Theory: Structure, Design
4	3		23MBAHR304	Organizational Development
5	4		23MBAHR401	Competency Mapping
6	4		23MBAHR402	Performance and Compensation Management

ELECTIVE C - MARKETING MANAGEMENT

1	3		23MBAM301	Consumer Behavior and Customer Relationship Management
2	3		23MBAM302	Brand Management
3	3		23MBAM303	Retail Management and Visual Merchandising
4	3		23MBAM304	Marketing Analytics
5	4		23MBAM401	Digital and Social Marketing
6	4		23MBAM402	Marketing of Services

ELECTIVE D- OPERATIONS & LOGISTICS MANAGEMENT

1	3		23MBAO301	Sourcing Management
2	3		23MBAO302	Project Management
3	3		23MBAO303	Service Operation Management
4	3		23MBAO304	Logistics and Supply Chain Management
5	4		23MBAO401	Total Quality Management
6	4		23MBAO402	Operation Analytics

ELECTIVE E- BUSINESS ANALYTICS

1	3		23MBABA301	Fundamentals of Business Analytics
2	3		23MBABA302	Business Intelligence (Descriptive Analytics)
3	3		23MBABA303	Advanced Analytics (Predictive Analytics)
4	3		23MBABA304	Econometrics
5	4		23MBABA401	Customer and Social Media Analytics
6	4		23MBABA402	Business Analytics using R

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Master of Business Administration

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23MBA101

II Semester
Marketing Management
23MBA201

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Appraise the students about marketing.
2. Establish the importance of marketing mix, its integration and applicability.
3. Evaluate the application of STP (Segmentation, Targeting and Positioning) in Marketing.
4. Familiarize students with the decisions involved in marketing management of a firm related to Product and Price strategy.
5. Familiarize students with the decisions involved in marketing management of a firm related to Communication and Distribution strategy.

UNIT:1	INTRODUCTION TO MARKETING	07 Hrs
Core concepts of Marketing; Evolution of Marketing philosophies The Value of Marketing; The value delivery process; The value chain Marketing environment – customer oriented organization – marketing interface with other functional areas marketing in a globalized environment Marketing Mix Concepts		
UNIT:2	SEGMENTATION, TARGETING AND POSITIONING	06 Hrs
Bases for segmenting Consumer Markets; Business Market Segmentation; Effective segmentation criteria Market Targeting Positioning and Value Proposition; Competitive frame of reference P-O-P; P-O-D Brand Positioning Approaches		
UNIT:3	PRODUCT STRATEGY	06 Hrs
Product Characteristics and Classification Product mix, line and length Packaging and leveling Brand management, Developing new product		
UNIT:4	PRICING STRATEGY	06 Hrs
Pricing Process Pricing Strategies Consumer Psychology and pricing Price Adaptation Strategies Initiating and responding to Price Change		
UNIT:5	DISTRIBUTION STRATEGY	07 Hrs
Distribution Channel Retailing		

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23MBA101**

Wholesaling Private levels Market Logistics	
UNIT:6	COMMUNICATION STRATEGY
Marketing Communication Mix Mass communication: Advertising; Sales promotion; Events and Experiences; Public Relation; Direct Marketing and Personal Selling Digital Communication Online marketing Social Media Marketing Through E-mails Word of Mouth	
Total Lecture	
39 Hours	

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23MBA101

Text Books

1	Marketing Management by G Sainesh, Philip Kotler, Kevin Lane Keller, Alaxander Chervnev, Jagdish N. Seth
2	Marketing Management: Planning implementation and Control by V. S. Ramaswamy and S. Namakumari
3	Marketing Management by RajanSaxena

Reference Books

1	Marketing 6.0 -Entrepreneurial Marketing by Philip Kotler, Hermawan Kartajaya, Hooi Den Huan, Jacky Mussry
2	Principles of Marketing by D.L. Kurtz and L.E. Boone,

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-1-349-14039-8
2	https://link.springer.com/book/10.1007/978-1-349-23858-3
3	https://link.springer.com/book/10.1057/9781137264169

MOOCs Links and additional reading, learning, video material

1	Marketing Management – I : Indian Institute of Technology Kanpur and NPTEL via Swayam
2	

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Master of Business Administration

SoE No.
23MBA101

II Semester

Business Research Methods

23MBA202

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the importance and process of business research
2. Appreciate and learn to make research hypothesis.
3. Create sampling plan
4. Conduct Data Analysis and Report Results

UNIT:1	INTRODUCTION OF RESEARCH METHODOLOGY	06 Hrs
Meaning; Scope, Research Process; Identification of research problem; Characteristics of good research; Sources of Research Problem; Factors in selecting research Problem, Steps in the formulating Research Problem		
UNIT:2	LITERATURE REVIEW AND HYPOTHESIS FRAMING	07 Hrs
Importance of Review of Literature; Format of Literature Review; Steps for writing of Literature Review Framing of objectives & Rationale, Formulation & types of research hypothesis & Type I & Type II error. Variables; Types of variables Types of research; classification of research; Relationship among various research Scale & its types; factors in selecting an appropriate measurement scale.		
UNIT:3	SAMPLING	07 Hrs
Sampling – Concept of Universe, Population & sample, Types of sampling, significance of sampling Design process and Techniques and Common error in the sampling.		
UNIT:4	DATA COLLECTION	07 Hrs
Data collection - Primary and secondary data. Techniques of primary data collection methods questionnaire & its design process, observations, interview schedule, and personal interview & research Diary.		
UNIT:5	DATA INTERPRETATION AND ANALYSIS	07 Hrs
Deciding the appropriate testing technique Univariate Analysis Techniques Bivariate Analysis Techniques Multivariate Analysis Techniques		
UNIT:6	DATA REPORTING	05 Hrs
Data reporting, tabulating Graphical representations Report formulation		
Total Lecture		39 Hours

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Master of Business Administration

**SoE No.
23MBA101**

Text Books

1	Research Methodology, Methods & Techniques 4th Edition	C R Kothari, Gaurav Garg	New Age
2	Business Research Methods	Zikmund Thomson	
3	Business Research Methods.	Naval Bajpai Pearson	

Reference Books

1	Business Research Methods	Pamela S Schindler	TMH
2	Research Methods of Business A Skill-Building Approach, An Indian Adaptation (Author), Uma Sekaran (Author), Mala Srivastava (Author)	Roger Bougie Wiley	

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-1-4899-3384-3
2	https://link.springer.com/book/10.1007/978-1-4757-5196-3
3	https://link.springer.com/book/10.1007/978-3-030-37810-3

MOOCs Links and additional reading, learning, video material

1	https://www.classcentral.com/course/researchmethods-1767
2	

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Master of Business Administration

SoE No.
23MBA101

II Semester

Cost and Management Accounting

23MBA203

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand various classifications of costs, and their financial treatments.
2. Prepare cost sheet and Costing profit statements
3. Perform various types of costing methods
4. Understand budgetary controls in costing

UNIT:1	Introduction	07 Hrs
Introduction, Types of Costs & Costing, Costing Terminologies, Elements of cost, Material, Labour OH, numerical problems, Responsibility centres, Apportionment & Absorption of costs (Contemporary issues related to topic)		
UNIT:2	Cost Sheet	06 Hrs
Preparation of Cost sheet, Tender & Quotation, Reconciliation of Costing Profit & Accounting Profit, Preparation of Production Account (Contemporary issues related to topic)		
UNIT:3	Methods of Costing	07 Hrs
Unit Costing, Single or output costing, Batch costing, ABC Costing, Operating Costing, Process Costing (Contemporary issues related to topic)		
UNIT:4	Marginal Costing	06 Hrs
Marginal Costing, Marginal cost equations and their application in practice, Costing & CVP analysis, Key factor concept, Relevant cost & differential cost, Application of Marginal costing in management decision making (Contemporary issues related to topic)		
UNIT:5	Contract Costing	07 Hrs
Contract Costing, Standard costing, Job Costing (Contemporary issues related to topic)		
UNIT:6	Budgeting	06 Hrs
Performance evaluation techniques, Budgeting & budgetary control, Understanding budgets, Classification of budget, Fixed & Flexible budgets, Cash Budgets, Production Budget, material budget, labour budget, Zero based budgeting, Performance budgeting, ABB, New trends in costing (Contemporary issues related to topic)		
Total Lecture		39 Hours

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23MBA101

Text Books

1	Cost & Management Accounting, Ravi Kishore, S Chand Publication
2	A textbook of Cost and Management Accounting, M.N Arora, S Chand Publication
3	Cost Accounting Text And Problems, M.C.Shukla, T.S.Grewal, Dr.M.P.Gupta, Taxman Publication

Reference Books

1	Cost & Management Accounting. Dr.P.C.Tulsian, Taxman Publication
2	Cost Accounting & Financial Management, Ravi Kishore. Taxman Publication
3	Management Accounting, Principles & Practice, Sharma R.K & Gupta S.K, New Age Publication

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-1-349-90655-0
2	https://link.springer.com/book/10.1007/978-1-349-19930-3
3	https://link.springer.com/chapter/10.1007/978-3-319-14750-5_1
4	https://link.springer.com/chapter/10.1007/978-1-349-90655-0_1

MOOCs Links and additional reading, learning, video material

1	https://www.mooc-list.com/course/cost-accounting-decision-making-coursera
2	https://www.mooc-list.com/course/cost-accounting-profit-and-loss-calculation-coursera
3	https://www.mooc-list.com/course/basics-cost-accounting-product-costing-coursera
4	https://www.mooc-list.com/course/managerial-accounting-fundamental-concepts-and-costing-systems-cost-analysis-coursera
5	https://www.mooc-list.com/course/managerial-accounting-cost-behaviors-systems-and-analysis-coursera

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Master of Business Administration

SoE No.
23MBA101

II Semester Entrepreneurship Development 23MBA204

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding of entrepreneurship and its types
2. Evaluation of opportunities for business ideation
3. Understanding of funding opportunities for new ventures
4. Development of project plan for new ventures

UNIT:1	INTRODUCTION	07 Hrs
Entrepreneurship concept & Role of Entrepreneurship in the Economy Background and Characteristics of Successful. Entrepreneur Corporate Entrepreneurship Role Model and Support System Entrepreneurs and Managers Types and Classification of Entrepreneurs. (Intrapreneurs, Women Entrepreneurs, Social Entrepreneurship).		
UNIT:2	ENTREPRENEURIAL ENVIRONMENT : IDEA TO OPPORTUNITY	08 Hrs
Environment factors affecting entrepreneurial development Creativity and the business Idea generation Recognition of opportunity Identifying and analyzing domestics and international opportunity International Entrepreneurship Entrepreneurial entry strategy Legal issues in setting up the organization		
UNIT:3	ENTREPRENEUR PROJECT DEVELOPMENT	07 Hrs
Creating and starting the venture Steps involved in starting a venture Business Plan The Marketing Plan The Organizational Plan The Financial Plan		
UNIT:4	FUNDING THE VENTURE	06 Hrs
Sources of Capital Role of SBA in small business financing Informal Risk Capital, Venture Capital and Going public Legal Issues and Blue sky qualification		
UNIT:5	LAUNCHING AND GROWING THE NEW VENTURE	07 Hrs
Strategies for the growth Managing the implications of growth Accessing resources for the growth from external sources Succession planning		

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23MBA101**

Strategies for Harvesting the venture

UNIT:6 BUSINESS PLAN PREPARATION

06 Hrs

Sources of Product for Business – Pre Feasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

Total Lecture 39 Hours

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Text Books

1	Entrepreneurship Development S A Kumar (Author), S C Poornima (Author), M K Abraham (Author), K Jayshree New Age
2	Entrepreneurship Robert D. Hisrich (Author), Michael P. Peters (Author), Dean A. Shepherd (Author), Sabyasachi Sinha TMH
3	Entrepreneurship Robert D Hisrich TMH

Reference Books

1	Hisrich, 'Entrepreneurship', Tata McGraw Hill, New Delhi, 2001
2	"Entrepreneurial Development" Gupta C.B. & Srinivas (Sultan D, Chand & Sons)

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-1-137-09407-0
2	https://link.springer.com/book/10.1007/978-3-319-43859-7
3	https://link.springer.com/book/10.1007/978-981-15-1839-3

MOOCs Links and additional reading, learning, video material

1	https://www.startupindia.gov.in/content/sih/en/learning-and-development_v2.html
2	

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Master of Business Administration

**SoE No.
23MBA101**

II Semester Operations Management 23MBA205

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding Operations Management
2. Understanding of operation strategy and decision analysis.
3. Demonstrate the cohesion of different people from different backgrounds into one strong organizational culture.
4. Knowledge of layouts, deciding a particular layout, selecting a particular location based on factor analysis.

UNIT:1	INTRODUCTION TO OPERATIONS MANAGEMENT	07 Hrs
Introduction to Operation Management Systems View of Operations Managing the Operations Subsystem Framework of Managing Operations Strategic Role of Operations Trends in Operations Management		
UNIT:2	OPERATIONS STRATEGIES	06 Hrs
Strategic Planning Process and Content of Operations Strategies Productivity and quality Technology and Mechanization International Operations Management Meeting the Competitive Challenges in Operations Management		
UNIT:3	FORECASTING	07 Hrs
Forecasting in Operations Forecasting Methods Manufactures Apply Forecasting in Operations Selection of Forecasting Methods Behavioral Dimensions of Forecasting		
UNIT:4	DESIGNING SERVICES	06 Hrs
Characteristics of Services Service Design Process Waiting Line Analysis for Service Improvements (Single Server Model)		

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UNIT:5	LAYOUT PLANNING	07 Hrs
Layout Concepts Developing the Layout Process: Models and Behavior Developing the Product Layout: Assembly Line Models and Behavior Manufacturing Cellular Layouts		
UNIT:6	JOB DESIGN, PRODUCTION & OPERATIONS STANDARDS	06 Hrs
Job Design Effective Job Design: Combining Engineering and Behavioral Approaches Production and Operations Standards Work Measurement		
Total Lecture		39 Hours

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Text Books

1	Production And Operations Management, P Ramamurthy New Age
2	Operations Management, Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs TMH
3	Production & Operations Management Chary S.N. TMH
4	

Reference Books

1	Production & Operations Management Chary S.N. TMH
2	Production & Operations Management Aswathappa K. HPH
3	Production & Operations Management Aswathappa K. HPH

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/referenceworkentry/10.1007/1-4020-0611-X_702
2	https://link.springer.com/referenceworkentry/10.1007/978-1-4419-1153-7_702
3	
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MOOCs Links and additional reading, learning, video material

1	https://www.edx.org/learn/operations-management/indian-institute-of-management-bangalore-operations
2	
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Master of Business Administration

SoE No.
23MBA101

II Semester

Human Resource Management

23MBA206

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding of roles and responsibilities of HR department in industries.
2. Understand job evaluation and estimate HR requirements.
3. Able to carry out recruitment & selection process.
4. Equipped understand training methods.

UNIT:1	NATURE AND SCOPE OF HUMAN RESOURCE MANAGEMENT	07 Hrs
	Meaning and Definition of HRM Functions of HRM- Managerial Functions, Operative Functions Nature of HRM Scope of HRM Importance of HHRM Role of HRM Objective of HRM	
UNIT:2	JOB ANALYSIS	06 Hrs
	Job Design- Approaches- Options: Job Rotation- Job Enlargement- Job Enrichment Job Analysis – Need- Team Analysis- Process- Information Job Description – Characteristics – Contents – Steps Job Specification – Information Job Sharing Ergonomics Employee Empowerment	
UNIT:3	HUMAN RESOURCE PLANNING	07 Hrs
	Meaning and Objectives of HRP Benefits of HRP Factors Affecting HRP Process of HRP Problems of HRP Recent Trends in HRP	
UNIT:4	RECRUITMENT AND SELECTION	06 Hrs
	Definition and Objective of Recruitment Recruitment Policy – Centralized and Decentralized recruitment	

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**SoE No.
23MBA101**

Sources of Recruitment – Traditional and Modern sources
Factors affecting Recruitment
Essentials of Selection Procedure
Role of Selection Procedure
Selection Procedure

UNIT:5 HUMAN RESOURCE DEVELOPMENT

07 Hrs

Significance of HRD; Concept of HRD; Features of HRD; Scope and Need for HRD
HRD Objectives; HRD Framework
Functions of HRD; Attributes of HRD

UNIT:6 EMPLOYEE TRAINING

06 Hrs

Assessment of Training Needs
Training Methods: On the Job Method, Job Rotation, Role Play, Lecture, Conference/ Discussions,
Training Procedure
Training within Industry
Advantage of Training
Evaluation of Training Program

Total Lecture 39 Hours

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23MBA101**

Text Books

1	Human Resource and Personnel Management-Text and Cases: K. Ashwathappa, Tata McGraw Hill Education Pvt. Ltd.
2	Personnel and Human Resource Management - P. Subba Rao, Himalaya Publishing
3	Human Resource Management C.B.Mamoria, S.V.Gankar, HPH
4	

Reference Books



1	Human Resource Management CAIIB IIB
2	Human Resource Management Decenzo D A , John Wiley Willey
3	Human Resource Management Gary Dessler & Biju Varkkey Pearson

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1	http://link.springer.com/openurl?genre=book&isbn=978-3-319-02617-6
2	http://link.springer.com/openurl?genre=book&isbn=978-3-319-06375-1
3	
4	

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.swayam2.ac.in/imb23_mg67/preview
2	
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Master of Business Administration

**SoE No.
23MBA101**

II Semester Indian Business Environment 23MBA207

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding of business environment
2. Understanding of business policy.
3. An idea of current business trends.
4. Post Covid scenario.

UNIT:1	INTRODUCTION	07 Hrs
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Macro and Micro Indicators
Assessing risk in Business Environment
Emerging sectors of Indian Economy
Relative size and Growth of Public and Private sectors- Design and Strategy of Economic Reforms

UNIT:2	MONETARY POLICY	06 Hrs
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Current state of Growth and Investment
Interest rate Structure and Present Monetary Policy
Fiscal environment
Current inflationary position and its impact on business sector
Competitive environment
Legislation for anti-competitive and unfair trade practices

UNIT:3	INDUSTRIAL POLICY	07 Hrs
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Current industrialization Trends and Industrial Policy
Environment for the SME sector
Infrastructure development and policy
Public sector Reforms and Performance
Public-private partnership
Intellectual property regime and the R&D environment
Trends in service sector growth
Banking reforms and challenges
Business opportunities in the rural sector

UNIT:4	CURRENT TRENDS	06 Hrs
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Trends in service sector growth
Banking reforms and challenges
Business opportunities in the rural sector

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Globalization Trends and Challenges
Balance of Payments Trend
Environment for Foreign Trade and Investment
Exchange Rate Movements and their Impact
India's Competitiveness in the World Economy
External Influences on India's business environment.

UNIT:5 INDIA AND WORLD ECONOMY

07 Hrs

Balance of Payments Trend
Environment for Foreign Trade and Investment
Exchange Rate Movements and their Impact
India's Competitiveness in the World Economy
External Influences on India's business environment.

UNIT:6 POST COVID IMPACT

06 Hrs

Post Covid Impact on Business Environment

Total Lecture 39 Hours

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23MBA101

Text Books

1	Indian Business Environment Role of Micro and Macro Environment of Business Decisions Ranjith Pappachan
2	Essence of Business Environment By K Aswathappa Himalaya Publishing House
3	Business Environment By Francis Cherunilam Himalaya Publishing House
4	

Reference Books

1	Business Environment by Veena Keshav Pailwar
2	
3	

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/referencework/10.1007/978-3-030-66252-3
2	https://link.springer.com/referencework/10.1057/978-1-349-96056-9
3	
4	

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.swayam2.ac.in/imb23_mg49/preview
2	https://onlinecourses.swayam2.ac.in/imb22_mg02/preview
3	
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Master of Business Administration

SoE No.
23MBA101

II Semester Financial Management 23MBA208

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand various financial activities and financial markets
2. Evaluate Cost of capital
3. Understand usage of Leverages and Dividends in Business
4. Conduct financial analysis of a given organization based on financials.

UNIT:1	08 Hrs	
Introduction Profit maximisation Vs Wealth maximization, Sources of Finance, Introduction to Capital markets, Introduction to Banking, Insurance and other Financial services, Time value of money, Present value, Future Value, multiple cash flows,. Annuity, Multiple Compounding. (Contemporary issues related to topic)		
UNIT:2	08 Hrs	
Personal Financial Investments, Stock Market Analysis, Fundamental Analysis, Technical Analysis, Introduction to Fintech, AI in Finance (Contemporary issues related to topic)		
UNIT:3	08 Hrs	
Cost of Capital, WACC, Flotation costs, Investment Analysis, CAPM Model, Marginal Cost of capital (Contemporary issues related to topic)		
UNIT:4	08 Hrs	
Capital Structure, Leverages, Operating Leverage, Financial Leverage, Combined Leverages & risk, Risk adjusted NPV, Inflation adjusted NPV. (Contemporary issues related to topic)		
UNIT:5	08 Hrs	
Dividend policy & valuation models, Gordon, Walter, MMEBIT-EPS Analysis, Impact of dividend decisions on all stake holders, Valuation of Debt, Valuation of Equity, Value of the firm, Various methods of valuation of firm. (Contemporary issues related to topic)		
UNIT:6	08 Hrs	
Financial Analysis - Fund Flow Analysis, Cash Flow Analysis, Ratio Analysis, Comparative Analysis, Common Size Statement, Working Capital Analysis. (Contemporary issues related to topic)		
Total Lecture		48 Hours

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SoE No.
23MBA101

Text Books

1	Financial Management -Text, Problems and Cases, M.Y Khan, P.K.Jain, Mc Graw Hill
2	Financial Management (Theory, Problems, Cases), Ravi Kishore, Taxmann Publication
3	Financial Management, Prasanna Chandra, TMH.

Reference Books

1	Financial Management, Dr. R. P. Rustagi, Taxmann Publication.
2	Fundamentals of Financial Management: Dr. S.K. Sharma, Dr. Rachan Sareen, Sultan Chand Publication

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1	https://link.springer.com/book/10.1007/978-1-349-14766-3
2	https://link.springer.com/book/10.1007/978-1-349-13199-0
3	https://link.springer.com/chapter/10.1007/978-3-319-16262-1_3
4	https://link.springer.com/book/10.1007/978-0-230-00098-8

MOOCs Links and additional reading, learning, video material

1	https://www.mooc-list.com/course/introduction-financial-engineering-and-risk-management-coursera
2	https://www.mooc-list.com/course/financial-management-product-leaders-coursera
3	https://www.mooc-list.com/course/practical-finance-entrepreneurial-creatives-coursera
4	https://www.mooc-list.com/course/credit-risk-management-frameworks-and-strategies-coursera
5	https://www.mooc-list.com/course/introduction-risk-management-coursera-0
6	https://www.mooc-list.com/course/fundamentals-financial-and-management-accounting-coursera

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Department of Management Studies & Entrepreneurship

Master of Business Administration

**SoE No.
23MBA101**

II Semester Entrepreneurship Development Lab 23MBA 209

Course Outcomes :

Upon successful completion of the course the students will be able to

6. Implement the concepts of ED to action
7. Design a business plan
8. Conduct feasibility analysis
9. Present the business plan for funding

	Business Plan	52 Hrs
	<ol style="list-style-type: none">1. Development of Business Plan on the following parameters:<ol style="list-style-type: none">a. Background and executive summaryb. Products and servicesc. Industry or market overviewd. Competitive positione. Go-to-market strategyf. Managementg. Technology and operationsh. Financial plani. Financing2. Presentation of Business Plan and participation in Business Plan contests	

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Master of Business Administration

SoE No.
23MBA101

Text Books

1	Entrepreneurship Development S A Kumar (Author), S C Poornima (Author), M K Abraham (Author), K Jayshree New Age
2	Entrepreneurship Robert D. Hisrich (Author), Michael P. Peters (Author), Dean A. Shepherd (Author), Sabyasachi Sinha TMH
3	Entrepreneurship Robert D Hisrich TMH

Reference Books

1	Hisrich, 'Entrepreneurship', Tata McGraw Hill, New Delhi, 2001
2	"Entrepreneurial Development" Gupta C.B. & Srinivas (Sultan D, Chand & Sons)

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/referenceworkentry/10.1007/978-1-4614-3858-8_100070
2	https://link.springer.com/referenceworkentry/10.1057/978-1-349-94848-2_460-1
3	https://link.springer.com/chapter/10.1007/978-3-319-34021-0_3

MOOCs Links and additional reading, learning, video material

1	https://www.startupindia.gov.in/content/sih/en/learning-and-development_v2.html
2	

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Department of Management Studies & Entrepreneurship

Master of Business Administration

**SoE No.
23MBA101**

II Semester
Professional Management Program – 2
AMBA103

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Master of Business Administration

**SoE No.
23MBA101**

II Semester Employability Enhancement Programme (EEP) AMBA104

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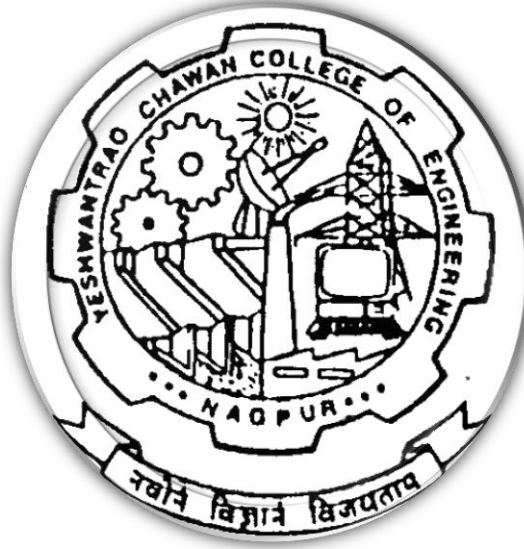
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Department of Management Studies & Entrepreneurship

Master of Business Administration (MBA)

SoE & Syllabus 2023-24

3rd & 4th Semester



MBA SCHEME OF EXAMINATION 2023
 Department of Management Studies and Entrepreneurship
Masters in Business Administration (MBA)

Sl. No.	Sem	Type	Course Code	Course Title	T/P	Contact Hours				Credits	% Weightage		ESE Duration Hrs.
						L	T	P	Hrs.		TA	ESE	
I SEMESTER													
1	1	CORE	23MBA101	Principles of Management	T	3	0	0	3	3	40	60	3
2	1	CORE	23MBA102	Financial Accounting	T	4	0	0	4	4	40	60	3
3	1	CORE	23MBA103	Business Statistics	T	3	0	0	3	3	40	60	3
4	1	CORE	23MBA104	Managerial Economics	T	3	0	0	3	3	40	60	3
5	1	CORE	23MBA105	Organisational Behaviour	T	3	0	0	3	3	40	60	3
6	1	CORE	23MBA106	Legal Aspects of Business	T	3	0	0	3	3	40	60	3
7	1	CORE	23MBA107	Business Ethics and CSR	T	3	0	0	3	3	40	60	3
8	1	SKILL	23MBA108	Business Communication	T	3	0	0	3	3	40	60	3
9	1	AUDIT	AMBA101	Professional Management Program – 1					40				
10	1	AUDIT	AMBA102	Digital Skills					20				
Total						25	0	0	85	25			

II SEMESTER													
1	2	CORE	23MBA201	Marketing Management	T	3	0	0	3	3	40	60	3
2	2	CORE	23MBA202	Business Research Methods	T	3	0	0	3	3	40	60	3
3	2	CORE	23MBA203	Cost & Management Accounting	T	3	0	0	3	3	40	60	3
4	2	CORE	23MBA204	Entrepreneurship Development	T	3	0	0	3	3	40	60	3
5	2	CORE	23MBA205	Operations Management	T	3	0	0	3	3	40	60	3
6	2	CORE	23MBA206	Human Resource Management	T	3	0	0	3	3	40	60	3
7	2	CORE	23MBA207	Indian Business Environment	T	3	0	0	3	3	40	60	3
8	2	CORE	23MBA208	Financial Management	T	4	0	0	4	4	40	60	3
9	2	SKILL	23MBA209	Entrepreneurship Development Lab (Evaluation of the course will be based on Business Plan submission)	P	0	0	4	4	2	40	60	
9	2	AUDIT	AMBA103	Professional Management Program – 2					40				
10	2	AUDIT	AMBA104	Employability Enhancement Programme (EEP)					40				
TOTAL						25	0	4	109	27			

III SEMESTER													
1	3	CORE	23MBA301	Strategic Management	T	3	0	0	3	3	40	60	3
2	3	CORE	GROUP A (Select any Specialization Group of Electives from the following group)	Specialisation – I : Paper 1	T	3	0	0	3	3	40	60	3
3	3	CORE		Specialisation – I : Paper 2	T	3	0	0	3	3	40	60	3
4	3	CORE		Specialisation – I : Paper 3	T	3	0	0	3	3	40	60	3
5	3	CORE		Specialisation – I : Paper 4	T	3	0	0	3	3	40	60	3
6	3	CORE	GROUP B (Select any Specialization Group of Electives from the following group)	Specialisation – II : Paper 1	T	3	0	0	3	3	40	60	3
7	3	CORE		Specialisation – II : Paper 2	T	3	0	0	3	3	40	60	3
8	3	CORE		Specialisation – II : Paper 3	T	3	0	0	3	3	40	60	3
9	3	CORE		Specialisation – II : Paper 4	T	3	0	0	3	3	40	60	3
TOTAL						27	0	0	27	27			



MBA SCHEME OF EXAMINATION 2023
 Department of Management Studies and Entrepreneurship
Masters in Business Administration (MBA)

Sl. No.	Sem	Type	Course Code	Course Title	T/P	Contact Hours				Credits	% Weightage		ESE Duration Hrs.
						L	T	P	Hrs.		TA	ESE	
IV SEMESTER													
1	4	CORE	GROUP A (Select any Specialization Group of Electives from the following group)	Specialisation – I : Paper 1	T	3	0	0	3	3	40	60	3
2	4	CORE		Specialisation – I : Paper 2	T	3	0	0	3	3	40	60	3
3	4	CORE	GROUP B (Select any Specialization Group of Electives from the following group)	Specialisation – II : Paper 1	T	3	0	0	3	3	40	60	3
4	4	CORE		Specialisation – II : Paper 2	T	3	0	0	3	3	40	60	3
5	4	PROJECT	23MBA401	CAPSTONE PROJECT (through Industry Internship Program(IIP))	P				350	12	100	100	
				Note: 1. Theory subjects in Semester IV will be conducted in online through Swayam / NPTL / MOOC/LMS 2. Students will undergo Semester Long Industry Linked Internship in Semester IV which will culminate to Capstone Project.									
						12	0	0	362	24			
Grand Total of Credits										103			

List of Electives

ELECTIVE A - FINANCIAL MANAGEMENT

1	3		23MBAF301	Insurance and Banking Management
2	3		23MBAF302	Corporate Taxation
3	3		23MBAF303	Financial Derivatives , Security Analysis And Portfolio Management
4	3		23MBAF304	Strategic Financial Management
5	4		23MBAF401	FinTech
6	4		23MBAF402	Project Planning & Financial Strategies

ELECTIVE B - HUMAN RESOURCE MANAGEMENT

1	3		23MBAHR301	Learning & Development
2	3		23MBAHR302	Human Resource Metrics and Analytics
3	3		23MBAHR303	Organizational Theory: Structure, Design
4	3		23MBAHR304	Organizational Development
5	4		23MBAHR401	Competency Mapping
6	4		23MBAHR402	Performance and Compensation Management

ELECTIVE C - MARKETING MANAGEMENT

1	3		23MBAM301	Consumer Behavior and Customer Relationship Management
2	3		23MBAM302	Brand Management
3	3		23MBAM303	Retail Management and Visual Merchandising
4	3		23MBAM304	Marketing Analytics
5	4		23MBAM401	Digital and Social Marketing
6	4		23MBAM402	Marketing of Services

ELECTIVE D - OPERATIONS & LOGISTICS MANAGEMENT

1	3		23MBAO301	Sourcing Management
2	3		23MBAO302	Project Management
3	3		23MBAO303	Service Operation Management
4	3		23MBAO304	Logistics and Supply Chain Management
5	4		23MBAO401	Total Quality Management
6	4		23MBAO402	Operation Analytics

ELECTIVE E- BUSINESS ANALYTICS

1	3		23MBABA301	Fundamentals of Business Analytics
2	3		23MBABA302	Business Intelligence (Descriptive Analytics)
3	3		23MBABA303	Advanced Analytics (Predictive Analytics)
4	3		23MBABA304	Econometrics
5	4		23MBABA401	Customer and Social Media Analytics
6	4		23MBABA402	Business Analytics using R

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Department of Management Studies & Entrepreneurship

Master of Business Administration

**SoE No.
23MBA101**

III Semester Strategic Management 23MBA301

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop skills to analyze the internal and external environment of a business, for the purpose of strategizing (**PO1**)
2. Develop critical analytical skills using the tools of strategic management.(**PO3**) / (**PO6**)
3. Appraise organizational capabilities and competencies and design successful business models (**PO3**) / (**PO5**)
4. Devise strategic approaches to managing businesses in a globally dynamic context (**PO4**) / **PO2**)

UNIT:1	INTRODUCTION TO STRATEGIC MANAGEMENT	07 Hrs
Concept of Strategic Management Strategic Development Hierarchy Challenges in Strategic Decision Making Strategic Management Process Vision, Mission and Purpose; Strategic Intent Emergent Strategy		
UNIT:2	THE EXTERNAL ENVIRONMENT	07 Hrs
External and Industry Environmental Analysis using PEST and Porter's Five-Force Model Stakeholder Analysis & Non-Market Strategy- Understanding concepts such as Key Success Factors; Driving Forces Strategic Groups		
UNIT:3	INTERNAL ANALYSIS	06 Hrs
Competitive Advantage and Value Chain Core Competence of Organizations Competitive Advantage and Sustainable Competitive Advantage Strategy formulation at Business levels, Diversification		
UNIT:4	PORTFOLIO ANALYSIS	06 Hrs
Portfolio analysis, BCG Matrix General Electric's Business Screen, Life cycle , Arthur D Little matrix, Balance scorecard. 8s Framework, Strategic Business Unit (SBUs)		
UNIT:5	DESIGNING AND CONFIGURING BUSINESS MODELS	07 Hrs
Introduction to Business Models Key partners and key activities for the business model Choosing revenue streams and cost structures- Key resources and key activities to complete the business model Social business models.		

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Master of Business Administration

**SoE No.
23MBA101**

UNIT:6	COMPETING IN GLOBAL MARKETS	06 Hrs
Globalization of Markets & Production, International Business and Global Value Creation- The Cultural and Political Environment of International Business-Global Strategy and Organization-Global Market Opportunity Assessment-Entering International Markets:		
Total Lecture		39 Hours

Text Books	
1	Azhar Kazmi , Strategic Management & Business Policy, (TMH)
2	V S Ramaswami, S Namakumari, Strategic Planning & Formulation of Corporate Strategy, Publication Macmillan, India.
3	John A Pearce II, Richard B Robinson, Strategic Management, 9 th Edition –Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
4	Arthur A. Thompson Jr, A.J. Strickland III, Crafting & executive strategy -14 th edition, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.

Reference Books	
1	Michael Porter Competitive Advantage: Creating and Sustaining Superior Performance Free Press Latest Edition
2	Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty Strategic Management: A South-Asian Perspective Cengage Learning
3	Gerry Johnson, Kevan Scholes and Ricard Whittington Exploring Corporate. Strategy: Text and Cases Pearson

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]	
1	https://www.freebookcentre.net/Business/Management-and-Leadership-Books.html

MOOCs Links and additional reading, learning, video material	
1	https://onlinecourses.nptel.ac.in/noc24_mg112/preview
2	https://www.youtube.com/watch?v=Z3fOukW2KhY
3	https://www.youtube.com/playlist?list=PLa0E_A-T--mFmSPBMsL7DOMibfZu2iE-o

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Department of Management Studies & Entrepreneurship

Master of Business Administration

**SoE No.
23MBA101**

ELECTIVE A

FINANCIAL MANAGEMENT

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Department of Management Studies & Entrepreneurship

Master of Business Administration

SoE No.
23MBA101

III Semester Insurance & Banking Management 23MBAF301

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop an understanding about the Insurance & Banking industry. (PO4 / PO2)
2. Analyze Insurance industry decisions from perspectives of investors as well as the Insurer. (PO1) / (PO5)
3. Read and analyze Bank Financial Statements. (PO3 / PO5)
4. Develop a deeper understanding about regulation in the banking sector and banking sector services and products. (PO6) / (PO3)

UNIT:1	Introduction to Insurance Sector	06Hrs
Introduction to Insurance, Insurance company operation procedures, Third Party Administrators, Insurance Intermediaries, Essential elements of an Insurance contract. Insurance agency, Indian Insurance market.		
UNIT:2	Classification of Insurance	07 Hrs
Classification of Insurance, Life Insurance , Non Life Insurance , Property Insurance, Personal Insurance, Liability Insurance		
UNIT:3	Insurance Sector Analysis	07 Hrs
Investor Protection Regulations, Financial Planning and Life Insurance, Ratios as a tool for financial analysis, Law of large numbers, Principles of Insurance and Life Insurance		
UNIT:4	Introduction to Banking Sector	06 Hrs
The Role of Banks in the Financial System; The Indian Banking Structure-Classification of Banks in India; Concepts of Banking-Unit Banking, Branch Banking, Narrow Banking, Universal Banking; Channels of Banking Branch Banking-Online Banking, Mobile Banking, Digital Wallets.		
UNIT:5	Analysis in Banking sector	06 Hrs
The Financial Statements of Banks Form A and Form B-The Structure of Balance Sheet and Income Statement; Schedules to the Financial Statements; Off Balance Sheet items; Analysis of Bank's Financial Statements: Ratios		
UNIT:6	Regulation of Banking Business	07 Hrs
The Regulatory Structure of Banking The Banking Regulation Act 1949, The Central Bank- Functions of a central Bank; The Reserve Bank of India Functions and powers of RBI; RBI-the Monetary Policy and Reserve Ratio Requirements. Functions of a Commercial Bank- Primary, Secondary and Agency functions; General Utility Services, Other Ancillary Services; Fund Transfer: RTGS, NEFT, IMPS, Banking services and Products (accounts).		
Total Lecture		39 Hours

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Master of Business Administration

SoE No.
23MBA101

Text Books

1	Insurance and Risk Management by P. K. Gupta, second edition, HPH.
2	Banking Products and Services (Indian Institute of Banking and Finance)
3	Bank Financial Management (Indian Institute of Banking and Finance)

Reference Books

1	Principles of Insurance, by Dr. (Ku.) Shakti Prathaban and Dr. N.P. Dwivedi , HPH
2	Banking Risk and Insurance Management by N R Mohan Prakash, Vikas Publication
3	Banking Theory and Practice by P.K. Shrivastava
4	Retail Banking by Indian Institute of Banking and Finance
5	Singh & Dutta, (2013). Commercial Bank Management, Tata McGraw Hill Publications
6	Vasant Desai, (2011). Bank Management, Himalaya Publication

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://www.freebookcentre.net/Business/Banks-and-Banking-Books.html
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MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.swayam2.ac.in/imb24_mg50/preview
2	https://onlinecourses.swayam2.ac.in/cec20_mg08/preview
3	https://www.youtube.com/playlist?list=PLJoALJA_KMODvdAOKDmipEB5jOuNbaY1z
4	https://onlinecourses.swayam2.ac.in/cec20_mg24/preview
5	https://www.youtube.com/watch?v=Yf-b5IYATMQ

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Master of Business Administration

SoE No.
23MBA101

III Semester Corporate Taxation 23MBAF302

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand rules and regulations pertaining to various forms of organization. **(PO1)**
2. Compute taxable incomes and taxes for incomes under different heads for a corporate entity. **(PO2)(PO4)**
3. Grasp the various aspects of GST and its applicability along with compliances. **(PO3)(PO6)(PO4)**
4. Have thorough knowledge about various issues in direct and indirect taxes in complex business environment. **(PO4)(PO5)**

UNIT:1	Taxation Regulations	06 Hrs
Forms of Organization : Sole Proprietorship, Partnership, Limited liability partnership, Joint Stock company; Rules, regulations wrt taxation		
UNIT:2	Income from Business & Profession	06 Hrs
Income from Business & Profession : Provisions relating to computation of Income under the head Business / Profession.		
UNIT:3	Income from Capital Gains and Other Sources	06 Hrs
Income from capital gains & other sources: Meaning & computation of income from capital gains and income from other sources (relating to company assessee only).		
UNIT:4	Filing of IT Returns	07 Hrs
Income exempt from Tax and Assessment: Deductions. Set off and carry forward of losses, TDS, Self-Assessment tax, Filing of return.		
UNIT:5	Goods & Services Tax	07 Hrs
GST : Concept and Evolution, IGST, CGST, SGST; Territorial Jurisdiction, Levy and Collection of GST.		
UNIT:6	GST – Compliances and provisions	07 Hrs
Provisions of GST : Definition of Goods & Services , Compliances : Registration, Input Tax Credit, Payment of Tax, Returns.		
Total Lecture		39 Hours
Text Books		
1	Direct Taxes: Ahuja, G. K. & Gupta, Ravi, Bharat Law House.	

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Reference Books

1	Direct Taxes: V K Singhania, Taxmann Publication.
2	Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi.

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://www.freebookcentre.net/business-books-download/Tax-Laws-and-Practice.html
2	https://www.cali.org/books/corporate-income-tax
3	https://link.springer.com/book/10.1007/978-1-4302-3928-4
4	https://www.icsi.edu/media/webmodules/Academics/Elective_Paper_GST_CPT.pdf

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.swayam2.ac.in/ugc19_hs24/preview
2	https://onlinecourses.swayam2.ac.in/cec21_cm02/preview
3	https://www.udemy.com/topic/tax-preparation/free/
4	https://tax2win.in/guide/income-tax-basics-comprehension-guide
5	https://www.hrblock.com/corporate/income-tax-course/

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Master of Business Administration

SoE No.
23MBA101

III Semester

Derivatives, Security Analysis & Portfolio management

23MBAF303

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop understanding about capital markets and various options of investment. (PO1, PO3, PO6)
2. Make investment decisions into different derivative instruments. (PO1,PO3, PO4)
3. Analyse and evaluate risk and return in the complex investment environment. (PO1, PO3, PO4)
4. Evaluate and manage client portfolio and achieve targets of Investment.(PO3, PO4, PO6)

UNIT:1	Introduction to Capital Markets	06 Hrs
Capital Markets and options available for the investors., Overview of Primary and Secondary markets.		
UNIT:2	Introduction to Derivatives	06 Hrs
: Intro Introduction to Derivatives ; Forwards, Futures : Meaning and Definition, Types of futures, Operation of Futures Market, Stock and Index Futures, Currency Futures, Interest rate Futures, Commodity Futures.		
UNIT:3	Options, Swaps	07 Hrs
Introduction to Options, Call Option, Put Option. Introduction to Swaps : The Concept of Swaps, Interest rate swaps, Currency swaps, Option Swaps		
UNIT:4	Valuations	06 Hrs
Debt & Equity Valuations, Valuation methods of debt and equity securities.		
UNIT:5	Risk & Returns	07 Hrs
Risk & Return analysis, Definition and Measures of return and risk – CAGR, Expected rates, required rate of return, risk free rate of return & measurement of risk in portfolio context.		
UNIT:6	Introduction to Portfolio Management	07 Hrs
Principles of Portfolio Management, Investment objectives and constraints, Portfolio management process, Fundamental principles of portfolio management, Portfolio risk and return, Portfolio risk management through diversification, Introduction to Mutual Funds.		
Total Lecture		39 Hours

Text Books

- 1 Financial Management: Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann.

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Department of Management Studies & Entrepreneurship

Master of Business Administration

**SoE No.
23MBA101**

Reference Books

1	Investment Management-Security Analysis & Portfolio Management: by V. K. Bhalla, S. Chand.
2	Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House
3	Derivatives – Valuation and Risk Management: David A. Dufresne & Thomas W. Miller, Oxford University Press.
4	Derivatives and Risk Management: Rajiv Shrivastava, Oxford University Press.
5	Options, Futures & Other derivatives: by John C. Hull, Pearson.

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://www.phindia.com/Books/BookDetail/9789391818265/security-analysis-and-portfolio-management-kevin
2	https://baou.edu.in/assets/pdf/PGDF_202_slm.pdf
3	http://centerforpbefr.rutgers.edu/CF-books/SAPMFD.htm
4	https://mu.ac.in/wp-content/uploads/2023/05/MMS-Security-Analysis-and-Portfolio-Management-1.pdf

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.nptel.ac.in/noc21_mg99/preview
2	https://archive.nptel.ac.in/courses/110/107/110107154/
3	http://www.digimat.in/nptel/courses/video/110105035/L01.html
4	https://www.classcentral.com/course/swayam-financial-derivatives-risk-management-14056
5	https://www.classcentral.com/course/youtube-financial-derivatives-and-risk-management-47470

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23MBA101

III Semester Strategic Financial Management 23MBAF304

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop an understanding about the Strategic control process being implemented in the corporate world. (PO1 , PO4)
2. Evaluate top level management performance using various management techniques and advanced technologies. (PO3)
3. Analyse the viability of different projects and take strategic decisions based on the analysis. (PO3,/ PO4)
4. Conduct financial and performance audit of all levels of management of an organisation. (PO2)

UNIT:1	Introduction to Strategic Management & Control	06 Hrs
Definition and Concept of Management Control, Strategic Control, operational control and task control, Functions of management accountant and controller. Requisites for designing and implementing management control systems		
UNIT:2	Responsibility Centres	06 Hrs
: Intro Responsibility Centers : Types of Responsibility centers – Expense Center, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control System – Engineered , Discretionary and Committed Costs. Approaches to Budgeting w.r.t. Engineered and Discretionary costs, Bench marking and total cost management.		
UNIT:3	Transfer Pricing	07 Hrs
Transfer Pricing (Market Based and Cost Based) : Return on Investment, Economic Value Added, Capital Budgeting, Ratio Analysis as a tool to evaluate Management Performance.		
UNIT:4	Project Planning	07 Hrs
Project planning, selection and decision making among various competing projects. Management control system in different sectors of economy. Financial and Non-Financial Performance measures w.r.t. balanced score card		
UNIT:5	Auditing for Management Control	07 Hrs
Introduction to Audit Functions as a control tool covering financial audit, internal audit and Cost Audit. Management audit– principles and Objectives.		
UNIT:6	Technologies in Strategic Financial Management	06 Hrs
Application and scope of MIS, ERP, AI and Machine Learning in strategic Financial Management Process.		
Total Lecture		39 Hours

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**SoE No.
23MBA101**

Text Books

- | | |
|---|---|
| 1 | 1. Management Control System: 10th Edition – Anthony and Govindrajana, Tata McGraw Hill |
|---|---|

Reference Books



- | | |
|---|----------------------------------|
| 1 | Practical Auditing: B. N. Tondon |
| 2 | Management Control System: Kirb |

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

- | | |
|---|---|
| 1 | https://kosalmath.wordpress.com/wp-content/uploads/2010/08/strategic-financial-management_2.pdf |
| 2 | https://bookboon.com/en/strategic-financial-management-ebook?mediaType=ebook |
| 3 | https://devlibrary.in/strategic-financial-management-free-pdf-book |
| 4 | https://www.icsi.edu/media/webmodules/Final_FSM_Book_DecSession.pdf |

MOOCs Links and additional reading, learning, video material

- | | |
|---|---|
| 1 | https://archive.nptel.ac.in/courses/110/107/110107144/ |
| 2 | https://www.mindluster.com/certificate/290/Strategic-Financial-Management#google_vignette |
| 3 | https://onlinecourses.swayam2.ac.in/imb24_mg118/preview |
| 4 | https://iimskills.com/financial-modeling-courses-online-free/ |

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Master of Business Administration

**SoE No.
23MBA101**

IV Semester

Fintech

23MBAF401

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop an understanding about basics of Fintech.(**PO1, PO3**)
2. Employ upcoming technologies specific to finance in the industry.(**PO3, PO4**)
3. Use transformational technologies in the ever changing business environment (**PO1, PO3, PO4**)
4. Get acquainted with Regulations to be abided by while using hi tech methods of business.(**PO1, PO3, PO6**)

UNIT:1	Introduction to BFSI	06 Hrs
BFSI Value chain, How FinTech changed BFSI, Modern Banking Landscape, Introduction to BankTech, Introduction to InsureTech, Introduction to the Fintech landscape, FinTech Architecture, FinTech Technologies, Latest Trends and future of FinTech, Applications of FinTech, Use cases of FinTech in banks, Fintech startups, Fintech unicorns and business models		
UNIT:2	Machine Learning	06 Hrs
Introduction to Machine Learning, ML Algorithms and applications, AI and applications, AI/ML –changing business landscape, AI/ML –in practice, Use cases and application, Introduction to Cloud Computing, Cloud Computing Architecture, Technologies for Cloud, Building Robust, Secure & Scalable APIs, API Economy, Open APIs & Connected Businesses.		
UNIT:3	Block chain Technology	07 Hrs
Blockchain Foundations, Blocks and Blockchain, the Chain, Nodes and Network, Blockchain in Use, Trust Framework and Consensus Mechanisms, Public, Consortium, Private Blockchains, Blockchain Interoperability, Cryptography, Application to Blockchain, Hash Functions, Public Key Cryptography and Signing.		
UNIT:4	Smart Contracts	07 Hrs
Understand smart contracts, Computational model of Smart contracts, Ethereum and Working with Smart Contracts, Hyperledger Architecture, Hyperledger Blockchain Technology, Use cases of Smart contracts, Setting up a Private Blockchain Environment, Blockchain and Bitcoin, Example Blockchain Networks and Use Cases, Practical Blockchain Architecture and use-cases, Setting up a Private Blockchain Environment, Blockchain and Bitcoin, Example Blockchain Networks and Use Cases, Practical Blockchain Architecture and use-cases		
UNIT:5	Crypto currencies	07 Hrs
Crypto currencies Primer, Bitcoin and Applications, Crypto currencies and Digital Crypto Wallets, Types of Crypto currencies, Crypto currencies and Applications, What is an ICO?, Importance of ICO in Alternative Finance, Regulations for Cryptos and tokens,		
UNIT:6	RegTech	06 Hrs
Evolution of RegTech, RegTech Ecosystem: Financial Institutions, RegTech Ecosystem: Startups, Ensuring Compliance from the Start: Suitability and Funds, RegTech Startups: Challenges, RegTech Ecosystem: Regulators, Use Case of AI in Smart Regulation and Fraud Detection, Regulatory Sandboxes, Smart Regulation		
Total Lecture		39 Hours

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23MBA101

Text Books

1 FinTech Future by Sanjay Phadke, Sage Publications.

Reference Books

1 The FinTech Book by Susanne Chisti and Janos Barberis, Wiley Publishing.

2 FinTech in a Flash: Financial Technology Made Easy by Agustin Rubini, Kindle edition.

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1 https://rpc.cfainstitute.org/en/research/foundation/2017/fintech-and-regtech-in-a-nutshell-and-the-future-in-a-sandbox?s_cid=ppc_RF_Google_Search_FinTechandRegTech&gad_source=1&gclid=EA1aIQobChMI0IGc9bLEhwMVsaRmAh1wJTzyEAAAYASAAEgJKffD_BwE

2 <https://www.worldscientific.com/page/fintechbook>

3 <https://onlinelibrary.wiley.com/doi/book/10.1002/9781119218906>

4 https://archive.nptel.ac.in/Harddisk/Direct_Download.html

MOOCs Links and additional reading, learning, video material

1 https://archive.nptel.ac.in/Harddisk/Direct_Download.html

2 <https://www.coursera.org/courses?query=fintech>

3 <https://www.edx.org/learn/fintech>

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Master of Business Administration

SoE No.
23MBA101

IV Semester

Project, Planning & Financial Strategies

23MBAF402

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop an understanding about Project Planning techniques (PO1, PO3)
2. Evaluate risks involved in projects (PO3, PO4)
3. Prepare Project report and arrange for financing.(PO4, PO5, PO6)
4. Employ Financial strategies to select the best tradeoff between risk and return, (PO1, PO3, PO4, PO6)

UNIT:1	06 Hrs	
Introduction to Project Management : Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Financial estimates & projections.		
UNIT:2	06 Hrs	
Evaluating the Project : Nature and significance, techniques of evaluation –Pay Back Method, Accounting rate of return, Net Present Value and profitability index.		
UNIT:3	06 Hrs	
Analysis of Risk : Risks attached to the project (A review of project risks identification, allocation, and management)		
UNIT:4	07 Hrs	
Project Report and Business Plan : Preparation of Project Financing Report – Components of Report, Appraisal of term loans by Financial Institutions. Business Plan: Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds		
UNIT:5	07 Hrs	
Sources of Finance : Bank Finance – Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.		
UNIT:6	07 Hrs	
Financing of small scale industry : Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications		
Total Lecture		39 Hours

Text Books

- 1 Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH

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23MBA101

Reference Books

1	Project Management and Control: Narendra Singh, Himalaya Publishing House
2	Project Management: Shilpi Jauhari & S. K. Chaturvedi, Himalaya Publishing House

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://www.freebookcentre.net/business-books-download/Project-Planning,-Analysis-and-Management.html
2	https://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf
3	https://go.psmj.com/ebook-guide-to-empowering-project-managers
4	https://www.everand.com/book/431653224/Project-Financial-Planning-And-Control-Techniques-A-Complete-Guide-2020-Edition

MOOCs Links and additional reading, learning, video material

1	https://www.udemy.com/topic/project-planning/
2	https://digitaldefynd.com/best-project-finance-courses/
3	https://www.udemy.com/topic/project-management/free/
4	https://www.classcentral.com/course/projects101-3292
5	https://onlinecourses.nptel.ac.in/noc24_mg78/preview
6	https://instituteofprojectmanagement.com/courses/finance-for-project-managers/

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**SoE No.
23MBA101**

ELECTIVE B HUMAN RESOURCE MANAGEMENT

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Master of Business Administration

**SoE No.
23MBA101**

**III Semester
Learning and development
23MBAHR301**

Course Outcomes :

Upon successful completion of the course the students will be able to

1. To make Student's to understand the needs to identify, analyze and the process of Training. (PO1)
2. To make them understand the concept of the importance of Management Development (PO1 / PO2 / PO6)
3. To understand development and implementation of training (PO2 / PO3)
4. To understand the various training tools & training evaluation (PO1 / PO3)

UNIT:1	INTRODUCTION	07 Hrs
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Nature of training
Significance of Training
Objectives of training
Benefits of training

UNIT:2	TRAINING NEED ANALYSIS	06 Hrs
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Identification of training needs
TNA model: Thayer & McGhee Model
Areas of training
Framework for conducting TNA
Areas of training
Responsibilities for providing training

UNIT:3	TRAINING PROCESS	07 Hrs
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Perspectives for Designing Training
Training methods: On the job and Off the Job training
On the Job Training- Job Instruction Technique, Apprenticeship, Coaching, Mentoring
Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Behaviour Modelling; Cross Cultural Training; Computer based Training Methods- E- Learning, Programmed Instruction, Intelligent Tutoring systems, Interactive multimedia, Virtual Reality, Assessment Centre

UNIT:4	DEVELOPMENT AND IMPLEMENTATION OF TRAINING	06 Hrs
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Concept of Management Development Programs
Importance of Management Development Programs
Steps in Management Development Programs
Methods of Management Development Programs
Techniques of Management Development Programs

UNIT:5	TRAINING TOOLS	07 Hrs
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Power of Body Language
Audio-visual aids
Teaching aids and techniques
Communication skills

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**SoE No.
23MBA101**

Skills of an Effective Trainer

Knowledge

Training styles

Developing creativity

UNIT:6 TRAINING EVALUATION

06 Hrs

Cost incurred- Direct & Indirect

Measurement of training effectiveness

Training evaluation models

Total Lecture 39 Hours

Text Books

- | | |
|---|--|
| 1 | Effective Training-Systems, Strategies, and Practices- P. Nick Blanchard & James W. Thacker, 3rd edition, Pearson Education. |
| 2 | Employee Training and Development- Raymond A Noe McGraw Hill. |

Reference Books

- | | |
|---|---|
| 1 | Effective Human Resource Training and Development Strategy- Dr. B. RathanaReddy, Himalaya Publication House |
|---|---|

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

- | | |
|---|---|
| 1 | https://www.coursera.org/learn/compensation-and-benefits |
|---|---|

MOOCs Links and additional reading, learning, video material

- | | |
|---|---|
| 1 | https://onlinecourses.nptel.ac.in/noc22_hs73/preview |
|---|---|

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**SoE No.
23MBA101**

III Semester HR Matrix & Analytics 23MBAHR302

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Students' could relate the importance of HR Audit and its strategies (**PO3 / PO1**)
2. To identify the issues related with HR audit, methodology to adopt and solve the problems (**PO4 / PO6**)
3. To understand the concepts, importance , models of HR Analytics.(**PO1**)
4. To identify key performance indicators, requirements and to analyze and prepare the report of the Data (**PO5 / PO3**)

UNIT:1	INTRODUCTION TO HR AUDIT	07 Hrs
Introduction to HR Audit - Business improvement & Good HR Practices Impact of HR practices on employee productivity and organizational effectiveness HRD and organizational effectiveness Elements of good HRD Need for HR Audit HRD Audit: Basic concepts, Need, Role, Overview of Methodology.		
UNIT:2	HRD & HR AUDIT STRATEGIES:	06 Hrs
HRD Strategies HRD Culture and Values HRD Structures HRD Systems HRD Competencies		
UNIT:3	HR AUDIT ISSUES & METHODOLOGY	07 Hrs
HRD Audit Methodology: Interviews HRD Audit Methodology: Observation HRD Audit Instruments: Questionnaires Measuring Business Impact and Establishing the HRD Score Card Writing the HRD Audit Report Designing and Using HRD Audit for Business Improvement		
UNIT:4	HR ANALYTICS	06 Hrs
Basic HR Analytics Analytics Value Chain Analytic Model, Human Capital Data Utilization Turning Data into Information.		

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UNIT:5	PREREQUISITES FOR HR ANALYTICS	07 Hrs
Preparing for an Analytics Unit Ten Steps for an Analytics Unit Structure and Team Building Developing Analytics Culture Research, designing and delivering reports Efficiency & Effectiveness measures.		
UNIT:6	PREDICTIVE ANALYTICS	06 Hrs
Determine the Key Performance Indicators (KPI) Analyze and Report the Data Optimization, and Predictive Analytics Predictive Analytics, Interpreting the Results Predicting the Future Structural Equation Modelling.		
Total Lecture		39 Hours

Text Books

1	HRD Audit; T. V. Rao; SAGE Publication
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Reference Books

1	Predictive Analysis for Human Resources; Dr. Jac Fitz-enz John R. Mattox II; Wiley Publication
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YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://cruciallearning.com/blog/mapping-competencies-to-courses/
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MOOCs Links and additional reading, learning, video material

1	https://www.udemy.com/course/hr-analytics-using-excel/
2	https://www.udemy.com/course/workforce-analytics-for-hr/
3	https://onlinecourses.nptel.ac.in/noc24_hs126/preview

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**SoE No.
23MBA101**

III Semester

Organizational Theory Structure & Design

23MBAHR303

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the Theory, Structure & Design of the organization. (PO1 / PO2)
2. Understand the causes of organizational structures and its strategy (PO3)(PO4)
3. Understand the organizational design (PO1) (PO5)
4. Understand technology & organizational factors (PO6)

UNIT:1	INTRODUCTION	07 Hrs
Organizational Effectiveness: – Importance of organizational effectiveness The goal-attainment approach The systems approach The strategic-constituencies approach The competing-values approach Comparing the four approaches Dimensions of Organization Structure - Complexity, Formalization		
UNIT:2	DETERMINANTS: WHAT CAUSES STRUCTURE	06 Hrs
Strategy:- Types of strategy, Classifying strategic dimensions, Chandler's strategy-structure thesis, Contemporary strategy-structure theory, Limitations to the strategy imperative, Could strategy follow structure, The industry-structure relationship Organization Size:- Defining organization size, Advocates and critics of the size imperative, Special issues relating to size)		
UNIT:3	DETERMINANTS: WHAT CAUSES STRUCTURE Cont	07 Hrs
Technology:- Influence of industry and size, Environment:- Defining environment and environmental uncertainty, The environmental imperative, Environment-structure relationship Power-Control:- Strategic choice, Synthesizing power control view, Implications based on the power-control view		
UNIT:4	ORGANIZATIONAL DESIGN	06 Hrs
Organizational Ecosystems and Resource Dependence, Collaborative Networks, Building Global Capabilities Designing Structure Organizational Changes & environment Adapting to Changing Environment Responding to Changing Environment		
UNIT:5	TECHNOLOGICAL FACTORS	07 Hrs
Level and Focus of Control Systems IT Impact on Organizational Design Impact of technology on Job Design Core and Non-Core Departmental Technology		

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UNIT:6	ORGANIZATIONAL FACTORS	06 Hrs
Organizational Size Organizational Life Cycle Organizational Size Bureaucracy and Control Organizational Decline Organizational Downsizing		
Total Lecture		39 Hours

Text Books	
1	Organization Theory: Structures, Designs, and Applications; 3rd Revised Edition; Stephen Robbins, Mary Matthew; Pearson Education.
2	Understanding Organizations: Organizational Theory And Practice; Madhukar Shukla, Prentice Hall.

Reference Books	
1	Organizational theory, Design and Change by Gareth R. Jones, Pearson Hall.
2	Organization Theory: Structure, Design and Applications by Stephen P. Robbins, Prentice Hall.
3	Organizational theory, Design and Change by Gareth R. Jones, Pearson Hall.

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]	
1	https://industri.fatek.unpatti.ac.id/wp-content/uploads/2019/03/085-Organizational-Theory-Design-and-Change-Gareth-R.-Jones-Edisi-7-2013.pdf
2	

MOOCs Links and additional reading, learning, video material	
1	https://onlinecourses.nptel.ac.in/noc21_mg33/preview
2	https://onlinecourses.nptel.ac.in/noc23_mg121/preview
	https://onlinecourses.nptel.ac.in/noc23_mg57/preview
	https://onlinecourses.nptel.ac.in/noc24_mg38/preview

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III Semester Organization Development 23MBAHR304

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Identify the importance and concepts of Organization Development (PO1)
2. Understand the role of OD Practitioner. (PO5)
3. Understand the Process, Interventions with respect to Tech / Structural aspects of OD (PO1 / PO6 / PO3)
4. Understand the Future trends of OD. (PO6)

UNIT:1	INTRODUCTION	07 Hrs
	Definition Growth & significance of OD History of OD Nature of planned change, Lewin's force field model Action research model Positive model General model of planned change.	
UNIT:2	OD PRACTITIONER	06 Hrs
	Competencies of OD Practitioner Difference between internal & external practitioner, The professional organization development practitioner Professional values & ethics.	
UNIT:3	OD PROCESS	07 Hrs
	Entering & contracting Diagnosing organization Open system diagnostic model Collecting & analyzing information Diagnosing information Designing interventions.	
UNIT:4	INTERVENTIONS	06 Hrs
	Human process interventions Organization process interventions Intergroup Interventions	
UNIT:5	TECHNO-STRUCTURAL INTERVENTIONS	07 Hrs
	Human resource management interventions Strategic change interventions.	

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UNIT:6	FUTURE TREND IN OD	06 Hrs
Trends within organization development Trends in the context of organization development Implication for OD's future.		
Total Lecture		39 Hours

Text Books

1	Organization development & change - Cummings & Worley, Cenage learning
2	Organizational change & development- Dipak Bhattacharya, Oxford

Reference Books

1	Organization development - French Bell Vohra, Pearson,
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YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://www.bkconnection.com/static/mcleanexcerpt.pdf
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MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.nptel.ac.in/noc21_mg33/preview
	https://onlinecourses.nptel.ac.in/noc20_mg56/preview

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SoE No.
23MBA101

IV Semester Competency Mapping 23MBAHR401

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the basics of competency mapping - (PO1 / PO2)
2. Understand the application of competency models - (PO3 / PO1)
3. Understand the competency framework - (PO3)
4. Understand the Application of competency mapping in HR function (PO4)

UNIT:1 | INTRODUCTION

07 Hrs

Concept of Competency
Evolution of Competency
History of Competency
Categorization of competencies
Competencies for competitive advantage

UNIT:2 | MODELS OF COMPETENCY

06 Hrs

Competency based HR Applications
Competency Models
Benefits of applying
Competency based models to HR
Issues related to Competency Mapping

UNIT:3 | COMPETENCY FRAMEWORK

07 Hrs

Steps in creating competency framework
Usage of competency
Framework
Competency framework guidelines

UNIT:4 | ASSESSMENT CENTERS

06 Hrs

History of Assessment centers
Industrial use of assessment
Types of tools used
Roles & responsibilities of assessors

UNIT:5 | COMPETENCY MAPPING

07 Hrs

Generic Competencies
Application for Leadership
Role
Resistance and recommendations to Competency model.

UNIT:6 | APPLICATION

06 Hrs

Competency Linked Competitive remuneration
Implications,
Competency based compensation structure

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Competency driven culture

Total Lecture | 39 Hours

Text Books

1 | Competency Mapping - R.K. Sadhu, Excel Books

Reference Books

1 | Competency based HRM - Ganesh Shermon, Tata McGraw Hill

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

- 1 | <https://sourcingspider.blog/2016/09/15/handbook-on-competency-mapping-ebook/>
- 2 | https://rblacademy.com/wp-content/uploads/2023/06/Reading_Sessions_11-15_Competency-Handbook_of_Competency_Mapping-_Seema_Sanghi.pdf
- 3 | <https://www.coursera.org/?query=Competency++mpping>

MOOCs Links and additional reading, learning, video material

- 1 | <https://www.coursera.org/?query=Competency++mpping>
- 2 | <https://www.chrmp.com/competency-mapping-certification/>
- 3 | <https://cruciallearning.com/blog/mapping-competencies-to-courses/>

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SoE No.
23MBA101

IV Semester

Performance & Compensation Management

23MBAHR402

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Apply the different performance appraisal techniques (PO1 / PO3 / PO4)
2. Compare job-related performance standards and performance indicators (PO3)
3. Evaluate the advantages and disadvantages of different performance appraisal techniques (PO3 / PO5)
4. Design an organization's performance management process (PO2 / PO3)

UNIT:1 | Concepts of Performance Management

07 Hrs

Concept and definition

Objectives

Approaches to performance management

Performance management process- planning, managing, monitoring, reviewing, rewarding and developing performance.

UNIT:2 | PERFORMANCE APPRAISAL AND PERFORMANCE APPRAISAL SYSTEM

06 Hrs

Concept and definition of Performance appraisal

Benefits of performance appraisal

Evolution of performance appraisal

Planning performance appraisal system

Types of performance appraisal

Approaches to performance appraisal

Sources of performance appraisal

UNIT:3 | TRADITIONAL AND MODERN METHODS OF PERFORMANCE APPRAISAL

07 Hrs

Self Appraisal/Traditional methods- Ranking, Essay, Graphic rating scale, Field review, Forced Choice distribution, Critical Incident, Confidential Report

Modern Methods- MBO, Assessment Centre, Human resource Accounting, BARS, 370 Degree, Balanced Scorecard

UNIT:4 | COMPENSATION ADMINISTRATION

06 Hrs

Concept & objectives of Compensation

Nature & objectives of Compensation

Components of Pay structure in India

Factors influencing compensation levels; wage policies in India

Concept of DA

Wage differentials

UNIT:5 | INCENTIVES & EMPLOYEE BENEFITS

07 Hrs

Concept of Wage payment in India

Characteristics of Wage System

Methods of Wage Payment

Incentive Plans

Bonus

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Concept of ESOP
Fringe Benefits

UNIT:6 CAREER DEVELOPMENT

067 Hrs

Career Development –Plan
Employee's and Employer's Role
Career Mapping & Career Counselling

Total Lecture 39 Hours

Text Books

- 1 Performance Management- Herman Aguinis, Pearson Publication
- 2 Human Resource Management- Gary Dessler, Publication – Thomson

Reference Books

- 1 Human Resource and Personnel Management- K Aswathappa, Mc- Graw Hill

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

- 1 <https://link.springer.com/book/10.1007/978-1-4614-6043-5>
- 2 <https://superworks.com/ebooks/compensation-management-pdf/>
- 3 <https://egyankosh.ac.in/bitstream/123456789/78803/1/Block-3.pdf>
- 4 <https://www.perlego.com/book/2076338/performance-compensation-management-pdf>

MOOCs Links and additional reading, learning, video material

- 1 https://onlinecourses.nptel.ac.in/noc22_mg102/preview
- 2 <https://cpd.tauedu.org/course/certificate-in-performance-and-compensation-management/>
- 3 <https://www.classcentral.com/course/udemy-performance-management-and-compensation-man-43534>
- 4 <https://www.coursera.org/learn/compensation-and-benefits>

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23MBA101**

ELECTIVE C MARKETING MANAGEMENT

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**SoE No.
23MBA101**

III Semester

Consumer Behavior and Customer Relationship Management

23MBAM301

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the concepts of consumer behavior and will be able to predict behavioral responses of the consumer in the marketplace **(PO1, PO3)**
2. Be capable of analyzing the behavior of consumers in a market place and be able to comprehend why a consumer behaves in a certain manner with relation to his/her needs, motives, attitudes, lifestyle, and self - image. In addition, the learner will be able to design a communication process to persuade the consumers **(PO3)**
3. Understand the various consumer behavior models and be able to comprehend the behavior of consumers better in the marketplace **(PO1, PO3)**
4. To develop knowledge about various CRM strategies and understand process of CRM Implementation **(PO6)**

UNIT:1	INTRODUCTION	08 Hrs
Consumer behavior – concepts – dimensions of consumer behavior – Application of consumer behavior knowledge in marketing decisions – Approaches to the study of consumer behavior.		
UNIT:2	CONSUMER AS AN INDIVIDUAL	08 Hrs
Consumer needs and motives – Personality and consumer behavior – Consumer perception – learning – consumer attitudes – attitude formation and change – Communication and persuasion – self image – life style analysis.		
UNIT:3	CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS	07 Hrs
Group dynamics and consumer reference groups – Family – Social class cultural and sub-cultural aspects – Cross cultural consumer behavior.		
UNIT:4	CONSUMER DECISION PROCESS AND POST-PURCHASE BEHAVIOUR	07 Hrs
Personal influence and opinion leadership – diffusion of innovations – Consumer decision – making process – models of consumer decision process – Nicosia- Howard Sheth and Engel-Kollat model- Post purchase behaviour – Consumer expectation and satisfaction – Managing dissonance – consumer loyalty–types of loyalty programmes		
UNIT:5	CUSTOMER RELATIONSHIP MANAGEMENT- BASIC CONCEPTS	08 Hrs
Key Customers, Considerations to Decide the Key Customers, Strategies for Key Customers, Segmentation, Campaign Management, Single Customer View, Cross-Selling and Up-Selling, Multi-channels, Operational and Analytical CRM,		
UNIT:6	CRM STRATEGY AND IMPLEMENTATION	07 Hrs
Strategic Orientation for CRM Strategic Framework for CRM CRM Implementation: Steps in CRM Implementation, Expected Benefits, Choosing Right CRM Implementation Approach CRM Implementation-Best Practices, Case Study		
Total Lecture		45 Hours

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Text Books

1	Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi
2	S.L. Gupta & Sumitra Pal, "Consumer Behaviour an Indian Perspective", Sultan Chand, New Delhi
3	The CRM Handbook: Jill Dyche, Vikas Publishing House
4	CRM-Essential Customer Strategies for the 21st Century: Paul Greenberge, Pearson Education

Reference Books

1	David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi
2	Jay D. Lindquist and M.Joseph sirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi
3	Customer Relationships Management: William, G. Zikmund, Raymund McLeod Jr. and Faye W. Gilbert, Wiley.
4	Customer Relationship Management: Mohammed, H. Peeru and a Sagadevan, Vikas Publishing House

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/General/1ConsumerBehaviour.pdf
2	http://rguir.inflibnet.ac.in/bitstream/123456789/16973/1/9781978965089.PDF

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.swayam2.ac.in/cec21_mg26/preview
2	https://nptel.ac.in/courses/110105029

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23MBA101

III Semester Brand Management 23MBAM302

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the significance, functions of a brand and the influencing factors for branding decisions. (PO1, PO3)
2. Understand brand positioning strategies and use it for brand building. (PO2, PO4, PO6)
3. Correlate the buyer perception of branding and devise steps thereby to monitor brand audit. (PO1, PO3)
4. Develop strategies to rejuvenate the brand and develop co-branding. (PO3, PO6)

UNIT:1	INTRODUCTION	08 Hrs
Basic understanding of brands – concepts and process – significance of a brand – Brand mark and trade mark – Different types of brands – family brand, individual brand, private brand – selecting a brand name – Functions of a brand – branding decisions – influencing factors.		
UNIT:2	BRAND ASSOCIATIONS	08 Hrs
Brand vision – brand ambassadors – Brand as a personality, as trading asset, Brand extension – Brand positioning – brand image building.		
UNIT:3	BRAND IMPACT	07 Hrs
Competitive Advantage and Value Chain Core Competence of Organizations Competitive Advantage and Sustainable Competitive Advantage Strategy formulation at Business levels, Diversification		
UNIT:4	BRAND REJUVENATION	07 Hrs
Brand rejuvenation and re-launch, Brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding.		
UNIT:5	BRANDING IN DIFFERENT SECTORS	08 Hrs
:Industrial Branding and Positioning of Industrial Products and Services, Branding in Retail and Service Sector, Marketing Research in Product and Brand Management Areas.		
UNIT:6	BRAND STRATEGIES	07 Hrs
Designing and implementing branding strategies – Case studies		
Total Lecture		45 Hours

Text Books

1	Kevin Lane Keller, “Strategic brand Management”, Person Education, New Delhi, 2003.
2	Lan Batey Asian Branding – “A great way to fly”, Prentice Hall of India, Singapore 2002.
3	S.Ramesh Kumar, “Managing Indian Brands”, Vikas publishing House (P) Ltd., New Delhi, 2002.
4	Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

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23MBA101**

Reference Books

1	Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York
2	Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York.
3	Strategic Brand Management by Richard Elliot: Larry Percy, Oxford University Press, India.
4	Brand Positioning: Strategies for competitive Advantage: Sengupta, Tata McGraw-Hill

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-3-030-66119-9
2	https://link.springer.com/book/10.1007/978-3-658-40189-4
3	https://link.springer.com/book/10.1007/978-3-030-43744-2
4	https://link.springer.com/book/10.1007/978-3-658-24900-7

MOOCs Links and additional reading, learning, video material

1	https://www.classcentral.com/course/openlearning-services-marketing-selling-the-invisible-562
2	https://www.coursera.org/courses?query=brand%20management
3	https://onlinecourses.swayam2.ac.in/imb19_mg04/preview
4	https://onlinecourses.nptel.ac.in/noc23_mg117/preview

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III Semester

Retail Management and Visual Merchandising

23MBAM303

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the fundamental concepts of Retailing (PO1)
2. Understand Retail functions and their applications in business (PO3, PO5)
3. Design effective business models for retail (PO2, PO3)
4. Apply technological developments in retail (PO2, PO3, PO6)
5. Develop visual merchandising strategies for enhanced retail visibility. (PO4, PO6)

UNIT:1 | INTRODUCTION

08 Hrs

Landscape of Retail industry in India: Size and Constitution,
Key Drivers - Growth of organised retailing in India
Challenges to Retail Development in India
Economic Significance - Opportunities

UNIT:2 | RETAIL MODELS AND THEORIES OF RETAIL DEVELOPMENT

08 Hrs

Retail management decision process
Theories of Retail Development, Business Models in Retail
Retail Life Cycle
Retail formats: Types, Pros and Cons, Type- Sector Mapping

UNIT:3 | CATEGORY MANAGEMENT

07 Hrs

Concept and Components
Category Management Business Process
Store operations and Category Management
The 5Ss of Retail Operations.
Private Labels: Need and Creation process

UNIT:4 | MERCHANDISE MANAGEMENT

07 Hrs

Concept and Process
Merchandise Purchase Decisions
Factor influencing Retail shoppers
Customer Decision Making process

UNIT:5 | TECHNOLOGY IN RETAIL

08 Hrs

Application of technology in retail
Pros and Cons of using technology
Ethics in Retailing

UNIT:6 | VISUAL MERCHANDISING

07 Hrs

Visual merchandising practice in the retail. Window Displays Basics, Prop ,Window Displays Basics, Types of Displays Areas . Merchandise Presentation, Objectives of merchandise presentation. Merchandise presentation types, Visual Communication Customer values and needs. Visual Design ,Visual Appeal, Props and equipments. Potential places for product display, Updating Stock records Visual merchandising and display; Purpose of visual

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merchandising; Store image; Target customers; Seasonal visual merchandise; Windows
Types of display; Promotion vs. institutional display; Type of display setting Attention drawing devices: Colour; Lighting; Line and composition; Scale; Contrast; Repetition; Humour; Surprise and shock; Planning a display; Visual Merchandiser in store promotion; Scheduling the promotion

Total Lecture 45 Hours

Text Books

- 1 Retail Management: Swapna Pradhan, McGraw Hills Publications
- 2 Managing Retailing: Sinha Uniyal, Oxford Publications
- 3 Retail Management: A Global Perspective, - Singh, Dr. Harjit, S. Chand Publications

Reference Books

- 1 Huckerby ,P. "Easy Visual Merchandising: An Outstanding Visual Guide For 21st Century Retail".
- 2 Bell, J. A., & Ternus, K. Silent selling: Best practices and effective strategies in visual merchandising London: Fairchild.
- 3 Retail Marketing Management – David Gilbert, Prentice Hall, Second Edition

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

- 1 <https://mmimert.edu.in/images/books/modern-day-retail-marketing-management.pdf>
- 2 <https://www.defence.lk/upload/ebooks/Retail%20Product%20Management.pdf>
- 3 <https://link.springer.com/book/10.1007/978-1-349-10666-0>
- 4 <https://egyankosh.ac.in/handle/123456789/14809>

MOOCs Links and additional reading, learning, video material

- 1 https://alison.com/course/diploma-in-services-marketing-integrating-people-technology-and-strategy#google_vignette
- 2 <https://www.classcentral.com/course/swayam-retail-management-14274>
- 3 <https://www.mygreatlearning.com/academy/learn-for-free/courses/brand-management>

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23MBA101

III Semester Marketing Analytics 23MBAM304

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding types of data (PO3, PO4)
2. Conducting customer data analysis and retrieving results from the same (PO1, PO3)
3. Analyzing data to segment the market and position the product. (PO3, PO4)
4. Applying analytics tools for product related decisions. (PO2, PO3)

UNIT:1	INTRODUCTION	07 Hrs
Understanding Data Data Preparation Slicing and Dicing Data Summary using Graphical Analysis Marketing decisions on basis of data summary Exploratory, Descriptive, Predictive and Prescriptive Data Analysis		
UNIT:2	CUSTOMER ANALYSIS	07 Hrs
Customer Value Analysis Measuring consumer satisfaction, loyalty, trust Application of Factor Analysis in Customer Satisfaction		
UNIT:3	CUSTOMER JOURNEY ANALYSIS	06 Hrs
Importance of Customer Journey Customer Journey Mapping Touch points in Customer Journey Applications of Analytics in Customer Journey		
UNIT:4	SEGMENTATION	07 Hrs
Understanding Data required for segmentation Segmentation using Cluster Analysis Data for clustering Interpreting clusters		
UNIT:5	POSITIONING	06 Hrs
Perceptual Mapping Understanding data required for positioning Constructing Perceptual maps		

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UNIT:6	PRODUCT ANALYTICS	06 Hrs
Product Design; Product attributes and product levels Understanding data required for Conjoint Analysis Deciding the attributes of a product using Conjoint Analysis		
Total Lecture		39 Hours

Text Books	
1	Venkatesan Rajkumar, Farris Paul and Wilcox Ronald T . “Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning”, Pearson Education.
2	Marketing Research: Text and Cases. Rajendra Nagundkar. McGraw Hill
3	Grigsby Mike. “Marketing Analytics: A Practical Guide to Real Marketing Science”, Kogan Page Publishers

Reference Books	
1	Rackley Jerry. “Marketing Analytics Roadmap: Methods, Metrics, and Tools”, Apress
2	Lilien Gary L, Kotler Philip, Moorthy K. Sridhar , “Marketing Models”, Prentice-Hall

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]	
1	https://link.springer.com/book/10.1007/978-981-99-5358-5
2	https://link.springer.com/book/10.1007/978-1-4842-8306-6

MOOCs Links and additional reading, learning, video material	
1	https://onlinecourses.nptel.ac.in/noc20_mg30/preview

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IV Semester
Digital and Social Marketing
23MBAM401

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding of Digital Marketing (PO1)
2. Understand the use of digital media in current marketing practices (PO2)
3. Understanding of Inbound & outbound Marketing (PO3, PO4)
4. Understanding of Social Media marketing (PO1, PO3)

UNIT:1 | FUNDAMENTALS OF DIGITAL MARKETING

07 Hrs

asics of Digital Marketing
Framework for Digital Marketing
Digitization, Digitalization and Digital Transformation
Digital Business Model

UNIT:2 | CUSTOMER EXPERIENCE IN DIGITAL MARKETING

06 Hrs

Brand Success
Customer Experience (CX) in the digital age
Understanding the Customer Journey
Creating a Customer Journey
Conclusion - Understanding and Improving the Customer Journey

UNIT:3 | DIGITAL OUTBOUND MARKETING

07 Hrs

Introduction to Digital Outbound Marketing
Digital Marketing Communication
DMC Characteristics
Communication Plan: 7M's Framework
DM Framework
Paid Media

UNIT:4 | DIGITAL INBOUND MARKETING

06 Hrs

Introduction: Digital Inbound Marketing
Inbound Marketing Holistic and Integrated Strategy
Inbound marketing – Engagement
Understanding Engagement in Inbound Marketing
Why people share videos?
Business Objectives of Content Marketing
Content Marketing Phases
Components of SEO

UNIT:5 | LEVERAGING SOCIAL MEDIA

07 Hrs

Growth of Social Media
Leveraging social media for open innovation
Social strategies
Social Strategy – Options

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Master of Business Administration

**SoE No.
23MBA101**

Amul - Thematically Consistent and Integrated
Social Media Endorsements
Measuring the ROI on Social Media Campaigns

UNIT:6 | CUSTOMER INSIGHTS & COCREATION | 06 Hrs

Customer Insights and Engagement
Customer Insights Example
Customer Analysis
Customer Retention
Market Development
Product Development
Customer Role in Product Development
Customer Co-creation
Market Development

Total Lecture | 39 Hours

Text Books

1	Digital Marketing Second Edition -Seema Gupta, McGraw Hill
2	Digital Marketing- Nitin C. Kamat, Chinmay Nitin Kamat, Himalaya Publishing House Pvt Ltd

Reference Books

1	
2	
3	

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-3-031-62135-2
2	https://link.springer.com/book/10.1007/978-3-030-24374-6
3	https://link.springer.com/book/10.1007/978-3-030-99094-7
4	https://www.emarketinginstitute.org/free-ebooks/social-media-marketing-for-beginners/

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.swayam2.ac.in/imb24_mg43/preview
2	https://onlinecourses.swayam2.ac.in/cec24_mg02/preview
3	https://www.emarketinginstitute.org/free-courses/
4	https://www.udemy.com/topic/digital-marketing/
5	https://www.emarketinginstitute.org/free-courses/social-media-marketing-certification-course/

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**SoE No.
23MBA101**

**IV Semester
Marketing of Services
23MBAM402**

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understanding key concepts, framework and latest trend in service marketing. **(PO1, PO6)**
2. Understanding of management customer expectations. **(PO3)**
3. Understanding digital transformation in service. **(PO1, PO3)**
4. Insight to service branding and reputation management. **(PO3)**

UNIT:1 SERVICES MARKETING

07 Hrs

Understanding services and their unique characteristics
Role of services in the modern economy
Trends and challenges in services marketing
Service marketing mix and value creation
Service ecosystem and stakeholder analysis

UNIT:2 CUSTOMER EXPERIENCE MANAGEMENT

06 Hrs

Customer journey mapping and touch point analysis
Designing memorable customer experiences
Personalization and customization in services
Emotional and sensory marketing in services
Technology-enabled customer experiences

UNIT:3 SERVICE INNOVATION AND CO-CREATION

07 Hrs

Service design thinking and design-driven innovation
Open innovation and collaboration in services
Crowdsourcing and customer involvement in service development
Managing service failures and service recovery strategies
Leveraging customer feedback for continuous improvement

UNIT:4 DIGITAL TRANSFORMATION IN SERVICES

06 Hrs

Digitalization of services and digital service platforms
Online customer engagement and social media marketing
Mobile marketing and location-based services
Artificial intelligence and Chabot integration in services
Block chain and its applications in service industries

UNIT:5 SERVICE ANALYTICS AND CUSTOMER INSIGHTS

07 Hrs

Data-driven decision-making in services marketing
Customer analytics and segmentation strategies
Predictive analytics for personalized marketing
Sentiment analysis and social listening in services
Ethical considerations in handling customer data

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UNIT:6	SERVICE BRANDING AND REPUTATION MANAGEMENT	06 Hrs
Building a strong service brand identity Brand positioning and differentiation strategies Online brand management and reputation monitoring Managing brand extensions and brand partnerships Internal branding and aligning employees with the brand		
Total Lecture		39 Hours

Text Books	
1	Wirtz, J., & Lovelock, C. (2021). Services marketing: People, technology, strategy. World Scientific.
2	Wilson, A., Zeithaml, V., Bitner, M. J., & Gremler, D. (2017). Services marketing: Integrating customer focus across the firm (No. 3rd Eu). McGraw Hill.

Reference Books	
1	Hoffman, K. D., & Bateson, J. E. (2017). Services marketing: concepts, strategies, & cases. Cengage learning.
2	Roy, S. K., Mutum, D. S., & Nguyen, B. (2018a). Services Marketing Cases in Emerging Markets An Asian Perspective. Springer International Publishing.

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]	
1	https://www.freebookcentre.net/business-books-download/Services-Marketing.html
2	https://www.free-ebooks.net/marketing
3	https://www.prosperohub.com/resources/ebooks
4	https://htbiblio.yolasite.com/resources/Marketing%20Book.pdf

MOOCs Links and additional reading, learning, video material	
1	https://onlinecourses.nptel.ac.in/noc24_mg57/preview
2	https://onlinecourses.swayam2.ac.in/imb24_mg17/preview
3	https://alison.com/course/diploma-in-services-marketing-integrating-people-technology-and-strategy
4	https://www.classcentral.com/course/openlearning-services-marketing-selling-the-invisible-562

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23MBA101**

ELECTIVE D OPERATIONS AND LOGISTICS MANAGEMENT

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**SoE No.
23MBA101**

III Semester Sourcing Management 23MBA0301

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Introduction to sourcing management [PO1] [PO2]
2. Understanding vendor selection and management [PO1] [PO3]
3. Understanding cross functional approach to sourcing [PO3][PO4] [PO5]
4. Future trends in sourcing [PO5] [PO6]

UNIT:1 | INTRODUCTION

07 Hrs

Evolution of purchasing
Purchasing, sourcing and vendor management as a key organizational function
Purchasing objectives
Impact of strategic purchasing on profitability
Make or Buy Decisions
Types and methods of sourcing in retail
Centralized vs Decentralized
single sourcing vs multiple sourcing

UNIT:2 | THE SOURCING PROCESS

06 Hrs

Market analysis and supplier research
Prime sources of supplier information
Request for Proposal
Fundamental steps of the buying process
terms and condition of purchase
Buying Documentation
Negotiation
Use of IT in sourcing
Global Tenders and E-Procurement

UNIT:3 | VENDOR SELECTION AND MANAGEMENT

07 Hrs

Vendor selection process
Evaluation of existing vendors
Developing vendor performance measures
New vendor development process
Working with suppliers to manage quality, JIT and TQM in sourcing
Key supplier account management
Vendor relationship development
Vendor monitoring
Promoting SME suppliers

UNIT:4 | CROSS FUNCTIONAL APPROACH TO SOURCING

06 Hrs

Overview of material management function & supply chain alignment
Role of purchasing in supporting inventory objectives
Goals of Inventory Control

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23MBA101**

Hedging vs. Forward Buying
Risk management
Matching supply with customer demand
Managing inward logistics
Transportation modes and warehousing.

UNIT:5 | ISSUES IN SOURCING **07 Hrs**

Legal, socio-cultural issues in international buying
Measurement of sourcing performance
Benchmarking in Retail Purchasing
Latest Developments
Trends & Practices ,Dealing with international suppliers

UNIT:6 | FUTURE TRENDS **06 Hrs**

Developing Category Strategies
Developing and Managing Suppliers
Designing and Operating Multiple Supply Networks to
Meet Customer Requirements
Managing the Future Supply

Total Lecture | 39 Hours

Text Books

- | | |
|---|--|
| 1 | Supply Chain Management: Strategy, planning and operation- Chopra and Miendl (2003), Pearson Books |
| 2 | Purchasing and Supply Management: Creating the vision- Pooler, V.H. (1998), Springer |

Reference Books

- | | |
|---|--|
| 1 | Strategic Sourcing and Category Management by Magnus Carlson |
| 2 | The Procurement and Supply Manager's Desk Reference by Fred Sollish and John Semanik |
| 3 | Common Sense Purchasing: Hard Knock Lessons Learned From A Purchasing Pro by Tom DePaoli |

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- | | |
|---|---|
| 1 | https://link.springer.com/book/10.1007/978-981-10-1723-0 |
| 2 | https://link.springer.com/referenceworkentry/10.1007/978-3-031-19884-7_1?fromPaywallRec=true |

MOOCs Links and additional reading, learning, video material

- | | |
|---|---|
| 1 | https://www.coursera.org/learn/strategic-sourcing |
| 2 | https://onlinecourses.nptel.ac.in/noc24_mg58/preview |
| 3 | https://www.mygreatlearning.com/academy/learn-for-free/courses/procurement-management |
| 4 | https://www.coursera.org/specializations/procurement-sourcing |

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SoE No.
23MBA101

III Semester Project Management 23MBA0302

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop an understanding about Project Management and its analysis [PO1] [PO3]
2. Use various techniques involved in completion of the projects.[PO2] [PO4][PO5]
3. Identify and Gauge risks involved in projects [PO3][PO4]
4. Be prepared to handle projects from start till the end.[PO4][PO6]

UNIT:1	Introduction To Project Management	06 Hrs
Introduction To Project Management – Overview of Project Management, Project Life Cycle, Project Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Resource Analysis		
UNIT:2	Project Mapping	07 Hrs
Project Management Methodology and Standards: Methodology of Project Management Phases; Standard Processes, Work Breakdown Structure, Process Interaction And Mapping		
UNIT:3	Project Management Techniques	07 Hrs
Time Planning and Project Management, Tools, Time Management , Analyzing Time Plan, Fast Track Projects, Project Evaluation and Termination Tools- Gantt Charts, PERT, Critical Path Method, Computer Aided project planning		
UNIT:4	Cost & Quality Planning	06 Hrs
Cost and Quality Planning: Cost Management - Cost Planning, Cost Estimation, Cost Build Up, Cost Budget, Analyzing Cost Plan, Quality management , Analyzing Quality Plan, Feasibility Study, Auditing		
UNIT:5	Risk analysis and management	06 Hrs
Procurement, Risk Management and Performance Measurement: Planning Purchase and Contracting, Select Sellers, Contract Administration and Closure Risk Management, Qualitative and Quantitative Risk, Risk Monitoring and Control, Performance Measurement & Analysis: Decision Tree Analysis, Break Even Analysis, The impact of failing to plan a project.		
UNIT:6	Project Proposal and Report	07 Hrs
Project Pre and Post Requisites and Project Organization Structure, Project Management Documentation and information, documentary Tools, Drafting Project proposals and Project report, Changeover Project Organization structure-Role of Team, Project Stakeholders, Organizational Structure and their Influences		
Total Lecture		39 Hours

Text Books

1	Project Management-Managerial Approach, Jack Meredith, J. Mantel, Seventh Edition, John Wiley Publication
2	Project Management, Harold Kerzner, Van Nostrand Reinhold, 1989.
3	The Implementation of Project Management, Project Management Institute, Addison-Wesley, 1982
4	Project Management: The Managerial Process, 8 th edition by Erik W. Larson , Clifford F. Gray , Rohit Josh, Mc Graw Hill publication

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Reference Books



1	The New Project Management, J. Davidson Frame, Jossey-Bass, 1994.
2	Successful Project Management, Milton D. Rosenau, Lifelong Learning, 1981

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://opentextbc.ca/projectmanagement/
2	https://link.springer.com/book/10.1007/978-3-662-59384-4
3	https://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf

MOOCs Links and additional reading, learning, video material

1	https://www.udemy.com/topic/project-management/free/
2	https://www.classcentral.com/course/projects101-3292
3	https://www.classcentral.com/course/projects101-3292
4	https://www.coursera.org/learn/uva-darden-project-management

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23MBA101

III Semester Service Operations Management 23MBA0303

Course Outcomes :

Upon successful completion of the course the students will be able to understand

1. Introduction to service operation management [PO1][PO3]
2. Understanding of service operation infrastructure [PO2] [PO4]
3. Understanding of service process management [PO1][PO5]
4. Incorporating technologies in service operations [PO4][PO6]

UNIT:1 | INTRODUCTION

06 Hrs

Nature & Role of Services in Economy
Service Operations and their Management Fundamentals
Service Strategy
Positioning of Services in the Organization Value Chain

UNIT:2 | SERVICE OPERATION INFRASTRUCTURE

07 Hrs

Service Facility Design
Layout & Location Off-shoring & Outsourcing
Technology in Services
Front-office Back-office Interface
Human Factor in Services
External Associates in Service Processes

UNIT:3 | SERVICE PROCESS MANAGEMENT

07 Hrs

Service Encounter Design and Control
Managing Service Processes
Experience Management in Service Operations
Service Quality and Reliability Assurance
Service Process Improvement & the Associated Methodologies
Experience Innovation Paradigm
New Service Development

UNIT:4 | IMPROVING SERVICE DELIVERY PROPOSITIONS

06 Hrs

Service Growth and Globalization
Forecasting Demand for Services
Capacity and Demand Management
Customer Expectations and the Planned Provision in Service Delivery
Legal Aspects of Expectation-Delivery Gaps
Service Waiting Line and Customer Relationship Management
Inventory Management for Improved service Delivery

UNIT:5 | MANAGING WAITING LINES

07 Hrs

Psychology of waiting
Queuing systems
Essential features of queuing systems

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23MBA101

Queue configurations,
Queue discipline
Managing Capacity & Demand
Strategies for managing demand
Strategies for managing capacity

UNIT:6 | INCORPORATING AI & TECHNOLOGIES IN SERVICE OPERATIONS | 06 Hrs

Introduction to AI and other new age technologies. AI as a service (AIaaS)
Futuristic Scenario of incorporating new technologies like cloud computing, simulation, robotics etc in service operations

Total Lecture | 39 Hours

Text Books

1	Competitive Strategies for Service Businesses- Deborah (2008), New Delhi: Jaico
2	Service Management and Operations- Haksever, et al. (2007), Pearson Education
3	Service Management: Operations, Strategy, Information Technology, James Fitzsimmons, Tata McGraw Hill Publications

Reference Books

1	Managing Services: People and Technology- Davis & Heineke (2003), Tata McGraw Hill
2	Service Operations Management- Robert Johnston(2005)
3	Service Management : Operations and Strategies - Dr. Manupriya Gaur, Dr. Sanghamitra Das et.all

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/chapter/10.1007/978-3-8349-9295-6_7
2	https://link.springer.com/book/10.1007/978-3-030-52060-1
3	https://link.springer.com/book/10.1007/978-3-030-30967-1

MOOCs Links and additional reading, learning, video material

1	https://archive.nptel.ac.in/courses/110/107/110107047/
2	https://www.mooc-list.com/course/operations-management-coursera
3	https://www.coursera.org/learn/illinois-tech-operations-process-management
4	https://www.oxfordhomestudy.com/courses/online-management-courses/operations-management-free-courses

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III Semester

Logistics & Supply chain Management

23MBA0304

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Develop and understanding about Distribution channel and systems. **(PO1, PO5)**
2. Use various techniques involved in the distribution of goods and services. **(PO2, PO3, PO4)**
3. Use information technology in the supply chain system. **(PO1, PO3)**
4. Employ sustainability norms in the logistics and supply chain management. **(PO4, PO6)**

UNIT:1	Channels of distribution	06 Hrs
Channels of distribution: channel functions – channel structure –designing distribution channel – choice of distribution channels – factors effecting choice of distribution channels. Functions of intermediaries, types of intermediaries, variables in selecting channel members, motivating, training, evaluating channel members, modifying channel arrangements		
UNIT:2	Procurement, Inventory Management	06Hrs
Make versus buy, Sourcing Strategy, Procurement, e-Procurement, Introduction to inventory management, Types of inventory, Inventory related costs, Managing cycle stock, Managing safety stock, Managing seasonal stock, Analyzing impact of supply chain redesign on the inventory, Managing inventory for short life cycle products, Multiple-item, multiple-location inventory management.		
UNIT:3	Physical Distribution of Goods	06 Hrs
Physical Distribution: Definition, Need and functions of physical distribution, Factors affecting physical distribution, A system perspective. Physical distribution trends in India, – rising costs & need for control, Cost reduction Opportunities, complexities of physical distribution, conflict resolution		
UNIT:4	Logistics	07 Hrs
Logistics : Fundamental of Logistics, Relationship of Logistics to other business functions, Different elements of logistical system, Modes of transportation, Transport mode selection, methods – transport costs, transport regulations, intra and interstate transport of goods. Transport Industry in India, Trends in Modern Transport		
UNIT:5	Technology in Supply chain	07 Hrs
Information Technology for Supply Chain: History, concept and need for IT, IT application for supply chain, Enabling supply chain through IT, Service oriented architecture (SOA), RFID		
UNIT:6	Sustainability	07 Hrs
Green Logistics: Environment Sustainability, rhetoric and reality Model, measuring the environmental impact of freight transport EURO and BS -7 norms, Arguments for and against the internalization of environmental costs, Monetary valuation of environmental costs		
Total Lecture		39 Hours

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23MBA101

Text Books

1 Logistics and Supply Chain Management, MacMillan 2003, 1st Edition

Reference Books

- 1 Rahul V Altekar, Supply Chain Management concepts and case, PHI, New Delhi
- 2 Logistics Operations and Management: Concepts and Models edited by Reza Farahani, Shabnam Rezapour, Laleh Karda
- 3 Robert B Handfield and Ernest L Nichols, Supply Chain Management PHI
- 4 Green Logistics: Improving the Environmental Sustainability of Logistics edited by Alan McKinnon, Michael Browne, Anthony Whiteing, Maja Piecyk

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

- 1 <https://iimm.org/wp-content/uploads/2019/12/Logistics-and-Warehousing-Management.pdf>
- 2 [https://ftp.idu.ac.id/wp-content/uploads/ebook/ip/LOGISTIK%20MANAGEMENT/Logistics%20Management%20and%20Strategy%20\(%20PDFDrive%20\).pdf](https://ftp.idu.ac.id/wp-content/uploads/ebook/ip/LOGISTIK%20MANAGEMENT/Logistics%20Management%20and%20Strategy%20(%20PDFDrive%20).pdf)
- 3
- 4

MOOCs Links and additional reading, learning, video material

1 <https://nptel.ac.in/courses/11010408>

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Master of Business Administration

SoE No.
23MBA101

IV Semester Total Quality Management 23MBA0401

Course Outcomes :

Upon successful completion of the course the students will be able to understand

1. Develop an understanding about Quality management in Corporate world.[PO1] [PO3]
2. Employ various techniques being used in Total Quality Management. [PO3]
3. Engage into control of processes in manufacturing and operations [PO4]
4. Audit control systems and Quality management [PO3]

UNIT:1	Introduction to Total Quality Management	06 Hrs
Introduction to Total Quality Management, A brief history, the concept of quality, evolution of total quality, principles of total quality, Gurus of total quality management, their philosophies and contributions, characteristics of quality leader, customer satisfaction, customer perception of quality, feedback, customer complaints		
UNIT:2	Tools of Quality Management	06 Hrs
Process , Problem solving method, Kaizen, Six Sigma, performance measures, Cost of Quality, Tools for Quality Assurance.		
UNIT:3	Customers and Suppliers Management	07 Hrs
TQM Principles - Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement –Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy		
UNIT:4	Quality Improvement Techniques	07 Hrs
Quality Improvement Techniques - Control Charts for Variables – Definitions, Variation: Common vs. Special Causes, Process capability, Concept of six sigma - Introduction, advantages of six sigma, six sigma DMAIC process		
UNIT:5	Total Productive Maintenance	07 Hrs
TQM Tools - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA		
UNIT:6	Quality systems and Audit	06 Hrs
Quality Systems - Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 9000:2000		
Total Lecture		39 Hours

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SoE No.
23MBA101

Text Books

1	Dale H.Besterfield, et al., Total Quality Management Pearson Education Asia, 1999. (Indian Areprint 2002)
2	Total Quality Management by Dale H. Besterfield, 2019, Perason

Reference Books

1	James R.Evans & William M.Lidsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5)
2	Feigenbaum.A.V. "Total Quality Management", McGraw-Hill, 1991
3	Oakland.J.S. "Total Quality Management" Butterworth – Hcinemann Ltd., Oxford. 1989

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1	https://link.springer.com/book/10.1007/978-94-009-1543-5
2	https://www.pdfdrive.com/1-total-quality-management-e20869767.html
3	https://www.studynama.com/community/threads/total-quality-management-ebook-lecture-notes-pdf-download-for-mba-students.400/
4	http://www.uop.edu.pk/ocontents/Total%20Quality%20Management%20by%20Dale%20H.%20Besterfield,%20Carol%20Besterfield-Michna,%20Glen%20H.%20Besterfield,%20Mary%20Besterfield-Sacre,%20Hemant%20Urdhwareshe,%20Rashmi%20Urdhwarshe%20(z-lib.org).pdf

MOOCs Links and additional reading, learning, video material

1	https://nptel.ac.in/courses/110104085
2	https://www.mygreatlearning.com/academy/learn-for-free/courses/quality-management
3	https://onlinecourses.nptel.ac.in/noc20_mg34/preview
4	https://www.openlearning.com/courses/total-quality-management/?cl=1
5	https://www.classcentral.com/subject/quality-management

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Master of Business Administration

SoE No.
23MBA101

IV Semester Operations Analytics 23MBA0402

Course Outcomes :

Upon successful completion of the course the students will be able to understand :

1. Develop an understanding about Operation Analytics [PO1][PO3]
2. Employ various dimensions of analytics in real life business problems.[PO2][PO3][PO5]
3. Utilize various modeling programs in Operations Management [PO3]
4. Understand the concepts Analytics and how they can be better utilized in Business.[PO4][PO6]

UNIT:1	Introduction to Descriptive and Predictive analytics	06 Hrs
Newsvendor problem, matching supply with demand in uncertain settings. foundations of descriptive analytics for operations, historical demand data, forecasts for future demand. underlying analytic concepts, random variables, descriptive statistics, common forecasting tools, and measures for judging the quality of your forecasts.		
UNIT:2	Prescriptive analytics, Low uncertainty	06 Hrs
Identify the best decisions in settings with low uncertainty, building optimization models, applying them to specific business challenges, algebraic formulations, optimization problems, algebraic models Solvers as tools for identifying the best course of action.		
UNIT:3	Predictive Analytics , Risk	06 Hrs
Evaluate and compare decisions when their impact is uncertain, build and interpret simulation models that can help you to evaluate complex business decisions in uncertain settings, common measures of risk and reward, simulation to estimate these quantities, interpret and visualize simulation results.		
UNIT:4	Prescriptive analytics, High uncertainty	07 Hrs
Decision trees, decisions made under uncertainty, optimization, simulation, and decision trees,		
UNIT:5	Models in operations planning	07 Hrs
AP/MPS/MRP/ATP/RC P/DCP Capacity modelling and analysis including financial analysis CVP modelling Line balancing Scheduling models Location modeling		
UNIT:6	Yield management	07 Hrs
Modelling yield management and its application in capacity management/revenue management/overbooking		
Total Lecture		39 Hours

Text Books

1	The Applied Business Analytics Casebook, Applications in Supply Chain Management, Operations Management and Operations Research. By Matthew J. Drake, 988-0-13-340837-5.
2	Operations Management and Data Analytics Modeling by Lalit kumar Awasthi et all.CRC press

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Reference Books

1	Operational Analytics A Complete Guide by Geradus Blokdyk
2	The Rise of Operational Analytics by Scott Haines

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://www.evolven.com/index.php/download-ebook-it-operations-analytics.html
2	https://www.everand.com/book/487842116/Operations-Analytics-A-Complete-Guide-2021-Edition
3	https://www.oreilly.com/library/view/the-rise-of/9781492073697/
4	https://www.bbau.ac.in/dept/UIET/EME-601%20Operation%20Research.pdf

MOOCs Links and additional reading, learning, video material

1	https://www.my-mooc.com/en/mooc/operations-analytics/
2	https://www.mooc-list.com/tags/operation-analytics
3	https://www.coursera.org/courses?query=operations%20analytics
4	https://alison.com/careers/management/operations-analyst#google_vignette
5	https://onlinecourses.nptel.ac.in/noc23_mg16/preview

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23MBA101**

ELECTIVE E BUSINESS ANALYTICS

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Master of Business Administration

SoE No.
23MBA101

III Semester

Fundamentals of Business Analytics

23MBABA301

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand the importance of business analytics and data science in business process and industry(PO1)
2. Create organizational build-up on being data driven.(PO2)(PO5)
3. Outline data integration, projecting, maintenance, designing and modeling of various data sets.(PO3)
4. Analyze the data requirements in business to assist in problem solving and decision-making (PO6)

UNIT:1	INTRODUCTION	07 Hrs
Introduction to the Business Analysis Role : Business Analysis -Business Analyst The evolving role of the Business Analyst The Business Analysis roadmap: different levels of business analysis The basic rules of Business & Business Analysis Classical Requirements and Tasks performed by Business Analysts. The role of the BA in functional areas of organization.		
UNIT:2	DEVELOPING DATA DRIVEN ORGANIZATIONS	07 Hrs
Identify hurdles to becoming a data-driven organization Opportunities: Analyze data practices in the organization Identify how data can benefit the organization Develop proactive data practitioner		
UNIT:3	BUSINESS ANALYTICS PRE-REQUISITES	06 Hrs
Data Driven Decision Making: Identify cultural barriers - Distinguish solutions to cultural and cross-functional barriers - Identify six steps of the data-driven decision-making model.		
UNIT:4	DATA LIFECYCLE MANAGEMENT	06 Hrs
Data Life Cycle: Identify the stages in the data life cycle - Data in the organization: Distinguish between ways that data enters the organization - Identify the forms data takes as it is stored and used within the organization.		
UNIT:5	REQUIREMENTS GATHERING	07 Hrs
Requirements gathering process and Importance 3 V's of data: Distinguish between the ways data is consumed Customer journey map: Understand how requirement gathering fits with the development of a Customer journey map - Distinguish between the stages of the customer journey map		

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UNIT:6	BUSINESS ANALYTICS ECOSYSTEM	06 Hrs
Relational Databases: Nature of relational databases - Purpose of the SQL language – Key aspects of ACID - Meaning of ETL Big data and other data storage tools Introduction to Machine Learning, and Data Visualization: Purpose of machine learning - Visualization tools. Importance of Tools for statistical analysis - Python and R		
Total Lecture		39 Hours

Text Books

1	Fundamentals of Business Analytics. R N Prasad, Seema Acharya; Wiley
2	Haydn Thomas – Demonoid. Business Analysis Fundamentals. Pearson Education
3	Pang-Ning Tan Michael. Steinbach, Vipin Kumar. Introduction to Data Mining. Pearson Education

Reference Books

1	Business Analysis with Microsoft Excel and Power BI; Conrad G. Carlberg; Pearson
2	Monetizing Your Data: A Guide to Turning Data into Profit-Driving Strategies and Solutions; Andrew Roman Wells, Kathy Williams Chiang; Wiley
3	AI and Analytics, Accelerating Business Decisions; Sameer Dhanrajani; Wiley

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://www.simplilearn.com/resources/data-science-business-analytics/ebooks
2	https://link.springer.com/book/10.1007/978-3-031-23647-1
3	https://link.springer.com/book/10.1007/978-3-030-43718-3
4	https://link.springer.com/book/10.1007/978-3-030-93823-9

MOOCs Links and additional reading, learning, video material

1	https://www.mygreatlearning.com/
2	https://www.mooc-list.com/tags/business-analytics

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SoE No.
23MBA101

III Semester Business Intelligence (Descriptive Analytics) 23MBABA302

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Introduce the concepts and components of Business Intelligence (BI)(PO1)
2. Evaluate the technologies that make up BI (data warehousing, OLAP)(PO3)
3. Identify the technological architecture that makes up BI systems(PO4)
4. Applying data mining and data visualization(PO5)

UNIT:1	UNDERSTANDING BUSINESS INTELLIGENCE	07 Hrs
The Challenge of Decision Making What Is Business Intelligence? The Business Intelligence Value Proposition The Combination of Business and Technology		
UNIT:2	BUSINESS INTELLIGENCE TECHNOLOGY COUNTERPARTS	07 Hrs
Data Warehousing; Data Marts and Analytical Data; Organization of the Data Warehouse Enterprise Resource Planning; Distributing the Enterprise First ERP, then Business Intelligence The Current State of Affairs Customer Relationship Management; CRM, ERP, and Business Intelligence Customer Decisions; Decisions About Customers Business Intelligence and Financial Information		
UNIT:3	THE SPECTRUM OF BUSINESS INTELLIGENCE	06 Hrs
Enterprise and Departmental Business Intelligence Strategic and Tactical Business Intelligence Power and Usability in Business Intelligence Finding the Right Spot on the Continuum Business Intelligence: Art or Science?		
UNIT:4	BUSINESS INTELLIGENCE USER INTERFACES	06 Hrs
Querying and Reporting; Reporting and Querying Toolkits; Basic Approaches Building Ad-Hoc Queries; Building On-Demand Self-Service Reports Enhancing and Modifying Data Access Dashboards		

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UNIT:5	DATA MINING	07 Hrs
Overview of Data Mining What is Data Mining?, Data Mining Applications of Data Mining in Corporate Analytics Choosing a Data Mining System		
UNIT:6	DATA VISUALIZATION	06 Hrs
Data Visualization: Data Visualization with Tableau-Charts (Bar, line, crosstab, scatter, bubble , boxplot, motion) Tableau Data Sources, Descriptive statistics		
Total Lecture		39 Hours

Text Books

1	Kumar, U.D. :Business Analytics – The Science of Data – Driven Decision Making, Wiley.
2	Gert, H.N., Thorlund, L. and Thorlund, J. :Business Analytics for Managers – Taking Business Intelligence Beyond Reporting, Wiley.
3	J. Han and M. Kamber, "Data Mining: Concepts and Techniques", Morgan Kaufman

Reference Books

1	Beginners Guide for Data Analysis using R Programming. Jeeva Jose. Khanna Publishing
2	Data Analytics with R. Bharti Motwani. Wiley

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-981-13-7181-3
2	https://link.springer.com/book/10.1007/978-3-031-07865-1
3	https://ucsd.libguides.com/analytics/books
4	https://www.smartdatacollective.com/free-ebooks-on-big-data-business-intelligence/
5	https://bharatskills.gov.in/pdf/E_Books/Module%20_5_Class.pdf

MOOCs Links and additional reading, learning, video material

1	https://www.mooc-list.com/course/data-analysis-tableau-coursera
2	https://www.coursera.org/professional-certificates/google-business-intelligence
3	https://onlinecourses.nptel.ac.in/noc24_cs65/preview
4	https://uniathena.com/short-courses/basics-of-descriptive-analytics

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**SoE No.
23MBA101**

III Semester

Advanced Analytics (Predictive Analytics)

23MBABA303

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Introduction to Advanced Analytics (PO1)
2. Understanding of regression analytics(PO3)
3. Understanding of Decision tree and structured data analytics(PO4)(PO5)
4. Choose the suitable Business Analytics Technique((PO4)
5. Design Business Solutions(PO4)(PO5)

UNIT:1	INTRODUCTION TO ANALYTICS	07 Hrs
Introduction to Analytics Analytics in Decision Making Game changers & Innovators Predictive Analytics		
UNIT:2	DESCRIPTIVE ANALYTICS AND INFERENCE STATISTICS	07 Hrs
Descriptive Analytics: Introduction, Visualizing and Exploring Data, Descriptive Statistics with Ms-Excel Inferential Statistics: Statistics: Z-Test, T-test, Paired T-test, ANOVA, Chi-Square Test		
UNIT:3	SIMPLE LINEAR REGRESSION (SLR)	06 Hrs
Case-let Overview Introduction to Regression Model Development Model Validation Demo using Excel & SPSS		
UNIT:4	MULTIPLE LINEAR REGRESSION (MLR)	07Hrs
Multiple Linear Regression Estimation of Regression Parameters Model Diagnostics Dummy, Derived & Interaction Variables Multi-collinearity Model Deployment		
UNIT:5	LOGISTIC REGRESSION	06 Hrs
Discrete choice models Logistic Regression MLE Estimation of Parameters Logistic Model Interpretation Logistic Model Diagnostics Logistic Model Deployment		

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UNIT:6	PREDICTIVE ANALYTICS	06 Hrs
Predictive Analytics: Inferential statistics with Ms-Excel, Case Studies on Predictive Analytics based on Marketing, HR, Finance, Operations		
Total Lecture		39 Hours

Text Books	
1	An Introduction to Statistical Learning by James, Witten, Hastie, and Tibshirani, Springer
2	The Elements of Statistical Learning by Hastie, Tibshirani, and Friedman, Springer

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]	
1	https://link.springer.com/article/10.1007/s10462-024-10811-5
2	https://link.springer.com/book/10.1007/978-3-8348-2344-1
3	https://link.springer.com/book/9783031615887
4	https://link.springer.com/book/10.1007/978-3-031-17483-4

MOOCs Links and additional reading, learning, video material	
1	https://onlinecourses.nptel.ac.in/noc24_ec08/preview
2	https://onlinecourses.swayam2.ac.in/imb24_mg14/preview
3	https://www.coursera.org/courses?query=predictive%20analytics
4	https://onlinecourses.nptel.ac.in/noc24_mg113/preview

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Master of Business Administration

SoE No.
23MBA101

III Semester BIG DATA ANALYTICS 23MBABA304

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Understand big data futures and classification of analytics(PO1)
2. Acquire knowledge on analytics flow for big data and big data stack((PO3)
3. Learn big data tool using Hadoop(PO4)
4. To understand the applications using Map Reduce Concepts.(PO5)(PO6)
5. Formulate business solutions based on data science(PO4)

UNIT:1	INTRODUCTION TO BIG DATA	07 Hrs
Introduction to Big Data: What is Analytics- Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics. What is Big Data- Characteristics of Big Data- Volume, Velocity, Variety, Veracity, Value.		
UNIT:2	ANALYTICS FLOW AND BIG DATA STACK	06 Hrs
Analytics flow and big data stack: Analytics Flow for Big Data- Data Collection, Data Preparation, Analysis Types, Analysis Modes, Visualizations, Big Data Stack- Raw Data Sources, Data Access Connectors, Data Storage, Batch Analytics, Real-time Analytics, Interactive Querying, Serving Databases, Web & Visualization Frameworks		
UNIT:3	INTRODUCTION TO HADOOP	07 Hrs
Hadoop: History of Hadoop- the Hadoop Distributed File System – Components of Hadoop Analysing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce WorksAnatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort – Task execution - Map Reduce Types and Formats- Map Reduce Features - Hadoop environment.		
UNIT:4	BIG DATA -HADOOP	06 Hrs
Big Data -Hadoop: NoSQL, Comparison of SQL and NoSQL, Hadoop -RDBMS Versus Hadoop - Distributed Computing Challenges – Hadoop Overview - Hadoop Distributed File System - Processing Data with Hadoop - Managing Resources and Applications with Hadoop YARN - Interacting with Hadoop Ecosystem		
UNIT:5	INTRODUCTION TO PYTHON	07 Hrs
Introduction to Python, variables, Naming a Variable, Basic Operators, Assignment Operators, Data types in Python (Integers, Float, String, Type Casting In Python, List, Tuple, Dictionary), Making Decisions		

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23MBA101**

UNIT:6	REVIEW OF BASIC DATA ANALYTIC METHODS USING R	06 Hrs
Review of Basic Data Analytic Methods Using R: Introduction to R, Attribute and Data Types, Descriptive Statistics, Exploratory Data Analysis, Visualization Before Analysis, Statistical Methods for Evaluation		
Total Lecture		39 Hours

Text Books

1	AnandRajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, 2012.
2	David Loshin, "Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, NoSQL, and Graph", Morgan Kaufmann/Elsevier Publishers, 2013
3	Frank J. Ohlhorst, "Big data analytics Training Big Data in to big money", wiley publishing house Raj kamal, preetisaxena, "Big Data analytics", Tata Mcgraw hill publishing house
4	Data Analytics with R , Dr. Bharti Motwani, WILEY publications

Reference Books

1	EMC Education Services, "Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data", Wiley publishers, 2015.
2	Bart Baesens, "Analytics in a Big Data World: The Essential Guide to Data Science and its Applications", Wiley Publishers, 2015.
3	Kim H. Pries and Robert Dunnigan, "Big Data Analytics: A Practical Guide for Managers " CRC Press, 2015
4	Big data Analytics, Dr. Arvind Sathi, MC Press Online, First Edition, 2012
5	Allen B. Downey, Think Python, Shroff Publishers, O'Reilly.

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1	https://link.springer.com/book/10.1007/978-3-031-55639-5
2	https://link.springer.com/book/10.1007/978-981-99-9179-2
3	https://link.springer.com/book/10.1007/978-3-658-44768-7
4	https://link.springer.com/book/10.1007/978-981-99-5543-5

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2	https://onlinecourses.nptel.ac.in/noc24_cs130/preview
3	https://www.coursera.org/courses?query=big%20data
4	https://www.mygreatlearning.com/academy/learn-for-free/courses/mastering-big-data-analytics
5	https://www.udemy.com/topic/big-data/free/

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23MBA101**

IV Semester

Customer and Social Media Analytics

23MBABA401

Course Outcomes :

Upon successful completion of the course the students will be able to

1. Introduction to Customer & Social Media Analytics(PO1)
2. Understanding of market segmentation(PO3)
3. Basics of Visualizing & modeling pattern in social media.(PO4)(PO5)
4. Understanding Social Media Text .(PO6)
5. Understanding the Social Media Network.(PO6)

UNIT:1	CUSTOMER	07 Hrs
Introduction to SAS-on-Demand Value-Driven Analytics Process Types of Variables. Associations between Variables CRM - Managing Customer Relationships for Profit SAS Practicum: Descriptive Stats, Association, Regression		
UNIT:2	MARKET SEGMENTATION	06 Hrs
Cluster Analysis STP - Segmentation, Targeting, and Positioning Prospecting & Targeting Right Customer - RFM Lifts and Gains. Model Assessment I Predicting Response with Logics Predicting Customer Response with Neural Networks		
UNIT:3	SOCIAL MEDIA DATA	07 Hrs
Types of data on social MEDIA platforms. Ethical sensitivities in obtaining and operating on social data. Social platform API to obtain data Structure of data		
UNIT:4	VISUALIZING AND MODELING PATTERNS IN SOCIAL MEDIA DATA	06 Hrs
Load a large social media corpus Summary statistics from social media corpus Visualize corpus along geographic & temporal axes		
UNIT:5	SOCIAL MEDIA NETWORKS	07 Hrs
Networks as substrate for modern social media platforms Existence of different networks within the same data Create varieties of networks from a social dataset Compute network measures from a social media dataset.		

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UNIT:6	SOCIAL MEDIA TEXT	06 Hrs
Types of text on social platforms Compute topics over time in a social dataset Compute sentiment over social text Apply tagging to social media text		
Total Lecture		39 Hours

Text Books

1	“Networks, Crowds, and Markets: Reasoning about a highly connected world”- Easley and Kleinberg, Cambridge Univ. Press, 2010.
2	“Social Network Analysis: Methods and Applications”- Wasserman, S., & Faust, K, Cambridge University Press; 1 edition, 1994.
3	“Analyzing social networks”- Borgatti, S. P., Everett, M. G., & Johnson, J. C., SAGE Publications Ltd; 1 edition, 2013

Reference Books

1	SOCIAL MEDIA ANALYTICS: TECHNIQUES AND INSIGHTS FOR EXTRACTING BUSINESS VALUE OUT OF SOCIAL MEDIA by MATTHEW GANIS, AVINASH KOHIRKAR, IBM.COM/ REDBOOKS
2	SOCIAL MEDIA ANALYTICS: EFFECTIVE TOOLS FOR BUILDING, INTERPRETING, AND USING METRICS by MARSHALL SPONDER, MC GRAW HILL

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2	https://www.kdnuggets.com/2016/05/healthcare-social-media-analytics-marketing-ebook.html
3	https://nibmehub.com/opac-service/pdf/read/social%20media%20analytics%20strategy%20_%20using%20data%20to%20optimize%20business%20performance.pdf

MOOCs Links and additional reading, learning, video material

1	https://www.coursera.org/learn/social-media-data-analytics
2	https://www.coursera.org/learn/wharton-customer-analytics
3	https://onlinecourses.nptel.ac.in/noc20_mg30/preview

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(Scheme of Examination w.e.f. 2023-24 onward)

Department of Management Studies & Entrepreneurship

Master of Business Administration

SoE No.
23MBA101

IV Semester Business Analytics using R 23MBA402

Course Outcomes :

Upon successful completion of the course the students will be able to

1. To learn basics of R and installing R and R Packages(PO1)
2. To learn various data types in R(PO1)
3. To learn various decision making structures in R(PO4)
4. Organize data in the form of R objects and manipulate them as needed.(PO4)(PO5)
5. Perform analytics using R programming.(PO5)(PO2)

UNIT:1	INTRODUCTION AND BACKGROUND	07 Hrs
What is R? Why R? , Advantages of R over other programming languages, Data types in R, logical, numeric, integer, character, double, complex, raw, ls() command, expressions, R operators: Arithmetic, assignment, comparison, and logical operators, set working directory, packages, and libraries variables and functions, control structures.		
UNIT:2	VECTORS	07 Hrs
Vectors – Logical, Character, Numeric, Integer, Complex, Raw, Relational Operators, Matrix, Arrays, Lists, Factor, Data Frame		
UNIT:3	DECISION MAKING STRUCTURES-	06 Hrs
Decision Making Structures- If Else Statement, Nested If Statements, If Else If Ladder, For loop, While Loop, Repeat Loop, User defined Functions		
UNIT:4	EXPLORING DATA IN R	06 Hrs
Data frames-data frame access, ordering data frames R functions for data frames dim(), nrow(), ncol(), str(), summary(), names(), head(), tail(), edit() Load data frames—reading from .CSV files, reading from tab separated value files, reading from tables.		
UNIT:5	DATA VISUALIZATION USING R	07 Hrs
Reading and getting data into R (External Data): XML files, Web Data, JSON files, Databases, Excel files.		
UNIT:6	WORKING WITH R CHARTS AND GRAPHS	06Hrs
Histograms Bar Charts Line Graphs, Scatter plots Pie Charts		
Total Lecture		39 Hours

		August 2023	1.00	Applicable for AY 2023-24 Onwards
Chairperson	Dean (Acad. Matters)	Date of Release	Version	



Nagar Yuwak Shikshan Sanstha's

Yeshwantrao Chavan College of Engineering

(An Autonomous Institution affiliated to Rashtrasant Tukadoji Maharaj Nagpur University)

MBA SoE and Syllabus 2023-24

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Master of Business Administration

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Text Books

1	Seema Acharya , Subhashini Chellappan --- Big Data And Analytics second edition, Wiley
2	Seema Acharya--Data Analytics using R, McGraw Hill education (India) Private Limited.
3	R For Everyone: Advanced Analytics And Graphics. Jared P. Lander. Pearson
4	Data Analytics with R , Dr. Bharti Motwani, WILEY publications

Reference Books

1	Michael Porter Competitive Advantage: Creating and Sustaining Superior Performance Free Press Latest Edition
2	Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty Strategic Management: A South-Asian Perspective Cengage Learning
3	Gerry Johnson, Kevan Scholes and Ricard Whittington Exploring Corporate. Strategy: Text and Cases Pearson

YCCE e- library book links [ACCESSIBLE FROM COLLEGE CAMPUS]

1	https://link.springer.com/book/10.1007/978-1-4842-8754-5
2	https://link.springer.com/book/10.1007/978-3-031-21480-6
3	https://link.springer.com/book/10.1007/978-3-030-87023-2
4	https://link.springer.com/book/10.1007/978-1-4842-5829-3

MOOCs Links and additional reading, learning, video material

1	https://onlinecourses.nptel.ac.in/noc19_ma33/preview
2	https://onlinecourses.nptel.ac.in/noc24_mg70/preview

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