Course Title	MACRO ECONOMICS
Term/Semester	II
Course ID	21MBA221
Credits	3

Introduction:

In today's dynamic economic environment, the macroeconomic scenario directly influences the sustainability of business. The effective decision making requires timely and efficient use of information and response to the changes in the macro environment. The purpose of this course is to equip the students with a basic understanding of the macro economic theories and analytical tools that can be used in decision making. The design of government policy measures in regulating and planning for the economy will be discussed as part of this course.

Course Outcomes (COs):

At the end of the course, students will be able to-
CO1: Analyse the functioning of the economy by understanding the macroeconomic concepts and models
CO2: Understand and appreciate the various concepts of National Income and the methods of computing National Income
CO3: Understand and appreciate the Keynesian approach and evaluate the macroeconomic policies to stabilize the economy by controlling inflation and unemployment
CO4: Understand and evaluate the impact of monetary policy on the economy
CO5: Analyse inter- relationships between various economic parameters and its implications for business

Course content and Structure: (36 hours)

Module 1: Introduction to Macroeconomics: (06 Hours)

-   Why study macroeconomics?
-   Introduction to macroeconomics, nature and scope of macroeconomics,
-   Macroeconomics Vs Microeconomics,
-   Circular flow of income- Two-sector, Three-sector and Four- Sector flows

Module 2: National Income Accounting: (10 Hours)

-   Definition of National Income, Concepts of National Income.
-   Measurement of National Income using different methods like Income Method, Expenditure Method and Value Added Method.

Module 3: Keynesian Approach: (08 Hours)

-   Meaning of consumption function: Keynes' Psychological Law of Consumption
-   Aggregate Investment, Multiplier concepts:
-   Money and Interest Rate- IS-LM Analysis,
-   Aggregate Supply and Price Level,
-   Inflation: Causes of rising inflation; Social Costs of Inflation; Strategies to reduce inflation
-   Unemployment: Related terms; Costs of unemployment; Types of unemployment; Policies/strategies to reduce natural rate of unemployment

Module 4: Money and Banking & Business Cycles: **(08 Hours)**

- Money :Functions and importance; demand for money
- Monetary system, Money Supply
- Commercial banks; Functions of commercial banks
- Central Bank : Functions of Central Bank
- Monetary Policy- Quantitative and Qualitative tools
- Business Cycles: Phases of Business Cycles, Salient features,
- Interaction of multiplier and accelerator as an explanation to business cycles

Module 5: Contemporary macroeconomic policies in India: **(04 Hours)**

- Fiscal Policy and its implication on the functioning of economy
- Exim Policy and its impact on trade balance
- Union Budget
- Global Macroeconomic policies

Pedagogy:

1) Activity Based Teaching
2) Project based teaching
3) Discussion method
4) Class room discussion
5) Industry Interaction Series
6) Simulation
7) Case discussion method

Teaching Learning Resources:

Essential readings

1. Deepashree and Vanitha Agarwal, 'Macroeconomics', Ane's Books Pvt Ltd
2. Raghbendra Jha, 'Contemporary Macroeconomic Theory and Policy', New Age International Publishers
3. Paul Samuelson- Macro Economic Theory

References

1. N Gregory Mankiw, 'Macroeconomics'.Worth Publishers
2. Rudiger Dombusch, Stanley Fisher and Richard Startt, 'Macoeconomics', McGraaw Hill
3. G S Gupta, ' Macroeconomics: Theory and Applications', Mc Graw Hill Publishers
4. D N Dwivedi, ' Macroeconomics: Theory and Policy', Tata Mc Graw Hill Publishers
5. William J Baumol and Alan S Blinder, 'Macroeconomics: Principles and Policy', South Western Cengage Learning

Supplementary Resources

- Pearson e – library ; https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO : https://www.ebsco.com/search?search=supplychainmodel
- Jgate: https://jgateplus.com/home/resources/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	-	2	-	1	2	1	-
CO2	3	3	-	-	-	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	-	3	-	-	1	-	2
C05	2	3	-	2	-	3	-	-	1	-	2

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline	Course Outcome
1	End Term Exam	Individual	50	At the end of the semester	All
2	Internal test 1	Individual	5	After completion of 2-3 modules	
3	Internal test- 2	Individual	5	After completion of all the modules	
4	Attendance and Class participation	Individual	10	At the end of the semester	
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester	

Course Title	APPLICATION OF OPERATIONS RESEARCH IN BUSINESS
Term/Semester	II
Course ID	21MBA421
Credits	3

Introduction:

Operations research (OR) is a discipline that deals with the application of advanced analytical methods to help make better decisions. Operations research arrives at optimal or near-optimal solutions to complex decision-making problems. Operations Research takes tools from different discipline such as mathematics, statistics, economics, psychology, engineering etc. and combines these tools to make a new set of knowledge for decision making. O.R. is a professional discipline which deals with the application of scientific methods for making decision, and especially to the allocation of scarce resources. The main purpose of O.R. is to provide a rational basis for decisions making in the absence of complete information, because the systems composed of human, machine, and procedures may not have complete information. This course helps students to understand the various OR tools and their importance in Organizational decision making process.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Understand Operational Research (OR) approach to decision making.

CO2: Formulate and solve mathematical model (linear programming problem) for a physical situation like production, distribution of goods and economics, Transportation and assignment models

CO3: Demonstrate the best strategy using decision making methods under uncertainty using game theory.

CO4: Understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools.

CO5: Apply CPM and PERT techniques, to plan, schedule, and control project activities.

Course content and Structure: **36 hours**

MODULE 1: Linear Programming Problem (LPP)   **(8 Hrs.)**

  - Importance; scope; techniques and characteristics of OR
  - Different types of models in OR
  - Linear programming problem; Formulation and solution; Simplex method (standard maximization) – problems
  - Formulation of Duality

MODULE 2: Transportation and Assignment models   **(8 Hrs.)**

  - Meaning and importance of Transportation model
  - Methods to determine Initial basic feasible solution: North west corner rule(NWCR); Least cost method (LCM); Vogel's approximation method (VAM)
  - Optimal solution using Modified distribution (MODI) method
  - Maximization Problems

- Characteristics and importance of Assignment; Maximization and minimization methods; Travelling salesman; crew assignment problems

MODULE 3: Sequencing and Replacement problems   (8 Hrs.)

- Sequencing; Terminology and notations
- Types of sequencing problems: Processing n jobs through 2 machines; Processing n jobs through 3 machines; Processing N jobs in M Machine;
- Assumptions of replacement theory; Replacement of items which deteriorates with time; Replacement of items that fail completely including group replacement

MODULE 4: Theory of Games and Queuing Theory   (6 Hrs.)

- Types of gaming strategies
- Principle of Dominance
- Operating characteristics of queuing system; Single server/single queue model

MODULE 5: Network Analysis and Simulation   (6 Hrs.)

- Networking Concepts; Rules for drawing network diagram; Finding Critical path and different Floats
- PERT Computations: Probability of meeting the scheduled dates; Difference between PERT and CPM
- Monte Carlo simulation using Random numbers

Pedagogy:

- Class room discussion
- TORA lab session
- Project based learning
- Experiential learning
- Workshop from practioners
- Case based teaching

Teaching Learning Resources:

Recommended Books
1. K.K Chawla, Vijay Gupta and Bhushan K Sharma, "OPERATIONS RESEARCH and Quantitative Analysis for Management, Kalyani Publishers.
2. N.D. Vohra (2012), "Quantitative techniques in management", Tata McGraw-Hill Publications, 4th Edition.
3. P.C Tulsian and Vishal Pandey (2012), quantitative techniques. Pearson Practice series.
4. J.K. Sharma, Quantitative methods and operation research, Excel publication, 2012

Reference Books

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation research. 8th edition.
3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), operation research. S. Chand publications.
4. Veerabadrappa Harinal (2012), An introduction to operation research. New Age international publishing.
5. Annand Sharma (2014), quantitative techniques for decision making. Himalaya Publishing House.
6. S. Kalavathi (2013), operation Research. Vikas Publications. 4th edition.
7. Hamdy A Taha (2013), operation research. Pearson publication. 9th edition.
8. G.V Shenoy and V.K. Srivastava (2013), operation research for managerial decision. New Age international publishing.

9. Pradeep prakashkar Pai (2013), operation research principle and practices. Oxford Higher Education.
10. P. Rama Murthy (2014), operation Research. New Age international publishing. 2nd Edition.
11. C.K. Mustafi (2009), operation Research methods and practices. New Age international publishing.

Supplementary reading:

https://www.udemy.com/course/operations-research
https://orc.mit.edu/impact/moocs
https://www.edx.org/course/operations-research-an-active-approach
Pearson e – library; https://elibrary.in.pearson.com/bookshelfDashboard
EBSCO : https://www.ebsco.com/search?search=supplychainmodel
Jgate: https://jgateplus.com/home/resources/
www.capitaline.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	-	--	2	3	-	3	-	--
CO2	-	3	1	-	1		3	3	3	1	
CO3	2	3	1	-	-		3	1	3	1	-
CO4		3	-	-	-	3	3	1	3	1	1
C05	1	3	2	-	-	1	3	1	3	-	-

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	30	Full Semester

Course Title	Introduction to Business Analytics
Term/Semester	II
Course ID	21MBA521
Credits	3

Introduction:

Business Analytics usually has four pillars (namely conceptual framework, software environment, coding and interpretation of output). This course will enable learners to understand the conceptual framework and enable them to interpret the outcome. This course would ideally work as a foundation for business analytics in entirety.

It has been observed that non-engineering students find it difficult to cope with predictive analytics and big data analytics. This course would bridge the gap between statistics knowledge and application of statistics in various business problems. On completion of this course learners would be able to concentrate on software and coding in a seamless manner.

COURSE OUTCOMES (CO):

At the successful completion of this course, the students should be able to;

CO1 Learners would be able to understand applied statistics for business problem

CO2 Learners would be able to differentiate between models with robustness criteria

CO3 Learners would be able to determine the tool to be chosen for a practical business problem

CO4 Learners would be able to interpret the outcome for the same

CO5 Learners would be able to take a complete business decision

Course content and Structure: (36 hours)

Syllabus

Module 1: Introduction to Business Analytics 8 Hours
-Business Analytics (BA) fundamentals in an overview
- Online Analytical Processing (OLAP); Online Transaction Processing (OLTP);
 -Business Intelligence (BI) Life Cycle at a glance
-Data Warehousing at a glance
-Big Data fundamentals and predictive modelling basics.

Module 2 Introduction to Descriptive Analytics 8 Hours
-Descriptive Statistics
-Mean
-Standard Deviation
-Skewness and Kurtosis,
-Box Plots
-Pivot Table
-Heat Map
-Correlation Statistics
-ANOVA.

Module 3 Introduction to Predictive Analytics 8 Hours
-Predictive Analytics Basics: Simple Linear Regression
- Multiple Regression
- Time Series.

Module 4   Introduction to Prescriptive Analytics   **8 Hours**
-Predictive Analytics Basics: Simulation Models
- Monte Carlo
-Random Number Generation
-Mixed Integer Models
-Non Linear Models

Module 5   Applications of Business Analytics   **4 Hours**
-Use Cases on Marketing, Human Resource, Finance, Supply Chain.

Pedagogy:
1) Classroom Discussions
2) Activity Based Learning
3) Practice Based Learning
4) Project Based Learning
5) Experiential Learning
6) Software Based Learning
7) Hackathons

Teaching Learning Resources:
Essential Readings:

1. Business Analytics, Global Edition, 2nd Edition, James Evans, Pearson, ISBN-13 978-1292095448
2. Albright Winston "Business Analytics, Data Analysis and Decision Making" 5th edition, Cengage Publication
3. U Dinesh Kumar "Business Analytics: The Science of Data - Driven Decision Making" by Wiley Publications
4. Jeffrey D Camm "Essentials of Business" by South Western Publishing. ISBN-13-978-8131527658
5. by R N Prasad, Seema Acharya, Fundamentals of Business Analytics, 2 Edition, Wiley publishing
6. Prescriptive Analytics: The Final Frontier for Evidence-Based Management and Optimal Decision Making by Dursun Delen , Pearson FT Press publishing
7. Prescriptive Analytics, Second Edition, by Gerard Blokdyk, ISBN-13 : 978-1978232211
8. Jeffrey S. Strickland, Simulation Educators (2014) Predictive Analytics using R

Supplementary Resources:
NPTEL Course : https://onlinecourses.nptel.ac.in/noc21_cs70/preview
Coursera Course : https://www.coursera.org/specializations/business-statistics-analysis
        https://www.coursera.org/specializations/business-analytics
Data Sources : Kaggle:https://www.kaggle.com/
        Dataworld: https://data.world/,
        Data.gov.in: https://data.gov.in/
Databases : EBSCO:https://www.ebsco.com/academic-libraries,
        JGATE : https://jgateplus.com
Pearson E library : https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	2	1	1	-	1	2	2	2	1	-
CO2	-	2	1	1	1	2	2	2	2	-	1
CO3	-	2	-	-	-	2	2	1	1	-	-
CO4	-	2	-	-	-	1	2	1	1	-	-
C05	-	2	-	-	-	1	2	2	2	-	-

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Attendance and Class participation	Individual	10	At the end of the semester
3	Internal test 1	Individual	5	Mid of the semester and End of the semester
4	Internal test 2	Individual	5	Mid of the semester and End of the semester
5	Cap-Stone project/Lab Exercises/ Assignments/ Hackathons/ Seminars/ Paper Writing etc	Each group of 3 Students (max)	30	At the end of the semester

Course Title	HUMAN RESOURCE MANAGEMENT
Term/Semester	II
Course ID	21MBA621
Credits	3

Introduction:

The Main objective of the course is to help the students to understand about various functions of Human Resource Management and to facilitate the students to implement recruitment, training and development and performance appraisal methods based on the needs of an organization. The course also aims to help the students to understand about compensation management and contemporary trends in human resource management.

Course Outcomes (COs):

After the completion of the course, students will be able to:

CO1: Understand and apply various functions of HRM in an organization

CO2: Implement Human Resource Planning based on organizational needs and to design Job Description and Job Specification for various job profiles in an organization.

CO3: Execute Recruitment, Selection and Career planning functions effectively in an organization

CO4: Implement Training and Development methods and Performance Appraisal Methods depending on the organizational context

CO5: To discuss contemporary trends in HRM and to apply those contemporary trends in an organization on need basis.

Course content and Structure: (36 hours)

Module 1: Introduction to Human Resource Management   **6 Hours**
- Changing nature of Work and Scope of HRM
- Qualities of HR Manager; Line and Staff Relationships
- Traditional HR vs. Strategic HR
- Gig Economy
- HR Analytics

Module 2: Job Analysis and Human Resource Planning   **8 Hours**
- Job Analysis and Methods of collecting Job Analysis Data
- Job Description – Job Specification
- Human Resource Planning; Importance of Human Resource Planning; Methods of Forecasting Demand for and Supply of Human Resources

Module 3: Recruitment, Selection and Career Planning   **6 Hours**
- Recruitment and Internal and External Sources of Recruitment; Alternatives to Recruitment
- Process of Selection; Types of Tests for Selection; Methods of Selection Interview
- Career planning; Stages in Career Planning; Career Anchors; Succession Planning

Module 4: Training and Development, Performance Appraisal and Compensation Administration   **8 Hours**
- Training and Methods of Training- On-the Job Training and Off-the Job Training
- Process of Performance Appraisal; Errors in Performance Appraisal

- Compensation Administration: Components of Compensation, Factors influencing compensation

Module 5: Contemporary Trends in HRM - Overview   **8 Hours**
- E-Recruitment using AI and Social Media; AI and Biases
- Virtual Onboarding; Virtual Employee Experience; Gamification; Augmented Reality and Virtual Reality
- Coworking and Coworking Spaces; Home as New office
- Organizational Justice and Fairness
- Managing Diversity and Inclusion

Pedagogy

1) Classroom Discussion
2) Activity based Teaching
3) Theatre based Teaching (Role Play, Skit)
4) Case Based Teaching (Text Case, Multimedia Case Discussion)
5) Project Based Teaching
6) Experiential Learning
7) Industry-Institute Interface (III)
8) Webinar/Seminars/Student Development Programmes
9) Simulations

Teaching Learning Resources:
Essential Readings
1. Gary Dessler, BijuVarkkey, Human Resource Management, 16th Edition, Pearson Education.
2. V S P Rao, "Human Resource Management", Second Edition, Excel Books-   New Delhi
3. Aswathappa K, Human Resource Management: Text and Cases, Tata McGraw-Hill.

References
1. Dr.S.S.Khanka, Human Resource Management, Seventh Edition, S.Chand Publishing
2. P G Aquinas,Human Resource Management, Third Edition,Vikas Publishing House
3. George W. Bchlander, Scott A. Snell, Principles of Human Resource Management, Cengage Learning.
4. Denisi, Griffin, Sarkar, Human Resource Management, Cengage Learning.
5. R S Dwivedi, Human Resource Management, Third Edition,Vikas Publishing House

Supplementary Resources
- Venkata, S. 2016. Recruitment and Selection Practices in Corporate Retail Stores.International Journal Of Research in Organizational Behavior and Human Resource Management, 4(1), 57-67.
- Niculae, M. 2017. Employee's Career Planning and Development in Regional Rural Banks with Reference to Apgvb.Journal of Advance Management Research,5(5), 162-177.
- Sinha, S., & Sorum, M. 2018. Role of Human Resource Management Approaches in Life Insurance Corporation, Arunachal Pradesh.International Journal of Management Studies, V(2), 103-119.
- Shipra, M., Aneet, & K, A. S. 2017. Training Significance and its Impact on other HR Functions in Select Textile and Apparel Industries of India.Intercontinental Journal of Human Resource Research Review, 5(7)

- Mukeshbhai, P. R., & Pathak, A. 2021. A Study on Performance Appraisal of Employees at Maruti Suzuki Kataria Automobile.IOSR Journal of Business and Management, 23(4), 18-27.
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=148510307&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=7308260&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=135888235&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=118331382&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=144490438&site=ehost-live

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11
CO1	3	2	2	3	3	2	2	3	2	1	3
CO2	3	3	3	2	3	3	2	3	2	2	3
CO3	3	3	3	2	3	3	3	3	1	2	3
CO4	3	3	3	2	3	2	3	3	2	2	3
CO5	3	3	1	3	2	3	3	3	1	1	2

LEVEL   3-Substantial   2-Moderate   1-Slight   "-" No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	Financial Management
Term/Semester	II
Course ID	21MBA321
Credits	3

Introduction:

"Beware of little expenses. A small leak will sink a great ship"- By Benjamin Franklin

The subject helps the students to understand the basics concepts of financial management such as Time value of money, cost of capital, Capital Budgeting, Working capital and so on. This course aims at equipping a potential manager with the tools and techniques that help make financial decisions of the business and thereby lead to achieving the goal of business – 'wealth maximization.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1:Apply the time value concepts for basic financial decision making.

CO2:Calculate the cost of capital for a business or a project.

CO3:Evaluate projects using capital budgeting techniques.

CO4:Analyse the impact of different kinds of dividends on shareholder wealth and the optimum capital structure for a business.

CO5: Evaluate working capital effectiveness of a firm

Course content and Structure: (36 hours)

Module 1:   Overview and Time Value of Money   8 Hours

-   **Introduction:** Objectives of Financial Management, Profit Maximization v/s Wealth Maximisation and Three Decisions in Finance.

-   Time value of money, Future Values - Compounding Process, Present Values - Discounting Process, Single Cash Flow, Annuity, Perpetuity, Uneven Cash Flows, Multi-Periods in Compounding and Discounting, Loan Amortisation, Nominal v/s Effective Annual Rates.

Module 2: Cost of Capital   6 Hours

-   **Cost of Capital**: Cost of Debt, Post-Tax Cost of Debt, Cost of Equity: DDM (Dividend Discount Model), CAPM(Capital Assets Pricing Model) and Weighted Average Cost of Capital(WACC).

Module 3: Investment Decision   **10 Hours**

-   Estimation of Project Cashflows: Initial Cash flow & Subsequent Cash flow
-   Evaluation of Investment Decisions: Traditional and Modern Methods: Payback Period, Average Rate of Return, Net Present Value NPV, Internal Rate of Return, Modified Internal Rate of Return and Discounted Payback Period.

Module 4: Capital Structure and dividend policy   **6 Hours**

-   **Introduction**, Planning the Capital Structure, Capital Structure Theory (in brief), Factors Affecting Capital Structure Decisions.
-   **Dividend Policies**: Dividend policy in Practice Dividend theories – relevance and irrelevance: Walter, Gordon and Modigliani-Miller Hypothesis (including problems).

Module 5: Working Capital Management   **6 Hours**

-   Estimation of Working Capital: Current Assets and Current Liabilities, Concept of Working Capital Management, Operating Cycle, Cash Cycle, Cost of Trade Credit. (Problems on Estimation of Working Capital)

Pedagogy:

1) Classroom Discussion

2) Financial modelling using Spreadsheet- Time value of Money, Investment Decisions

3) Application based teaching (Time value of Money Mobile Applications)

4) Project Based teaching- Listed companies for Cost of capital

5) Industry Interaction with the Practitioner

Teaching Learning Resources:

Essential Readings

1. Prasanna Chandra, "Financial Management", McGraw Hill Education
2. Brigham and Houston (2015), Fundamentals of Financial Management, Cengage (15th edition)
3. Brealey, R. A. (2007). Principles of Corporate Finance, Tata McGraw-Hill Education
4. Van, Horne James, C. (2002), Financial Management & Policy, Pearson Education India, (12th edition)

References-

1. Bahal, Mohit, "Practical Aspects of Financial Management", SuchitaPrakashan (P) Ltd
2. Sharma, Dhiraj, "Working Capital Management – A conceptual Approach", Himalaya Publishing House
3. Bhalla, V.K.,"Financial Markets and Institutions", S. Chand and Co
4. Hampton, John, "Financial Decision Making – Concepts, Problems and Cases", Prentice Hall of India
5. Khan, M.Y; "Indian Financial System", TheMcGraw Hill Companies

Supplementary Resources:
- MOOC on Financial Management – Illinois University (Coursera)
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	-	1	1	2	2	2	-	1
CO2	3	1	-	1	2	2	1	3	2	1	2
CO3	3	2	1	2	1	2	1	3	1	1	1
CO4	3	1	-	1	-	2	1	2	2	1	2
C05	3	1	-	1	1	-	1	2	1	-	1

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	ENTREPRENEURSHIP AND START-UP MANAGEMENT
Term / Semester	II
Course ID	21MBA222
Credits	3

Introduction:
Entrepreneurship is the act of being an entrepreneur or "one who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods". This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. The most obvious form of entrepreneurship is that of starting new businesses (referred as a startup company); however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. When entrepreneurship is describing activities within a firm or large organization it is referred to as intra-preneurship and may include corporate venturing, when large entities spin-off organizations.

What leads a person to strike out on his own and start a business? Sometimes it is a proactive response to a negative situation. Perhaps a person has been laid off once or more. Sometimes a person is frustrated with his or her current job and doesn't see any better career prospects on the horizon. Sometimes a person realizes that his or her job is in jeopardy. A firm may be contemplating cutbacks that could end a job or limit career or salary prospects. Perhaps a person already has been passed over for promotion. Perhaps a person sees no opportunities in existing businesses for someone with his or her interests and skills. Some people are actually repulsed by the idea of working for someone else. They object to a system where reward is often based on seniority rather than accomplishment, or where they have to conform to a corporate culture. Other people decide to become entrepreneurs because they are disillusioned by the bureaucracy or politics involved in getting ahead in an established business or profession. Some are tired of trying to promote a product, service, or way of doing business that is outside the mainstream operations of a large company.

This course will make students familiar to the Start-ups which are part of the entrepreneurial environment. This course will outline the changes the new thinking and systems adopted in the entrepreneurial/start-up set today. Some of the topics will be Managing and Growing a start-up, Funding for Stat up, Managing a Career at Start-up.

Course Outcomes:
After learning the course, the students should be able to
CO1: Develop idea generation using creative and innovative skills
CO 2: Recognise different opportunities and learn for success and failure stories
CO 3: Apply the dynamics to design business plans by considering all dimensions of business.
CO 4: Evaluate entrepreneurial process in case studies and find exceptions to the model of entrepreneurship.
CO 5: Create a small enterprise or a start-up, with a small capital within a short period and experience the science and art of doing business.

Course Content and Structure: (36 hrs)

Module 1: Entrepreneurship and Innovation (04 Hours)

— Introduction- Entrepreneurial Process; Setting, Preparation, Management, Survival and Growth, Transition; Entrepreneurial behaviour and skills; Entrepreneurial structure. Need and contribution of entrepreneurship in India

— Entrepreneurship types, Characteristics and traits of an entrepreneur, Stages of entrepreneur.

— Innovation in entrepreneurship, means of developing innovation, innovation process.

Module 2: Entrepreneurial Stages - Idea Generation, Prototyping and Feasibility testing (10 Hours)

— Idea generation stages, Various methods of idea generation -Effectuation Theory; Problem Mapping; Design thinking;

— Idea testing and Prototyping - Product Diamond testing; Prototyping; IPR- importance; process and. Entrepreneurship in Action- Creativity and Innovation.

— Identification of Business Opportunities; Evaluation of Business Opportunities, RAMP Model, Mullins 7 Domain Framework. Feasibility Analysis- Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities;

— Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities.

Module 3: Entrepreneurial Planning (10 Hours)

— Business model – Meaning, designing, analysing and improvising;

— Business Plan – Meaning; Scope and Need; Financial; Marketing; Human Resource; and Production/Service Plan. Content of Business Plan, Business plan Formats- Project report preparation and presentation; Common pitfalls of Business Plan;

— Idea pitching, Prospecting funding.

Module 4: Eco- System Supporting Growth and Funding of Entrepreneurship/Start-ups (08 Hours)

— Sources of Finance, Central government institutions and agencies: SIDBI, NABARD, NSIC, SISI, EDI, etc. State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, etc. 2018 - 19 Page 31 Other supporting agencies RUDSETI,

— Incubation centres, VCs, Maker's labs, TBIs, etc. Specific initiatives to promote entrepreneurship: Start-up India, Stand up India and MUDRA, Make in India, etc initiatives.

— Start-ups – role of accelerators, Managing Funding and internal finance.

— Managing risk and negotiating deals.

— Managing start-ups transition and growth.

Module 5: Contemporary Development in Entrepreneurship (06 Hours)

— Entrepreneurship in Different Context and Forms- Rural Entrepreneurship; Group Entrepreneurship; Social Entrepreneurship; Corporate Entrepreneurship; Indigenous Entrepreneurship; Women Entrepreneurship; Serial Entrepreneurs

— Entrepreneurship in backward regions;

— International Entrepreneurship; Entrepreneurial Ethics.
— Corporate Governance in Start Ups, Investor's -Stakeholder's role. Exit and Divestment procedure.
— Building a Career in Startup.
— Crowd Funding and Innovative ways of Funding a Start Up.

Pedagogy

1. Idea Lab
2. Classroom Learning
3. Experiential Learning
4. Andragogy (Self Learning – Video Profiling)
5. Case Based Teaching (Success and Failure Stories)

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C01	2	1	1	1	1	3	1	3	2
C02	2	3	1	1	1	3	1	3	2
C03	2	3	3	1	3	3	3	3	3
C04	3	3	3	1	1	3	1	3	2
C05	3	1	3	1	1	3	1	3	3

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

RECOMMENDED BOOKS (Latest Editions)
1. Entrepreneurship and Small Business Management, Mariotti and Glackin, 2nd edition, Pearson Publication,
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata mcrgaw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. 'Effectuation'- Saras Saraswathi
8. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications
9. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures.Pearson, 2019.
10. Managing Start-ups for Success, Entrepreneurship in Difficult Times, By Rajat Kanti Baisya, 1st Edition, Copyright Year 2021, Routledge.
11. Venture Capital Investing by David Gladstone, FT Press; 1 edition (2003-08-23),1956.
12. Be a Startup Superstar: Ignite Your Career Working at a Tech Startup,Jaby Steven Kahan, Weily.

REFERENCE BOOKS (Latest Editions)
1. Reddy, "Entrepreneurship: Text & Cases",Cengage Learning
2. David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India

3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger , "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

1. Entrepreneurship: Do your venture; https://onlinecourses.swayam2.ac.in/imb19_mg03/preview
2. Identifying entrepreneurial Opportunities; https://www.classcentral.com/course/edx-identifying-entrepreneurial-opportunities-12828
3. Start-up: How to build a successful business? https://www.coursera.org/learn/startup-english.
4. Journal of Small Business; https://www.tandfonline.com/toc/ujbm20/59/5?nav=tocList&utm_source=google&utm_medium=sem&utm_campaign=JQI23394&gclid=CjwKCAjw2P-KBhByEiwADBYWCv2I5x7mJfPINjBbhRLD4XjkkbAt7YY8_jnsRuuLrZuwcDQ0-t8HNhoC6Z0QAvD_BwE .
5. JEB- Journal of Entrepreneurship and Business: https://jeb.umk.edu.my/
6. https://elibrary.in.pearson.com/login
7. https://jgateplus.com/home/
8. https://capitaline.com/
9. http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	DIGITAL MARKETING
Term/Semester	II
Course ID	21MBA121
Credits	3

Introduction:

The focus of Digital Marketing is on the evolution of marketing in the context of today's rapidly changing digital business environment. It examines how digital technologies, from traditional marketing to today's plethora of Web applications have changed the face of contemporary marketing theory and practice. The course goes on to consider how the cutting-edge technologies of digitally-enabled marketing tools have built the relationship between 'Content and Brand.' The course specifically draws upon real cases and examples and is designed to give students a practical appreciation of cutting-edge digital-age competitive practice.

Course Outcomes (COs):

CO1: To understand the digital marketing practices.
CO2: To be able to understand various social media marketing tools.
CO3: To develop an understanding of Search Engine Optimization.
CO4: To provide insights to digital marketing analytics.
CO5: To develop understanding about digital innovation and trends.

Course content and Structure: (36 hours)

Module 1: Introduction to Digital Marketing   **8 hours**
   - Meaning and definition of digital marketing
   - Traditional Vs Digital marketing
   - Digital marketing strategy-The consumer decision Journey; P-O-E-M Framework; Segmenting and customizing messages; Digital Landscape
   - Digital Advertising Market in India

Module 2: Social Media Marketing   **10 hours**
   - Introduction to social media marketing- Meaning and definition
   - Overview of social media marketing Tools- Facebook, Linkedin, Twitter, Instagram and Snapchat, Youtube, Mobile marketing

Module 3: Search Engine Marketing   **6 hours**
   - Search Engine Marketing-Paid advertising and SEO, SEM platforms, types of SEM keywords-broad, phrase, exact and negative, Google Ad words
   - Concept of SEO; SEO Phases-Website audit and content
   - On page optimization- Technical elements, HTML tags, Keywords- Long tail and Short tail, RSS Feeds
   - Off page optimization – Authority and Hubs; Backlink; Blogpost; Press Release; Forums; Unnatural links
   - SEO Tactics

Module 4: Digital marketing Analytics   **6 hours**
-   Web analytics- Key metrics: Behavioural analysis, Outcome analysis, Experience analysis; Making web analytics actionable
-   Google analytics- Introduction to google analytics

Module 5: Digital Innovation and Trends   **6 hours**
-   AI, Machine learning
-   Chatbots
-   Personalization
-   Influencer marketing.
-   Wearables
-   Programmatic advertising
-   Conversational marketing
-   Online communities and co-creation

Pedagogy:
1) Classroom Discussion
2) Expert talk
2) Practice based learning

Teaching Learning Resources

Essential readings

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, Mcgraw Hill Education.

Reference Books

1. Seema Gupta; Digital Marketing, McGraw Hill Education
2. Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010)
3. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education; (5thedition, 2008)
4. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the
5. digital generation; Kogan Page (3rd Edition, 2014).
6. Rajendra Nargundkar and Romi Sainy: Digital Marketing - Cases from India; Notion Press, Inc
7. Philip Kotler; Marketing 4.0: Moving from Traditional to Digital, Publisher Wiley
8. Punit Singh Bhatia; Fundamentals of Digital Marketing, Pearson

Supplementary resources
1. https://yourstory.com/2021/08/artificial-intelligence-ml-infrastructure-digital-marketing/amp
2. https://www.retailwire.com/discussion/did-the-pandemic-change-digital-marketing-for-good/

3. https://huddle.today/digital-marketing-specialist-email-marketing-and-website-content-management-caa-atlantic-limited/
4. https://www.forbesindia.com/blog/digital-navigator/basics-of-marketing-to-the-gen-z-digital-consumer/
5. https://rismedia.com/2021/10/01/digital-marketing-strategy-relevant/
6. https://www.thenewsminute.com/article/memes-reels-and-spaces-how-south-movies-are-embracing-digital-marketing-155525
7. https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing
8. Pearson e – library ; https://elibrary.in.pearson.com/bookshelfDashboard
9. EBSCO : https://www.ebsco.com/search?search=supplychainmodel
10. Jgate: https://jgateplus.com/home/resources/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	1	-	2	1	1	2	3	-	-	-
CO2	3	2	-	2	1	2	3	3	1	-	-
CO3	3	2	-	2	1	-	3	3	1	-	-
CO4	3	2	-	2	1	-	3	3	-	-	-
C05	2	1	-	1	-	1	1	3	2	-	-

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline	Course Outcome
1	End Term Exam	Individual	50	At the end of the semester	All
2	Internal test 1	Individual	5	After completion of 2-3 modules	All
3	Internal test- 2	Individual	5	After completion of all the modules	All
4	Attendance and Class participation	Individual	10	At the end of the semester	All
5	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester	All

Course Title	EMPLOYABILITY SKILLS
Term/Semester	II
Course ID	21MBA721
Credits	2

Introduction:

Employability Skills can be defined as the transferable skills needed by an individual to make them 'employable'. Along with good technical understanding and subject knowledge, employers often outline a set of skills that they want from an employee. These skills are what corporates believe will equip the employee to carry out their role to the best of their ability. Employability depends on individual's knowledge, skills and attitudes, how they use these assets, and how you present them to employers

Course Outcomes (COs):
On completion of the course the student will be able:

CO1: Understand and appreciate career planning and developing a career path

CO2: Demonstrate good resume writing skills,

CO3 Demonstrate interviews skills

CO4 Demonstrate skills for Group discussion.

CO5 Demonstrate proficiency in cracking aptitude test.

Course content and Structure: (40 hours)

MODULE 01 -CAREER PLANNING: (04Hrs)

— Goal Setting, Career exploration, Matching careers, Proactive career management,

— Practical skills for job search, the tools and methods that will enable to find the right career path in line with vision and goals, and to help identify ideal job. Knowing yourself - personal characteristics, Knowledge about the world of work, requirements of jobs including self-employment, Sources of career information, preparing for a career based on their potentials and availability of opportunities

— Current Affairs: To cover day to day the current affairs topics, motivate students to read newspapers every day.

MODULE-02 -RESUME BUILDING (04 Hrs)

— Resume Skills: Preparation and Presentation Introduction of resume and its

importance, Difference between a CV, Resume and Bio data, Essential components of a good resume. Video Resume - Creating Video Resume. Importance of Video Resume.

— Resume skills: Common errors: Common errors people generally make in preparing their resume, prepare a good resume of her/his considering all essential components

MODULE-03 INTERVIEW SKILLS and MOCK INTERVIEW (08 Hrs)

— Interview Skills: Preparation and Presentation: Meaning and types of interviews (F2F, telephonic, video, etc.), Dress Code, Background Research, Do's and Don'ts, Situation, Task, Approach and Response (STAR Approach) for facing an interview.

— Interview procedure (Opening, listening skills, closure, etc.), Important questions generally asked in a job interview (open and closed ended questions)

— Interview Skills: Simulation: Observation of exemplary interviews, Comment critically on simulated interviews

— Interview Skills: Common Errors: Discuss the common errors generally candidates make in interview, Demonstrate an ideal interview

— Communication skills and Articulation skills in English speaking and reading .

MODULE-04 -GROUP DISCUSSION SKILLS (08 Hrs)

— Meaning and methods of Group Discussion Procedure of Group Discussion

— Group Discussion - Simulation

— Group Discussion - Common Errors

— Emerging Technology Skills: Adapt to use data and analytics. Know and Build knowledge on application of Emerging technology and its application areas in management.

MODULE-05 -APTITUDE TRAINING (Problem Solving on the following topics). 16 Hrs

— Pipes and Cisterns - Concept and Basic Problems

— Pipes and Cisterns- advance level Problem

— Syllogism - Concept and Basic Problems

— Syllogism- advance level Problem

— HCF LCM - Concept and Basic Problems

— Logarithms - Concept and Basic Problems

— Calendars - Concept and Basic Problems

— Calendars -advance level Problem

— Permutation and combination - advance level Problem

— Basics of averages

— Averages advance level problems

— Data Sufficiency - advance level Problem

— Reading comprehension

— Synonyms and Antonyms

— Subject verb agreement

— Tenses and prepositions

— Probability - Introduction

— Probability- advance level

— Vedic Maths Basics

— Number and letter series

Pedagogy:

1. Practice -Based Teaching and Training.
2. Activity based teaching and training
3. Roleplay, Theater.
4. Interaction with professional trainers.
5. Out-bound Training.
6. Class room Discussion.

Teaching Learning Resources:

Essential readings-

- Designing Your Life by Bill Burnett and Dave Evans, Knopf ,Illustrated edition , 2016.

- Development of Life Skills and Professional Practice, 2014, Vikas Publication, Shalini Verma

- Amos, Julie-Ann. Handling Tough Job Interviews. Mumbai: Jaico Publishing, 2004.

- Bonet, Diana. The Business of Listening: Third Edition. New Delhi: Viva Books, 2004.

- Implementing New Technologies: Innovation and the Management of Technology, Wiley-Blackwell; 2nd edition 1994

References-

- Amy Cuddy- Presence., Little, Brown Spark; Illustrated edition ,2018.

- Daniel Kahneman, Thinking, Fast and Slow Paperback – Farrar, Straus and Giroux; 1st edition (April 2, 2013).

- Ajmani, J. C. Good English: Getting it Right. New Delhi: Rupa Publications, 2012.

- Carnegie, Dale. The Quick and Easy Way to Effective Speaking. New York: Pocket Books, 1977

- Collins, Patrick. Speak with Power and Confidence. New York: Sterling, 2009.

- Fitikides, T. J. Common Mistakes in English. London: Orient Longman, 1984.

- Hughes, Shirley. Professional Presentations: A Practical Guide to the Preparation and Performance of Successful Business Presentations. Sydney: McGraw-Hill, 1990

- Lesikar, Raymond V and Marie E. Flatley. Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002

- Pease, Allan. Body Language. Delhi: Sudha Publications, 1998.

- The Interview ,James Innes, Book ePub eBook,Pearson,3rd Edition.

Weblinks and E-Resources

- http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15
- http://www.colostate.edu/Depts/Speech/rccs/theory44.html

Suggested Apps: Thinkingabout your life, Pocket,Trello.

- One Day Out Door Training in Association with Eagle Unbound, Bangalore .

MOOC's Suggested:

- https://www.mooc4dev.org/lifeskills1 (IIT Kanpur)
- https://youtu.be/KxxKrei5evM (Swayam12 week)
- https://nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/

CO PO's mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	2	1	3	3	1	3	3
CO2	3	3	2	2	2	1	1	3	-	2	2
CO3	3	3	3	3	2	1	1	3	-	3	3
CO4	3	3	3	3	2	1	1	3	-	3	3
CO5	3	3	3	3	3	3	2	3	-	3	3
CO6	3	3	3	3	3	3	1	3	-	3	3

LEVEL: 3- Substantial,   2- Moderate,   1-Slight,   0-No Co-relation

Course Evaluation Plan: (Max Marks:50)

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline	Course Outcome
1	End Term Exam	Individual	50	At the end of the semester	All
2	Internal test 1	Individual	5	After completion of 2-3 modules	
3	Internal test- 2	Individual	5	After completion of all the modules	
4	Attendance and Class participation	Individual	10	At the end of the semester	
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester	

Course Title	Advanced IT skills
Term/Semester	**II**
Course ID	**21MBA722**
Credits	**2**

Introduction:

Technology has bought a greater convenience, improved access to information, and revolutionized how we work today. Although we are familiar using technology in our daily lives but many are not skilled to use advanced IT that is demanded by the industry today.

Gaining advanced IT skills like advanced MS-Excel, Power BI and R programming will make students more self-assured when applying to certain industries and facilitate better business decisions. Additionally, technical expertise makes one's multi-tasking, giving the confidence to take on increasingly challenging and complex roles for growing career.

This course is designed to improve the professional and job skills of students that will help them to get exponential growth in career. This course will not only help to build the future skills required to succeed in education but also those advanced IT skills that are directly relevant to industries and careers of the future.

Course Outcomes (COs):

After successful completion of the course students will be able to:
CO1: Understand and apply various advanced functional tools and techniques embedded in MS-Excel
CO2 : Understand and apply various advanced analytical tools and techniques embedded in MS-Excel
CO3 : Understand and apply various analytical and visualization tools and techniques embedded in Power BI
CO4 : Understand and apply various analytical tools and techniques embedded in R Programming

Course content and Structure: (40 hours)

Module 1: Excel skills for Business Specialization   (10 Hours)

- **Tables and charts:** Revision of some basic elements of Excel; Conditional formatting; Logic and nested functions; Charts advanced formatting; If statements
- **Organizing data:** Advanced table formatting; Worksheets management; Sort and Filters tools; Subtotal
- **Analyzing data:** Analyze data with Pivot tables; Create and manage Scenarios and Summaries; Define and use cells names; Other What-if analysis tools
- **Functions:** Date and time functions; Text functions; Financial functions; Create custom number formats
- **Sharing spreadsheets:** Lookup and reference functions; Data validation; Auditing tools; Security and protection options
- **Data gathering and automations:** Importing and linking data; Advanced copy and paste options; Automation with Macros; Reviewing tools

Module 2: MS-Excel in Functional areas of Business   **(10 Hours)**

- Applied Financial Analysis and Forecasting Financial Statements, Mathematical & Statistical Tools for Financial Analysis
- Pivot Table Case Study; Performance Ratings of Employees
- Microsoft Excel, HR Dashboard & Analytics; Attendance Register using Microsoft Excel VBA, Restaurant Billing System using Microsoft Excel VBA
- Understand inventory coverage calculations
- Multiple Excel techniques to prepare sales reports and perform analytics
- SUMIFS and VLOOKUP for Slabs; Date Formulas for After Sales Service
- Understand & develop the supply chain conceptual model
- Develop a monthly bucket supply chain model in Microsoft Excel
- **Advanced statistical tools:** Descriptive Statistics, Histogram, Correlation, Rank and Percentile, Regression.

Module 3: Data analytics Visualization using Power BI   **(10 Hours)**
- **Power BI Components:** Components of PowerBI suite Including PowerBI for Desktop, PowerBI mobile app, Server, Gateway
- **Business Transformation:** How PowerBI will transform your data and business
- **Feature to manage & utilize data:** Power BI desktop features and managing and utilizing data with it to get Data from many sources
- **PowerQuery Usage:** ETL process using PowerQuery such as Transforming, Cleaning, Merging, Custom Visuals & Native Visuals
- **Creating Customized Data:** How to custom and create data visualizations and style reports for lucid data representation
- **Data Modeling Relationships** Data Modeling Relationship concepts like Star Schema and Snowflake Schema and Natural Query language
- **:** Connecting data from different sources and data modeling with PowerBI to enhance your business
- **Power BI functions** Dax Functions like Filter Functions, Time Intelligence Functions, Aggregate Functions, Measures etc
- **Reports embedding with DAX:** Embedding Reports with DAX Functions and learn how to share and collaborate data using Power BI

Module 4: Introduction to Data Analysis using R   **(10 Hours)**

- **Introduction to R programming:** What is R; Installing R and RStudio; RStudio Overview; Working in the Console; Arithmetic Operators; Logical Operations; Using Functions; Getting Help in R and Quitting Rstudio
- **Installing and loading packages:** Setting up your working directory; Downloading and importing data; Working with missing data; Extracting a subset of a data frame; Writing R scripts; Adding comments and documentation; Creating reports;
- **Data structures, variables, and data types:** Creating Variables; Numeric; Character and Logical Data; Vectors; Data Frames; Factors; Sorting Numeric; Character; and Factor Vectors; Special Values
- **Descriptive statistics in R**: Measures of central tendency; Measures of variability; Skewness and kurtosis; Summary functions; describe functions; and descriptive statistics by group; Correlations

Pedagogy:

1. Lab based learning/teaching
2. Software linked Practice based Teaching
3. Project based learning
4. Interaction with experts
5. Case based teaching
6. Class room discussion

Teaching Learning Resources:

Essential readings

1. Excel 2016 Bible", John Walkenbach
2. "Excel 2016 Power Programming with VBA", Dick Kusleika and Michael Alexander
3. "Advanced Excel Essentials", Jordan Goldmeier
4. "Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence, Brett Powell
5. Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life, Devin Knight, Brian Knight, Mitchell Pearson, Manuel Quintana
6. "R Cookbook", Paul Teetor
7. "R for Data Science", Garrett Grolemund and Hadley Wickham
8. "Hands-On Programming with R", Garrett Grolemund

References

1. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook (Packt Publishing Limited)
2. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro softPress, Washington
3. Exam Ref 70-778 Analyzing and Visualizing Data by Using Microsoft Power BI 1st Edition, Daniil Maslyuk
4. The Definitive Guide to DAX: Business Intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel Second Edition (Business Skills) 2nd Edition, Marco Russo , Alberto Ferrari Data Visualization with R 100 Examples by Thomas Rahlf, Springer
5. Using R for Introductory Statistics, By John Verzani, CRC Press
6. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from http://www.amazon.in.

Supplementary Resources

1. https://docs.microsoft.com/en-us/power-bi/guided-learning/
2. https://microsoftlearning.github.io/DA-100-Analyzing-Data-with-Power-BI/
3. https://www.kaggle.com
4. https://www.github.com
5. https://www.myonlinetraininghub.com/microsoft-excel-online-training-syllabus
6. https://excelexposure.com/
7. https://corporatefinanceinstitute.com/resources/excel/study/basic-excel-formulas-beginners/
8. https://www.rstudio.com/online-learning/
9. https://hackr.io/tutorials/learn-r

10. https://www.statmethods.net/r-tutorial/index.html
11. https://www.tutorialspoint.com/r/index.htm
12. Pearson E- Books

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	3	1	2	3	2	3	1	1
CO2	2	3	1	3	2	2	3	3	3	1	1
CO3	2	3	1	3	1	2	3	2	3	1	1
CO4	1	3	1	3	1	2	3	2	3	1	1

LEVEL: 3- Substantial,   2- Moderate,   1-Slight,   0-No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Semester end Lab Exam	Individual	Lab Journal - 10 Each 3 exercises – 30 Viva Voice – 10 Total - 50	At the end of the semester
2	Attendance and Class participation	Individual	5	At the end of the semester
3	Cap-Stone project using **Advanced MS- Excel**	Each group of 3 Students (max)	Report – 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester
4	Cap-Stone project-2 **Power BI**	Each group of 3 Students (max)	Report – 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester
5	Cap-Stone project-3 **using R**	Each group of 3 Students (max)	Report – 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester

Course Title	**BUSINESS IMMERSION**
Term/Semester	**II**
Course ID	**21MBA821**
Credits	**3**

1. INTRODUCTION

Each student should undertake the Business Immersion Programme-I work immediately after the first semester examination and submit a hard bound copy of the report before commencement of second semester. The time duration for this Immersion Programme is six weeks. This Immersion Programme, under the guidance of internal faculty of the institution and external guide of the company. The study has to be on studying a live management problem/issue concerning the organization.

The purpose of Business Immersion Programme-I is to develop required skills and competencies to emerge as a good business leader and thinker. This could involve a desk study / data analysis /organization study/ extension work or exploration of an idea or its implementation.

Students are required to follow the guidelines indicated below;

GUIDELINES

1. Under this program every student is required to undertake a Business Immersion for a period of six weeks between I and II semester. It would be carried under the guidance of an identified internal faculty and an external mentor from the organization.
2. Students should find the organization before the completion first semester and finalize the scope of the study.
3. Students are allotted to respective internal guides based on the area of interest.
4. In case any changes regarding the specialization or Immersion title then respective guide should approach Business Immersion committee with proper reason and the proposed new topic for approval.
5. The Business Immersion work must be a study on live management problem or an issue. This could be in the nature of desk study **or** a field study **or** extension work **or** preparation of detailed study report of an idea **or** exploration of a solution to the problem **or** implementation of an idea **or** a project **or** organizational study **or** a case study of any other which reflects the spirit of the regulations. The immersion may not necessarily include research work.
6. The word organization includes the following
    a. Micro, Small, Medium or Large Business Organization in any sector
    b. Educational Institution
    c. Government Department
    d. NGO/ CSO/ Voluntary Organization
    e. Research Body or Development Agency
    f. Panchayat Raj Institution/s
    g. Local Municipal Body, Legislature, Court, Etc.

7. On the completion of Business Immersion work the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.
8. Satisfactory completion of Business Immersion work and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.
9. Any full time faculty with a minimum of **Three** years teaching experience at management Institutions and Part Time or Guest Faculty with minimum of **Five** years teaching experience at Management Institutions or practitioner with minimum **One** year (full time) of Industry/Business/NGO/Govt./ Research Experience are eligible to guide the Business Immersion work as faculty guide. Head of the institution has to certify the eligibility of such faculty guides.
10. Every faculty guide will be allotted the maximum of fifteen (15) students.
11. The Business Immersion report has to be as per report guidelines
12. One hard and one soft copy (in CD) have to be submitted to their respective guides.
13. The evaluation of Business Immersion will be done as follows;
Internal 50 Marks and External 50 Marks

Internal Marks 50					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of the Work	5 marks	1	Each Chapter 5 marks (5 Chapter * 5 Marks)	25 Marks
2	Punctuality &Discipline	5 marks	2	Punctuality &Discipline	5 marks
3	Enthusiasm shown	5 marks	3	Discussion with Mentor	5 marks
	Total Marks from External mentor	**15 Marks**	4	**Total Marks from Internal mentor**	**35 Marks**
	Total Marks from External mentor				15 Marks
	Total Marks from Internal mentor				35 Marks
	TOTAL INTERNAL MARKS				**50 Marks**
External Marks 50					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of Presentation	5 marks	1	Quality of Outcome & Recognition by the Company	5 Marks
2	Viva-Voce	10 marks	2	Overall Quality of Immersion work and Report	30 marks
	Total Marks from External Examiner	**15 Marks**	4	**Total Marks from External Examiner**	**35 Marks**
	Total Marks from External Examiner				15 Marks
	Total Marks from External Examiner				35 Marks
	TOTAL EXTERNAL MARKS				**50 Marks**

Course Title	OPEN ELECTIVES I
Term/Semester	**II**
Course ID	**21MBA822**
Credits	**2**

Course Outcome:

After the successful completion of the course, students will be able to:

Guidelines:

The open electives are offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge.

The students are given an opportunity to choose from a wide range (4500) of MOOCs offered by Coursera and enroll themselves.

Open elective 1: Students have to complete 1 MOOC during the II Semester based on their interest and submit the certificate. The duration of the course should be for 6-8 weeks.

In the beginning of the II semester, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Evaluation Plan:

Students are required to complete the course and takeup the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	**Internal Marks** **(50)**	Weekly presentation and submission of reports to the mentor	20
2		Presentation on the learnings from the course	30
3	**External Marks** **(50)**	Final course assessment score and submission of certificate to the mentor	50

Course Title	HEALTH AND WELLNESS
Term/Semester	I
Course ID	21MBA823
Credits	2

Introduction:

Health and Wellness is a matter of concern at times and routine most of the times. This curriculum is designed to promote better living and fitness among students and focus on understanding the scientific knowledge for enhanced benefits. Comprehensive health and fitness plan prepares individuals for their future roles as working professionals, parents and citizens.

Food intake is the source of nutrients for growth and maintenance of a healthy body. Sound nutritional knowledge is needed to allow individuals to make wise food choices. The curriculum encourages students to adopt a self-monitored continuous learning through use of Massive Open Online Courses (MOOCs).

Strong mind and body are a prerequisite for a healthy living. This course emphasizes physical fitness practice through workouts and exercises, yoga, sports and games. Attendance and participation are a pre requisite for completion of the course. A student has to mandatorily opt any one of the MOOC courses and should complete the same and submit a certificate copy to designated staff in charge along with Practice Report Card (PRC). PRC is a documentation procedure to monitor attendance and progress in Yoga camp, Sports Clinics, Sporting events, Gym workouts, sports and fitness competitions and any related events as notified through circulars. All practice shall follow Covid 19 preventive methods by adopting covid appropriate behaviors.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciate the nutrient compositions to make their food choices and Gain deeper understanding related to all types of substance abuse.

CO2: Develop attitude, attribute and skills that foster effective responsibility and maintain personal health (Physical, mental, social and Spiritual) and overall wellbeing and Understand and appreciate the therapeutic benefits of Yoga, Gym based workouts, etc.

CO3: Understand and appreciate the overall benefits of playing Sports and making it part of ones lifestyle and First Aid

Course content and Structure: (24 hours)

Module 1:   Food and Nutrition and Substance Abuse   4 Hours

- **Introduction:** Classify food on the basis of nutrient content, Functions of major nutrients
- **Eating Behavior**: Eating habits. Planning a Balanced Diet, Diet Routine for different age groups, wholesome vs Junk foods.
- **Food hygiene**: Cleanliness and food hygiene, food toxicity, food grading, food combinations and food preparation
- **Substance Abuse**: All types of substance abuse and food toxicity and their effect.

Module 2: Personal health and Overall wellbeing   12 Hours

- **Introduction to Human Anatomy:** Gross Human structure, brief about all the systems of human body (As per Medical science and ancient Indian scriptures)
- **Yoga:** Yogic way of living as per our scriptures, Practice of Common Yoga Protocol (Sookshma Vyayama, Yogasanas, Kriyas, Pranayama and Meditation) developed by Ministry of Ayush, Yogic diet, Dos and Don'ts in YOGIC way of life
- **Other Exercise regimes**: Walking, Jogging, gym based workouts, Aerobics, Weight training, etc. (Pros and Cons)

Module 3: Sports   8 Hours

- Practice of Indoor and Outdoor sports
- Making sports as part of our life style
- First Aid in Practice

Pedagogy:

1) Participative Learning through Clinics

2) Discussion based on online Ted Lessons

3) Activity based Learning

4) Practice based learning

5) Workshops and seminars

Teaching Learning Resources:

Essential readings-

1. Common Yoga Protocol, Ministry of AYUSH, GOI
2. RVIM Handbook for Health and Wellness, 2021

3. Patanjali Yoga Sutra

4. Hathayoga Pradeepika

MOOCs:

1. YOGA- MOOCs Course offered by Ayur Yoga Life, Indian Yoga association, BBAU, MDNIY, etc.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	-	-	-	-	-	-	-	-	-
CO2	-	1	-	-	-	-	-	-	-	-	1
CO3	-	1	2	1	2	-	-	-	-	1	1

Course Evaluation Plan:

Sl. No.	EvaluationItem	Unit of Evaluation	Marks Allotted	Timeline
	Internal Evaluation			
1	Attendance and Participation in regular yoga sessions	Individual Practice Report Card	40	At the end of the semester
2	Participation in Sports (events and competitions)	Individual	10	During the course
	External Evaluation			
3	Completion of MOOC Course on YOGA	Individual	30	At the end of the semester
4	Workshop on Substance Abuse and Nutrition	Individual	10	During the course
5	First aid training	Individual	10	During the Course in small batches