

SCHEME OF INSTRUCTION AND SYLLABUS

Master of Business Administration

From Academic Year: 2025-26 Onwards

MBA



FACULTY OF COMMERCE & MANAGEMENT

United University

Rawatpur - Jhalwa (Prayagraj)

Uttar Pradesh

University Vision

To establish a value based global university having dynamic learning environment encouraging creativity and innovation, research inspired experiential learning and focusing on topics that are pertinent to the development of the region, the country and the world.

University Mission

- To provide a dynamic, inspiring and varied learning environment with global exposure.
- To position the institution as a premier hub for research and experiential learning.
- To develop into an adaptable University meeting the demands of society and business.
- To incorporate value thinking, integrity, wisdom and passion in professional for their career and life.

Department Vision

To achieve global competence by evolving thought leadership, innovative and creative solution, making socially responsible business leaders through flexible, value based, management education driven by high quality research and collaboration.

Department Mission

1. To nurture responsive ethical leaders sensitive to environment and society.
2. To encourage critical thinking and continuous improvement.
3. To inculcate a culture of innovation and entrepreneurship.
4. To create and disseminate knowledge through applied and inter-disciplinary research and practices in emerging areas of management.

Program Educational Objectives (Postgraduate)

PEO 1: To train the students of the management program for logical and practical approach to problem solving and functions effectively as skilled managers who can respond to changing environment in a social and global context.

PEO 2: To groom the students to work in multicultural and multidisciplinary teams for effective problem solving and understand the principles of group dynamics, team work and growth of management profession.

PEO 3: To encourage and train the students as a way that they can pursue higher studies, start independent ventures, thereby contributing to the fields of education and business world.

Program Outcomes

On successful completion of the MBA programme the student will be able to:

PO 1: Ability to apply management fundamentals in practical world.

PO 2: An ability to identify, formulates, and solve managerial problems.

PO 3: Demonstrate abilities such as initiative taking and innovative thinking in their acts.

PO 4: An ability to function in multi-disciplinary teams.

PO 5: To inculcate zeal of self-learning.

PO 6: Enhancing entrepreneurship abilities so that the students are induced to undertake Independent ventures.

PO 7: An ability to understand professional and ethical responsibility.

PO 8: An ability to communicate effectively.

PO 9: Enhancing knowledge of contemporary issues.

PO 10: Recognizing the need and ability to engage in life-long learning.

PO 11: An ability to understand the impact of managerial solutions in a global, economic, environmental, and societal context.

PO 12: Ensuring holistic development of students.

Program Specific Outcomes

PSO1: To apply the fundamental knowledge of management science to optimally solve the complex business problems.

PSO2: To inculcate in students the ability to gain multidisciplinary knowledge through simulated problems, case analysis, projects and industrial training.

PSO3: To demonstrate the practice of professional ethics and standards for societal and environmental well-being.

SCHEME OF INSTRUCTION

COURSE CATEGORY ABBREVIATIONS

1. Core Courses
2. Specialization Elective (SE)
3. Generic Electives (GE)/ Open Elective (OE)
4. Ability Enhancement Compulsory Courses (AECC)
5. Skill Enhancement Courses (SEC)

Semester I

Contact Hours							32
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMPCMA101T	Core Courses	Foundations of Management	4	0	0	4
2	CMPCMA102T		Managerial Economics	4	0	0	4
3	CMPCMA113T		Accounting for Managers	4	0	0	4
4	CMPCMA112T		Organizational Behaviour	4	0	0	4
5	CMPCMA111T		Business Legislation for Managers	4	0	0	4
6	CMPCMA106T		Statistics for Managers	4	0	0	4
7	CASCMMA11T		Computer Application in Business	1	0	1	2
8	PTSPMMA11T		Professional Proficiency	2	0	0	2
9	CMPIMA103T		Data Visualization for Managers	4	0	0	4
Total Credits							32

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

Semester II

Contact Hours							30
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMPCMA202T	Core Courses	Marketing Management	4	0	0	4
2	CMPCMA203T		Human Resource Management	4	0	0	4
3	CMPCMA214T		Production & Operation Management	4	0	0	4
4	CMPCMA205T		Business Environment	4	0	0	4
5	CMPCMA206T		Research Methodology	3	0	1	4
6	CMPCMA207T		Quantitative Methods for Business	2	0	0	2
7	PTSPMMA21T		Professional Proficiency	2	0	0	2
8	CMPIMA211T		Financial Management using Visualization and Excel	3	0	0	3
9	CMPIMA209T		Enterprise Design Thinking	2	0	0	3
Total Credits							30

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

Semester III

Contact Hours								28
S. No.	Specialization	Course Code	Course Category	Course Name	L	T	P	C
1		CMPCMA301T	CORE COURSES	Entrepreneurship and Managing Start-ups	4	0	0	4
2		PTSPMMA31T		Professional Proficiency	2	0	0	2
3		CMPCMA304P		Summer Internship Project Report	-	0	6	6
4	MARKETING	CMPMA3101T	SPECIALIZATION	Consumer Behavior	4	0	0	4
5		CMPMA3102T		Digital Marketing	4	0	0	4
6	FINANCE	CMPMA3201T	SPECIALIZATION	Security Analysis and Portfolio Management	4	0	0	4
7		CMPMA3202T		International Financial Management	4	0	0	4
8	HUMAN RESOURCE	CMPMA3301T	SPECIALIZATION	Performance Appraisal & CompetencyMapping	4	0	0	4
9		CMPMA3312T		Conflict & Stress Management	4	0	0	4
10	Business Analytics	CMPIMA3301T	SPECIALIZATION	Predictive Analytics	4	0	0	4
11		CMPIMA3302T		Descriptive Analytics	4	0	0	4
Total Credits								28
Summer Internship 6 weeks (Mandatory) during summer vacation								

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

NOTE: Students have to opt any two specializations from Marketing/ Finance/ HR/BA.

Semester IV

Contact Hours								32
S. No.	Specialization	Course Code	Course Category	Course Name	L	T	P	C
1		CMPCMA401T	Core Courses	Strategic Management	4	0	0	4
2		CMPCMA402T		E-Governance	2	0	0	2
3		CMPCMA406T		Fundamentals Of Project Management	2	0	0	2
4		CMPCMA404P		Research Project Report	0	0	6	6
5	MARKETING	CMPMA4104T	SPECIALIZATION	Marketing of Services	4	0	0	4
6		CMPMA4106T		Rural Marketing	4	0	0	4
7	FINANCE	CMPMA4204T	SPECIALIZATION	Behavioral Finance	4	0	0	4
8		CMPMA4206T		Taxation Laws & Practices	4	0	0	4
9	HUMAN RESOURCE	CMPMA4304T	SPECIALIZATION	Industrial Relations	4	0	0	4
10		CMPMA4305T		Change Management & Organizational Development	4	0	0	4
11	BUSINESS ANALYTICS	CMPIMA4401T		Functional Analytics (HR, Marketing, Finance and Operations)	4	0	0	4
12		CMPIMA4402T		Project: Business Analytics For Decision Making	4	0	0	4
12		CMPCMA405P		Comprehensive Viva-Voce-II	2	0	0	2
Total Credits								32

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

NOTE: Students have to opt any two specializations from Marketing/ Finance/ HR/BA.

Semester I

Semester I

Contact Hours							32
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMPCMA101T	Core Courses	Foundations of Management	4	0	0	4
2	CMPCMA102T		Managerial Economics	4	0	0	4
3	CMPCMA113T		Accounting for Managers	4	0	0	4
4	CMPCMA112T		Organizational Behaviour	4	0	0	4
5	CMPCMA111T		Business Legislation for Managers	4	0	0	4
6	CMPCMA106T		Statistics for Managers	4	0	0	4
7	CASCMMMA11T		Computer Application in Business	1	0	1	2
8	PTSPMMA11T		Professional Proficiency	2	0	0	2
9	CMUIBB103T		Data Visualization for Managers	4	0	0	4
Total Credits							32

Abbreviations: (**L**) Lecture, (**T**) Theory, (**P**) Practical, (**C**) Credits

COURSE CODE & NAME: CMPCMA101T / FOUNDATION OF MANAGEMENT

Course Outcomes: On completion of the course the student will be able to:

1. Describe the influence of historical forces on the current practice of management.
Students will be able to understand principles and functions of management.
2. Describe the process of management's four functions: planning, organizing, leading, and controlling.
3. Evaluate leadership styles to anticipate the consequences of each leadership style.
4. Develop cognizance of the importance of management principles.
5. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
6. To understand tools and techniques to be used in the performance of the managerial job.

UNIT 1: INTRODUCTION OF MANAGEMENT

concept & nature of management; management competencies-communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts-traditional, behavioral, systems contingency and quality viewpoints, social responsibility of managers, Managerial Ethics.

UNIT 2: PLANNING, DECISION MAKING AND ORGANIZING

Concept of planning, Significance of planning, Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. Management by Objective, Management by Exception.

Organizing: Defining organizing, Principles of organizing, Process of organizing, Types of Organizational structure, Span of control, Centralization vs. Decentralization of authority. Informal organization Strategies of decision-making, Steps in rational decision-making process, Factors influencing decision-making process, psychological bias and decision support system.

UNIT 3: PRINCIPLES OF WRITTEN COMMUNICATION AND BUSINESS COMMUNICATION **7 Cs of written communication.** Deductive, Inductive & AIDA approach to writing business letters.

Business Correspondence: Letter Writing, Presentation, Inviting Quotations, Sending Quotations, Placing Orders, Inviting Tenders, Sales Letters, Claim & Adjustment Letters and Social Correspondence, Memorandum, Inter-Office Memo, Notices, Agenda, Minutes.

Employment Communication: Job Application Letter, Preparing Resume, Difference between Resume and CV. Group Discussions: Introduction, Concept, Purpose, Types of Group Discussion, Strategies to Succeed, Interview Skills: Introduction, Concept, Purpose, Types of Interview. Candidate Strategies to Succeed, Dos and Don'ts.

UNIT 4: STAFFING AND DIRECTING

Concept, Objective of staffing, System approach to staffing, Manpower planning.

Directing: Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor.

UNIT 5: LEADERSHIP AND CONTROL

Leadership vs Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader. Controlling: Concept, Importance of controlling, Types of control, Steps in control process.

Recommended Text Books:

- T1.** Robbins & Coulter – “Management” Prentice Hall of India, 10th Edition, 2010

Recommended Reference Books:

- R1.** Stoner, Freeman & Gilbert “Management” Prentice Hall of India, 6th Edition
- R2.** L.M. Prasad, Principles & Practice of Management (10th edition), 978-93-91839-01-2, Sultan chand & Sons, 2023
- R3.** T Ramasamy, Principles of Management (Rev. ed. 2022), 978-93-5051-590-7, Himalaya Publishing House, 2019
- R4.** P C Tripathi, P N Reddy & Ashish Bajpai (7th edition), 978-9352605354, McGraw Hill Education, 2021
- R5.** Weihrich Heinz and Koontz Harold – “Management: A Global and Entrepreneurial Perspective” McGrawHill, 12 th Edition 2008

COURSE CODE & NAME: CMPCMA102T / MANAGERIAL ECONOMICS

Course Outcomes

1. Understand the basic concepts in Managerial Economics relevant to consumer, producer and wealth-owner, concepts, theories and laws of utility and indifference curve.
2. Recognize and apply the concepts and laws of demand and supply, theories and laws of utility and indifference curve etc.
3. Application of concept of production function and laws of production, various cost functions and curves.
4. Analysis of market structure and its working in relation to pricing decision.
5. Evaluation of Economic system and its performance in current scenario.

UNIT 1: INTRODUCTION OF MANAGERIAL ECONOMICS

Definition, Nature and Scope and its relevance in business decisions. Concept and Fundamental Principles of Managerial Economics: Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility, production possibility frontier, Functional relationships

UNIT 2: DEMAND AND SUPPLY ANALYSIS

Demand Analysis: concept, Types of Demand, Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Movement along & Shifts in demand curve, Elasticity of Demand: Types (Price Elasticity, Income Elasticity, Arc Elasticity, Cross Elasticity and Advertising Elasticity) and its measurement (numerical Exercises). Uses of Elasticity of Demand for managerial decision making, Demand forecasting: meaning, significance and techniques (numerical Exercises), Demand Forecasting for a New Product Supply Analysis: concept, determinants of supply, Law of Supply, Supply Elasticity: Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces, Indifference curve, Budget Line and Consumer Equilibrium

UNIT 3: PRODUCTION AND COST ANALYSIS

Production Analysis: Production concepts, Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Iso-quant Curve, MRTS, Economies and Diseconomies of scale: Internal and external

Cost concept and analysis: Cost, Types of costs, and Cost output relationship in the short-run. Cost output relationship in the Long-run. Break-Even Analysis (numerical exercise); Estimation of Revenue: Average Revenue, Marginal Revenue, Total, Marginal and Average Revenue curve

UNIT 4: MARKET STRUCTURES

Concept & types-Perfect and Imperfect Market Structures, Perfect Competition: features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand Curve

UNIT 5: NATIONAL INCOME, BUSINESS CYCLES, INFLATION

National Income: Concept of National Income, GDP, GNP, NDP, NNP, Methods of Measuring National Income, Business Cycles: Definition Features and Phases of Business cycles

Inflation – Types of inflation, causes of Inflation, Measurement of inflation, methods of inflation control (Monetary and fiscal), and impact of inflation on economy.

Recommended Text Books:

T1: Dwivedi D.N. - Managerial Economics, (7th Edition), Vikas Publication, 2015

Recommended Reference Books:

R1. Maheshwari, Yogesh, Managerial Economics, (3rd ed.), PHI Learning Pvt. Ltd, 2019

R2. Maheshwari K. L., Varshney R.L. | Managerial Economics, (3rd ed.) Sultan Chand & Sons | 2014.

R4. Dr. D.M. Mithani. Managerial Economics – Theory and Applications,,(7th ed.). Himalaya Publications, 2015

COURSE CODE & NAME: CMPCMA113T / ACCOUNTING FOR MANAGERS

Course Outcomes

1. Understand the fundamentals of financial accounting, the principles and concepts underlying them.
2. Understand the preparation of final accounts
3. Analyze and interpret the financial health of an organization through its financial statements and accounting information by doing comparison using different methods and applying relevant ratios.
4. Assess the flow of cash in the business through cash flow statement, portraying flow obtained from major business operative and non-operative activities.
5. Assess the situation of the business and to take managerial decisions using variance analysis and variable costing technique.

UNIT 1: FUNDAMENTALS OF ACCOUNTING:

Meaning and Scope of Accounting, Book Keeping and Accounting, Accounting Principles - Accounting Concepts & Conventions, Accounting Terminologies & Classifications, Basics of Accounting Standards and IFRS, Accounting Equation, Double Entry System of Accounting.

UNIT 2: MECHANICS OF ACCOUNTING:

Journalizing, Ledger Posting, Trial Balance, Preparation of Final Accounts - Manufacturing Account, Trading Account, Profit & Loss Account, Profit & Loss Appropriation Account, Company's Balance Sheet.

UNIT 3: ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENT – PART I:

Financial Statements - Income Statement and Position Statement, Comparative Methods - Common Size and Trend Analysis. Ratio Analyses – DuPont Analysis Chart, Profitability Ratios, Activity Ratios, Solvency Ratios.

UNIT 4: ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENT – PART II:

Preparation of Cash Flow Statement (As per IND AS 3), Cash flow from Operating, Investing, Financing Activities

UNIT 5: MANAGEMENT ACCOUNTING:

Classification of Cost, Cost-Volume-Profit Analysis, Marginal Costing, Absorption Costing, Profit Planning. Standard Costing: Variance Analysis: Materials and Labour Variances

Recommended Text Books:

T1: Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, First Reprint of 2020)

Recommended Reference Books:

R1: Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed),2015

R2: Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition),2018

R3: Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).2016

R4: Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).2019

COURSE CODE & NAME: CMPCMA112T / ORGANIZATIONAL BEHAVIOUR

Course Outcome

1. Demonstrate the organizational behavior and how these behavior influences the overall effectiveness of an organization and its stakeholders,
2. Ability to explain the process of developing behavior of individuals.
3. Identify and evaluate learning process and its impact on growth of employees and organization.
4. Evaluate the importance of managing and motivating people towards the achievement of organizational goals
5. Developing cognizance of the Evaluate leadership styles to anticipate the consequences of each leadership style.
6. Predict the situations that cause conflict and their redressal. Assessing stresses and ways to deal with them.

UNIT 1: OVERVIEW OF ORGANIZATION BEHAVIOUR

Introduction: Meaning & Nature of O B, Need & Significance of OB, Discipline Contributing to OB, Foundation of Individual Behavior, Organizational Models.

UNIT 2: PERSONALITY & PERCEPTION

Personality: Meaning, Types, Importance, Determinants of Personality, Factors Affecting Personality. Perception: Concept & Meaning- Importance-Factors Influencing Perception.

UNIT 3: LEARNING & MOTIVATION

Learning: Meaning, Significance, Types of Learning Styles, Learning Process, Theories of Learning. Motivation: Definition & Concept of Motive & Motivation

UNIT 4: CONFLICT & STRESS

Conflict: Nature & Meaning - Types of Conflict, Levels of Conflict, Conflict Resolution. Stress: Meaning, Sources of Stress, Consequences & Coping Strategies of Stress

UNIT 5: LEADERSHIP & POWER

Leadership: Meaning- Significance, Leadership Styles. Power: Meaning- Concept, Types of Power, Importance.

Recommended Text Books:

T1: K. Aswathappa, Organizational Behaviour, (edition), 9352021983, Himalaya Publishing House, 2016.

Recommended Reference Books:

R1: Pareek. U, Understanding Organizational Behaviour, (3rd edition), Delhi, India: Oxford University Press, 2014..

R2: Singh, K. Organizational Behaviour: Texts & Cases, (3rd edition), 9789325986695 India: Pearson, 2015.

R3: Newstorm, J. & David, K. (2007). Organizational Behavior, Human Behavior at Work. New Delhi: Tata McGrawHill Publication.

COURSE CODE & NAME: CMPCMA111T / BUSINESS LEGISLATION FOR MANAGERS

Course Outcomes

1. Understand the concepts of Indian Contract Act in a business and analyze the issues on of breach of contract.
2. Analyze the issues associated with the sale of goods and examine the problems of the consumers and to evaluate the methods to file a complaint before the consumer forum.
3. Evaluate the problems of the different companies and to analyze the cases on different legal issues related with the establishment of company.
4. Understand the concept of Negotiable Instruments Act and justify the decisions of the court if not suitable to the business concern and understand the provisions related to partnership business in India.
5. Analyze the concept and issues related to IT, IPR and copyright act and evaluate the remedies in case of infringement of IPR and copyright act.

UNIT 1: Law of Contract: General Principles

Nature of Contract, Essentials of a Valid Contract, Classification, Offer and Acceptance, Consideration, Competency, Free-Consent, Legality, Performability, Declared Void Agreements, Discharge, Breach and Remedies.

Law of Contract: Special Contracts

Meaning & Nature of Contracts: Quasi, Contingent, Bailment and Pledge, Indemnity and Guarantee, and Agency.

UNIT 2: Law of Sale of Goods:

Contract of Sale, Sale and Agreement to Sell, Conditions and Warranties, Transfer of Property, Delivery of Goods: Performance of Contract of Sale, Unpaid Seller, Remedial Measures for Breach of Contract, Auction Sale

Law of Consumer Protection:

Evolution of Consumer Protection Movement, Relevant Interpretations, Complainant and Grounds of Complaint, Limitation Period, Consumer Protection Adjudication and Redressal

UNIT 3: Law of Partnership:

Essentials of Partnership, Types of Partners, Rights and Duties of Partners, Relations with Third Party, Dissolution of Partnership Firms

Law of Limited Liability Partnership:

Nature and Incorporation, Partners and Their Relations, Closure of LLP

UNIT 4: Law of Negotiable Instruments:

Nature and Characteristics of Negotiable Instruments, Kinds of Negotiable Instruments, Parties to Negotiable Instruments, Negotiation, Presentment, Crossing and Bouncing, Discharge and Dishonor

Indian Banking Regulations:

Objects and Extents of the Banking Regulation Act 1949, Nationalization of Commercial Banks, Governance of Micro Financing, SARFAESI Act 2002

UNIT 5: Law of Information Technology:

Object and Scope of the Statute, Digital Signature and Electronic Signature, Electronic Governance, Electronic Records, Certifying Authorities

Law of Intellectual Properties:

Introduction to Intellectual Property Rights (IPR), Concept and Theories, Kinds of IPR, TRIPS and other Treaties (WIPO, WTO, GATTs), Objects and Extents of - the Patent Act 1970, Copyright Act, 1957, Trade Mark Act 1999 and Design Act 2000

Recommended Text Books:

- T1.** Kuchhal M.C. and Prakash D. Business legislation for management, (7th ed.) Vikas Publication.2020

Recommended Reference Books:

- R1.** Kapoor, N. D. (2024). Elements of Mercantile Law (39th Revised & Enlarged Ed.). New Delhi: Sultan Chand & Sons.
- R2.** Tulsian, P. C., & Tulsian, B. (2025). Business Law (3rd Ed.). New Delhi: McGraw Hill Education.
- R3.** Pathak, Akhileshwar. (2022). Legal Aspects of Business (8th Ed.; also available as 2025 e-text). New Delhi: McGraw Hill Education.
- R4.** Gulshan S.S. - Business Law Including Company Law. Excel Books.

COURSE CODE & NAME: CMPCMA106T / STATISTICS FOR MANAGERS

Course Outcomes

1. Understand and calculate the basic concepts central tendency and dispersion.
2. Recognize and apply the concepts of association between variables by correlation and regression.
3. Analysis and application of concept of the Time Series and Index number data in business decisions.
4. Understand, analysis, apply and create Hypothesis and its testing tools.
5. Understand, analysis, explain and apply the concept of Probability and Compare various Probability Distributions and tell about their properties in business decision making process.

UNIT 1: INTRODUCTION OF STATISTICS

Types of statistical methods, importance, scope and limitations, Data classification, tabulation and representation

Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean and Weighted Average, Median and Mode

Measures of Dispersion: Range, Average Deviations, Standard Deviation, Combined Standard Deviation and the Coefficient of Variation

UNIT 2: SKEWNESS, KURTOSIS, CORRELATION & REGRESSION ANALYSIS

Skewness, Moments and Kurtosis: Introduction, measures and applications.

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

UNIT 2: TIME SERIES ANALYSIS & INDEX NUMBERS

Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in business decision-making.

Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods.

UNIT 4: HYPOTHESIS TESTING

Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test).

UNIT 5: PROBABILITY

Theory of Probability, Addition and Multiplication Law, Baye's Theorem

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

Recommended Text Books:

T1. DN Elhance – Fundamental of statistics, 5th ed. Kitab Mahal, 2020

Recommended Reference Books:

R1. J K Sharma, Fundamentals of Business Statistics (2ed), Vikas Publishing, 2022

R2. Tulsian P.C. & Jhunjhunwala Bharat, Business Statistics, (2ed.), 2010

R3. S.C. Gupta (Author), Indra Gupta, Business Statistics, (2ed. revised), 2012

R4. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson

COURSE CODE & NAME: CASCMA11T / COMPUTER APPLICATIONS FOR BUSINESS

Course Outcomes

1. Gain insight about various computer application and apply them in various business world.
2. To understand the in-depth knowledge of MS Word and MS Excel.
3. To apply various tools of E Commerce to achieve Competitive edge.

UNIT 1: INTRODUCTION TO COMPUTER& NETWORK

Hardware: Input devices - MICR, OMR, Bar code reader, digital camera etc. Output devices -VDU, printers, plotters, Operating systems: Functions of operating system, Classification of operating System. Computer Networks: Network types, Network topologies, Modes of Data communication, Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

UNIT 2: MS –OFFICE

Microsoft word: Introduction, Working with Tables, Finding and replacing text, Mail merge, Macros, Menus and Tool Bar, Creating and Formatting Tables, Formatting of Letters, Quotation, Invoice, Purchase Order, Sales Order, Application of Mail Merge in Business, Designing the word document with Images and Graphs. **Microsoft Excel:** Introduction, Add, Subtract, Multiply, Divide in Excel, Excel Data Validation, Filters, Grouping, Logical functions (operators) and conditions, Visualizing data using charts, Types of Charts and Graphs, Financial Functions, Boolean, Logical Functions, financial reports.

Microsoft Power Point: Introduction to Power Point, Tool Animation, Templates, Designing Presentations, Slide Show Controls, printing presentations, Customizing Presentations, Auto Content Wizard, Creating Links in Slides, inserting charts, adding tables, Clipping, Slide animation, Inserting Pictures, Working with tables, Working with charts, Slide Effects.

UNIT 3: ELECTRONIC PAYMENT SYSTEM AND CYBER SECURITY

Introduction to EPS Introduction to EFT (Electronic Fund Transfer), Introduction to SET (Secure Electronic Transaction), Business requirement addressed by SET Introduction to Digital Signature and Digital Certificates, Stages of SET, Types of Payment System: Digital Cash, Electronic Cheque, Smart Card, Credit/Debit Card, e-Cash public Key Cryptography, Security Technology-Firewall and VPNs, Intrusion Detection, Access Control. Security Threats -Viruses, Worms, Trojan Horse, Bombs, Trapdoors, Spoofs, E- mail viruses, Macro viruses, Malicious Software, Interchange Introduction to EDI, EDI Architecture, Financial

Introduction, What is cyber security, Cyber Attacks, The Marketplace for vulnerabilities, Error 404, Digital Hacking in India. Introduction: Hacking, Types of Hacking/Hackers, Cybercrime, Types of cybercrime, Hacker Mind set, Threats, Concept of ethical hacking, Phases involved in hacking, Role of Ethical Hacking, Common Hacking Methodologies, Profiles of Hackers, Benefits of Ethical Hacking, Limitations of Ethical Hacking.

Recommended Text Books:

T1: Ravichandran, Computers Today, (2nd ed.). Khanna Publishing House, Delhi.2009

Recommended Reference Books:

R1: Ritendra Goel & D.N. Kakkar. Computer Applications in Management, (1st ed.) New Delhi: New Age International (P) Ltd.2004

R2: Dr. Sanjay Sharma A Textbook of Computer Network , (1st ed.) Kataria & Sons,2024.

R3: Bharihoke, D. (2009). Fundamentals of Information Technology. New Delhi: Excel Books

R4: Basandra, S. K. (2003). Computers Today. Greater Noida: Galgotia Publication Pvt. Ltd.

R5. Leon - Fundamentals of Information Technology, Vikas Publications.

COURSE CODE & NAME: PTSPMMA11T / PROFESSIONAL PROFICIENCY

Course Outcomes

1. Gain insight about better representation of him / her in terms of communication skills and apply them in various business world.
2. To develop personality required for jobs
3. To inculcate employability skills and prepare for Industries /corporate and other Public and Private Sector jobs.

UNIT 1: HARD SKILLS

Grammar: Basics of Grammar, Sentence Structure and formation, Figure of Speech, Synonyms, Antonyms, paraphrasing, fill in the blanks

Reading and Comprehension: General Awareness, Unseen Passage

UNIT 2: SOFT SKILL

Listening Classes on: Audio lessons on News, Case Presentations

Speaking Lessons: JAM on General Topics, Introduction to Speaking.

UNIT 3: Assessment: Questions (Subjective and Objective) based on Hard Skills Taught in class given every week.

The aim should be to bring the instruction given in practice by making them write, speak and think along the lines of the instruction given. The practice sheet should be evaluated and necessary feedback must be given. Some exercise on compositional skills must be given so they develop a sense of writing and expressing themselves through the written word.

COURSE CODE & NAME: CMUIBB103T / Data Visualization for Managers

Course Outcomes

1. Use Python (Pandas, Matplotlib, Seaborn, Plotly) for data cleaning, exploration, and visual storytelling.
2. Perform data aggregation, statistical summaries, and create dashboards using Python-based libraries.
3. Learners will be able to import structured data from Excel or CSV files and develop basic visualizations such as bar charts and pie charts using Power BI Desktop
4. Learners will be able to design a simple interactive report or dashboard by incorporating slicers, filters, and layout formatting using Tableau.
5. Design a mini project using one or more tools with a focus on storytelling and data-driven recommendations.

Unit-1: Data Manipulation and Visualization using Python

Introduction to Python for Data Visualization: Jupiter Notebook, data types, control structures, Data analysis with Pandas: Series, Data Frames, data cleaning (missing values, duplicates), Visualization with Matplotlib and Seaborn: Bar plots, histograms, scatter plots, heatmaps, Interactive visualizations using Plotly: Line charts, pie charts, dashboards

UNIT 2: Applied Business Analytics using Python

Exploratory Data Analysis (EDA): Descriptive statistics, correlation, outliers, Grouping and aggregating data: group by, pivot tables, Time Series and Trend Analysis with Pandas, Business case examples: Customer segmentation, sales performance, marketing campaign analysis

UNIT 3: Interactive Data Analysis & Visualization with Power BI

Power BI Basics Recap & Data Modeling: Power BI interface and visual types. Importing multiple related tables (Excel or CSV). Creating and managing relationships (1: many, many:1). Role of the data model in report design., Conditional Formatting and DAX: Applying conditional formatting to visuals (colors, data bars, icons). Intro to calculated columns. Creating basic measures using DAX. Difference between calculated columns and measures. KPI cards and visual-level calculations., Hierarchies, Drill-through, and Interactivity: Creating and using hierarchies. Drill-down, drill-up, and drill-through functionality. Syncing slicers and filters across report pages. Buttons and page navigation basics, Dashboard Design & Layout Control: Applying and customizing Power BI themes. Build a 2–3-page interactive dashboard using the dataset. Include: slicers, hierarchies, KPIs, drill-through, formatted visuals

UNIT-4: Foundations of Visual Analytics with Tableau

- Introduction to Tableau & Connecting Data: Tableau Products: Desktop, Public, Online. Tableau interface walkthrough: data pane, shelves, cards, and canvas. Connecting to data: Excel, CSV. Data preview, metadata grid, and data types. Understanding Tableau's dimension and measures.
- Creating Worksheets with Drag-and-Drop: Building visualizations: bar charts, line charts, pie charts, maps. Using Marks card: color, size, label, detail, tooltip. Changing chart types and formatting options.
- Filters, Sorting, and Calculated Fields: Adding filters to worksheets (dimension and measure filters) Quick filters (interactive filters on the dashboard). Sorting data visually and by field. Introduction to calculated fields.

- Dashboard Design & Interactive Layout: Creating dashboards by combining worksheets. Adding interactivity: filter actions and highlight actions. Using containers, spacing, and layout best practices. Publishing and exporting dashboards (PDF, Tableau Public).

UNIT-5: Choosing the Right Analytics Tool: Python, Power BI, and Tableau in Action

- **Overview of the three tools:** Python (Pandas, Matplotlib/Seaborn/Plotly), Power BI, and Tableau
- **Strengths and weaknesses by category:** Data size & structure, Ease of use & learning curve, Visualization flexibility, Automation & repeatability, Business vs. technical use cases

Mini-Project: Choose one dataset, one business problem, and the most appropriate tool. (Ex- Perform Data Exploration using Python and Data Reporting using Power BI / Tableau)

Recommended Text Books:

T1: Ravichandran, Computers Today, (2nd ed.). Khanna Publishing House, Delhi.2009

Recommended Reference Books:

R1: Ritendra Goel & D.N. Kakkar. Computer Applications in Management, (1st ed.) New Delhi: New Age International (P) Ltd.2004

R2: Dr. Sanjay Sharma A Textbook of Computer Network , (1st ed.) Kataria & Sons,2024.

R3: Bharihoke, D. (2009). Fundamentals of Information Technology. New Delhi: Excel Books

R4: Basandra, S. K. (2003). Computers Today. Greater Noida: Galgotia Publication Pvt. Ltd.

R5. Leon - Fundamentals of Information Technology, Vikas Publications.

Semester: II

Semester II

Contact Hours							30
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMPCMA202T	Core Courses	Marketing Management	4	0	0	4
2	CMPCMA203T		Human Resource Management	4	0	0	4
3	CMPCMA214T		Production & Operation Management	4	0	0	4
4	CMPCMA205T		Business Environment	4	0	0	4
5	CMPCMA206T		Research Methodology	3	0	1	4
6	CMPCMA207T		Quantitative Methods for Business	2	0	0	2
7	PTSPMMA21T		Professional Proficiency	2	0	0	2
8	CMPIMA211T		Financial Management using Visualization and Excel	3	0	0	3
9	CMPIMA209T		Enterprise Design Thinking	2	0	0	3
Total Credits							30

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

COURSE CODE & NAME: CMPCMA202T / MARKETING MANAGEMENT

Course Outcome

1. Demonstrate strong conceptual knowledge in the functional area of marketing management.
2. Differentiate the consumer's behaviour as per their taste and preferences.
3. To evaluate new product/service ideas consistent with evolving needs tastes and preferences.
4. Compare different pricing strategies in view of market trend.
5. Select the best channel of distribution and tools for promotion.

1: BASIC CONCEPTS OF MARKETING

Introduction to Marketing: Definition, nature, scope and importance of marketing, Approaches to the study of marketing, Traditional and modern concept of marketing, Functions of marketing, Difference between Marketing & Selling, Concept of Marketing

2: UNDERSTANDING CONSUMER BEHAVIOUR

Consumer behavior - Customer value and satisfaction, Customer relationship management, Buying Decision process, Consumer buying v/s Industrial buying, Marketing Mix – The elements of marketing mix. Market Segmentation: Bases for Market segmentation, Requisites of sound marketing segmentation, STP (Segmentation, Targeting and positioning)

3: PRODUCT & MARKETING ENVIRONMENT

Product: Classification of products, Product mix decision- Product line, product addition & deletion, Product life cycle, Product planning, New product development process. Marketing Environment: Micro & Macro, BCG Matrix.

4: PRICING AND RECENT TRENDS IN MARKETING

Pricing: Pricing objectives, price determination, factors influencing pricing policy, method of pricing policies. Recent Trends in Marketing: E-business, Tele-marketing, M-Business, Retailing, porter five forces, Packaging & Packaging

5: MARKETING DISTRIBUTION CHANNELS & PROMOTION

Channels of distribution and Logistics: Definition, Need, Channel design decision, Channel management, Factors affecting channels, Types of marketing channels. Promotion: Nature and importance of promotion, Promotion mix- Advertising, Sales promotion, personal selling, Public relations, direct marketing and integrated marketing communication

Recommended Text Books:

T1. Philip Kotler, Marketing Management: Pearson Education

Recommended Reference Book:

R1. Pillai and Bhagvathi, Marketing Management, S Chand publisher

R2. J.C. Gandhi - Marketing A Managerial Introduction (Tata McGraw Hill publishing)

R3. Kenneth E. Clow, Donald Baack, "Cases in Marketing Management" 'Sage Publications, 2012.

R4. Arun Kumar & Meenakshi, "Marketing Management", Vikas Publishing House, 2011.

COURSE CODE & NAME: CMPCMA203T / HUMAN RESOURCE MANAGEMENT

Course Outcomes

1. Define and describe the concepts of Human Resource Management.
2. Understand the concept of HRP, Recruitment and Selection.
3. Demonstrate and compare various Training techniques and analyze the ways to improve self-motivation.
4. Create a stress-free environment for enhancing productivity.
5. Able to apply human resource planning in organization.

UNIT 1: INTRODUCTION OF HUMAN RESOURCES MANAGEMENT (HRM)

HRM: Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of concept of HRM. Human Resources Development in India, Role of HR managers

UNIT 2: HUMAN RESOURCES PLANNING

Human Resources planning: Definition, purposes, processes and limiting factors; Job Analysis – Job Description, Job Specification.; The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation.; The systematic approach to selection: the selection procedure, the design of application form, Placement, Induction/ Orientation, Internal Mobility, and separations

UNIT 3: TRAINING AND DEVELOPMENT

Training vs. Development, Training vs. Education- purpose, Advantages of Training.; Motivation-process , types and advantages.; Performance Appraisal: Definition, Purpose of appraisal, 360-degree Performance Appraisal.; Compensation Administration: components of pay structure in India; Incentive Payments: Meaning and Definition, Types and Scope of incentive scheme; Fringe Benefits

UNIT 4: GRIEVANCES AND DISCIPLINE

Grievances and discipline: Model Grievance Handling Procedure; Discipline: definition, indiscipline-meaning, disciplinary action, and punishment. Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles types.

UNIT 5: SEPARATION

Separation: lay-off, resignation, retrenchment, Voluntary Retirement Scheme, exit interviews; Job Stress: factors& remedies, Counseling and Mentoring

Recommended Text Books:

T1. Rao VSP- Human Resource Management- Text and Cases, Excel Books 3rd Edition

Recommended Reference Book:

R1. Aswathappa K – “Human Resource and Personnel Management”, Tata McGraw Hill, 5th Ed.

R2. T.N. Chhabra, Human Resource Management (Latest Edition), 9789385077391, Dhanpat Rai & Co., 2021

R3. Dessler – “Human Resource Management”, Prentice Hall, 10th Ed.

R4. Bernardi – “Human Resource Management”, Tata McGraw Hill, 4th Ed.

COURSE CODE & NAME: CMPCMA214T / PRODUCTION AND OPERATION MANAGEMENT

Course Outcome

1. Comprehend the principles of production management and how they are influenced by various factors.
2. To employ a variety of manufacturing methods as well as product fundamentals.
3. To streamline the multiple operations associated with production scheduling and measurement, as well as how product and quality control may be obtained.
4. To use a range of inventory, control, safety, and security management models for the manufacturing process.
5. Develop supply and logistics, as well as distribution and administration networks.

UNIT 1: INTRODUCTION

Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organization, Factors that affect System and Concept of Production and Operation Management, Facility Location, **Facility layout and its types**, Types of Manufacturing Systems, Lean Manufacturing, **Service Operation**

UNIT 2: PRODUCTION SYSTEM AND RELATED CONCEPTS

Production function, Types of Production Systems – Job and Batch Production, Productivity, Productivity Variables, Productivity measurement, **Forecasting and its importance**, **Techniques of forecasting – Interpolation, Extrapolation**, Product Design and Development, **factors affecting Product design**, Process Selection, **Case Study**

UNIT 3: SCHEDULING AND MEASURING PRODUCTION ACTIVITIES

Overview of Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, difference between Work Measurement, Work Sampling, **Case Study**

UNIT 4: MATERIAL INVENTORY MANAGEMENT

Overview of Material Management, **Determination of Material required, Inventory management, techniques of inventory management** (EOQ Model, with shortages, JIT, ABC analysis), **spare part inventory**, Inventory Control, Material Budgeting and Material Planning, Purchase Management, **Purchase procedure, Case Study**

UNIT 5: QUALITY IN PRODUCTION & OPERATIONS MANAGEMENT

Quality Assurance, Acceptance Sampling, Statistical Process Control, Total Quality Management, **Quality Management system, ISO Standards**, Quality circle, Six-sigma, Kaizen, Kanban's, Poke Yoke' supply chain management, **Risk Management, Case Study**

Recommended Text Books:

T1. Bedi, K. (2016). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

Recommended Reference Book:

R1 Mahadevan, B. (2015) Operations Management: Theory and practices (2nd ed.) Pearson Education

R3 Buffa. ES, (2015) Modern Production Management; (3rd ed.) John Wiley, New York

- R4** Chary SN, (2019). Production, and Operations Management- Concepts, Methods and Strategy, PHI New Delhi
- R5** Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). Operations and Supply Chain Management (15th ed.) Mc Graw Hill, Chennai

COURSE CODE & NAME: CMPCMA205T / BUSINESS ENVIRONMENT

Course Outcome

1. Compare different tax policies in different time perspective.
2. To evaluate the national income and factors affecting the national income.
3. Differentiate the different types of business cycles and environment.
4. Select the best model of business structure for persuasion of business activity
5. Demonstrate strong conceptual knowledge of functional aspects of business environment.

UNIT 1: Introduction to Business Environment

Introduction to Business Environment: Definition, nature, scope and importance of Business Environment, Micro Environment, Macro Environment, Environmental changes and social responsibility of business.: Economic System: Capitalist, Socialist and Mixed Economy. Role of Government in Economic Development of country, Global economy.

UNIT 2: Business Policy & Reforms

Overview of: Monetary policy, fiscal policy, industrial policy, Industrial development, PPP Model, Advancement of Technology in Business, Rise of Rural market and its impact in context with Indian economy. Indian Economy and reforms since 1991, Current economic policies and its impact- Case study methods.

UNIT 3: Budget and tax Structure

Overview: legal aspect of business environment, concepts of direct and indirect taxes, Tax reforms- VAT, GST, Legal Framework: BIFR, FERA, FEMA and Consumer Protection Act 1986, RTI Act, Corporate Governance and Business Ethics. Impact NEP on Tax Structure in India.

UNIT 4: Business Cycles & Inflation

Business Cycles: Introduction, phases of Business Cycles, Changing Business cycles. National income, Measurement of National Income, GDP, NNP, NDP and GNP, Inflation: an introduction, types of inflation, measurement of inflation, Changes in Inflation during Covid19.

UNIT 5: Global perspective of business

Globalization: Meaning, Importance and Impact, Evolution of GATT, WTO agreements and implications, World Bank, IMF and its role in global scenario, Multinational companies and their growing power, Case studies -Global Recession and new business environment.

Recommended Text Book:

T1. Justin Paul, Business Environment: Tata Mcgraw Hill publishing

Recommended Reference Book:

R1. K. Aswathappa , Essentials of Business Environment , Himalaya publishing House

R2. Shaikh saleem, Business Environment, Pearson Publication

R3. Ahmed, Faisal, Alam, M. Absar. (2024) Business Environment : Indian And Global Perspective (4th ed.) PHI

R4. Francis Cherunilam. Business Environment Himalaya publishing House

R5. Leslie & Philip, The International Business Environment, OXFORD Publication

COURSE CODE & NAME: CMPCMA206T / RESEARCH METHODOLOGY

Course Outcome

1. Knowledge of concept / fundamentals for different types of research.
2. Applying relevant research design and techniques to solve business problems.
3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques.
4. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.
5. Understand, Evaluate and apply statistical analysis on application software SPSS which includes various parametric test and non-parametric test, ANOVA technique and prepare report.

UNIT 1: INTRODUCTION OF RESEARCH CONCEPTS

Meaning, objectives and types of Research, Research Process, Importance of Research.

UNIT 2: RESEARCH DESIGN

Definition, Classification, Exploratory-qualitative techniques, experience survey, focus groups, Descriptive - cross sectional & longitudinal and Causal research design.

UNIT 3: MEASUREMENT AND SCALING TECHNIQUES

Concept, Errors in Measurement, Tests of Sound Measurement; Scaling and Scale Construction Techniques

Sampling- Introduction, Sampling, Complete Enumeration or Census, Types of Sampling, Sampling Errors; Sampling Design - Steps in Sample Design, Sampling Distributions, And Central Limit Theorem.

UNIT 4: DATA ANALYSIS AND SPSS

Types of data; Methods of Data collection, Questionnaire Designing, Editing, Coding and Tabulation of data, Testing of Hypotheses.

Basic Quantitative techniques such as Frequency Table, Cross Tabulation, Mean, Standard Deviation, Normal Distribution, t-test, Correlation, Regression Analysis, Chi-Square test, One Way ANOVA & Two Way ANOVA,

Business Applications through SPSS.SPSS environment: getting familiar with the interface, importing data from excel, exploratory data analysis, plotting several types of charts data creation – -defining variables – creating a codebook in SPSS

UNIT 5: REPORT WRITING

Interpretation of Data and Report Writing, Creating a Database and its Use for Statistical Analysis, Styles of Referencing, Plagiarism, Ethics in Research.

Recommended Text Books:

T1. Kothari, C. R., Research Methodology, New Age International Publication. New Delhi.

Recommended Reference Books:

R1. Deepak Chawla, Neena Sondhi. Research Methodology, Vikas Publication

R2. Naval Bajpai. Business Research Methods,, Pearson Education

R3. Donald Cooper & Pamela Schindler. Business Research Methods. TMGH, 9th Edition.

R4. Alan Bryman& Emma Bell. Business Research Methods Oxford University Press, 2ndEdition.

R5. T N Srivastava & Shailaja Rao. Business Research Methods. TMH Publication, 2ndEdition.

COURSE CODE & NAME: CMPCMA207T / QUANTITATIVE METHODS FOR BUSINESS

Course Outcome

1. Convert the problem into a mathematical model.
2. Understand variety of problems such as assignment, transportation, travelling salesman etc.
3. Understand different gaming situations and find the optimal solutions using models

UNIT 1: Introduction

Definition and scope of operations research (OR), OR model, solving the OR model, art of modelling, phases of OR study. Linear Programming: Two variable Linear Programming model and Graphical method of solution, Simplex method, Dual Simplex method, special cases of Linear Programming, duality, sensitivity analysis

UNIT 2: Transportation Problems & Network Techniques

Types of transportation problems, mathematical models, transportation algorithms, Assignment: Allocation and assignment problems and models, processing of job through machines. Shortest path model, minimum spanning Tree Problem, Max-Flow problem and Min-cost problem. Project Management: Phases of project management, guidelines for network construction, CPM and PERT.

UNIT 3: Theory of Games & Quality Systems

Rectangular games, Minima theorem, game with mixed strategies, reduction to linear programming model. Elements of Queuing model, generalized Poisson queuing model, single server models.

Recommended Text Books:

T1. R. Panneer Seevam, "Operations Research" PHI Learning, 2008.

Recommended Reference Books

R1. Hamdy H. Taha, "Operations Research-An Introduction" Pearson Education, 2003.

R2. V.K. Khanna, "Total Quality Management" New Age International, 2008.

R3. Wayne L. Winston, "Operations Research" Thomson Learning, 2003.

COURSE CODE & NAME: PTSPMMA21T / PROFESSIONAL PROFICIENCY

Course Outcome

1. Gain insight about better representation of him / her in terms of communication skills and apply them in various business world.
2. To develop personality and aptitude building required for jobs
3. To inculcate employability skills and prepare for Industries /corporate and other Public and Private Sector jobs.

UNIT 1: HARD SKILLS

Grammar: Tenses, Subject-Verb Agreement, Phrasal Verbs, Preposition, **Sentence** Structure and formation, Idioms & Phrases.

Vocabulary: Management Words, Synonyms, Antonyms, words often confused, foreign words in vogue, allusions, analogies.

Reading and Comprehension: Life Lessons, Business Management, Unseen Passage.

UNIT 2: COMMUNICATION SKILL

Listening Classes on: Audio lessons on News, Case Presentations, Academic Arguments and Discussions.

Speaking Lessons: JAM to enhance speaking, story-narration, role play

UNIT 3: Assessment: Questions (Subjective and Objective) based on hard Skills Taught in class given every week.

The aim should be to bring the instruction given in practice by making them write, speak and think along the lines of the instruction given. The practice sheet should be evaluated and necessary feedback must be given. Some exercise on compositional skills must be given so they develop a sense of writing and expressing themselves through the written word.

COURSE CODE & NAME: CMPIMA211T / Financial Management using Visualization and Excel

Course Outcome

1. Demonstrate Proficiency in Excel-Based Financial Tools
2. Analyze and Interpret Financial Statements Effectively
3. Develop Financial Budgets, Forecasts, and Cost Models
4. Evaluate Investment Decisions through Quantitative Models

UNIT 1: Introduction to Financial Management and Excel Basics

Concept of financial management, scope and objectives, time value of money, role of Excel in financial decision-making, Excel formulas and functions (SUM, AVERAGE, IF, VLOOKUP, INDEX-MATCH), using named ranges, absolute and relative referencing.

UNIT 2: Financial Statement Analysis using Excel

Understanding financial statements (Income Statement, Balance Sheet, Cash Flow Statement), ratio analysis (liquidity, solvency, profitability), horizontal and vertical analysis, using conditional formatting and spark lines to analyze trends

UNIT 3: Budgeting, Forecasting, and Costing Models

Types of budgets (sales, operating, cash), preparing budgets using Excel, creating rolling forecasts, variance analysis, break-even analysis, contribution margin, building costing models in Excel using what-if analysis, goal seek, and scenario manager.

UNIT 4: Investment Decisions and Financial Planning

Capital budgeting techniques (NPV, XNPV, IRR, Payback Period), project evaluation in Excel, depreciation calculation using functions (SLN, DB), retirement planning model, loan amortization schedules, PMT, PPMT, IPMT, CUPMT, sensitivity analysis using data tables

UNIT 5: Data Visualization and Dashboards for Finance

Introduction to data visualization for finance, choosing the right chart for financial data (column, waterfall, line, combo), pivot tables and pivot charts, creating financial KPIs, building a dynamic financial dashboard in Excel, storytelling with data.

Recommended Text Books:

T1. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 by Lokesh Lalwani

2. "Mastering Advanced Excel" by Ritu Arora:

Recommended Reference Books:

- R1.** Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365) by Paul McFedries
- R2.** Financial Modeling by Simon Benninga
- R3.** Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals by Danielle Stein Fairhurst
- R4.** Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA by Michael Rees

COURSE CODE & NAME: CMPIMA209T / Enterprise Design Thinking

Course Outcome

1. Analyze the historical evolution of Design Thinking and apply EDT principles to address complex business challenges.
2. Create user-centered models using the 7 key habits, collaborating with stakeholders to design innovative solutions.
3. Implement the EDT Loop, integrating user research to drive iterative solution development.
4. Develop and refine solutions by gathering and incorporating user feedback, ensuring alignment with enterprise needs.
5. Evaluate the challenges of EDT adoption and propose strategies to overcome them in organizational contexts.
6. Integrate Agile methodologies with EDT, using Jira to manage projects and apply project management essentials to deliver and present solutions.

UNIT-1: Foundations of Enterprise Design Thinking - History and Overview of EDT Framework

Understand what came before Design Thinking and previous approaches before Design Thinking.

Introduction to Enterprise Design Thinking, see how DT is introduced in an organization and possible outcomes with case studies of successful DT implementations.

Get an overview of the whole approach to design thinking: EDT Framework, Understand principles, Loop and Keys

UNIT 2: Financial Statement Analysis using Excel

Understanding financial statements (Income Statement, Balance Sheet, Cash Flow Statement), ratio analysis (liquidity, solvency, profitability), horizontal and vertical analysis, using conditional formatting and spark lines to analyze trends

UNIT 3: Budgeting, Forecasting, and Costing Models

Types of budgets (sales, operating, cash), preparing budgets using Excel, creating rolling forecasts, variance analysis, break-even analysis, contribution margin, building costing models in Excel using what-if analysis, goal seek, and scenario manager.

UNIT 4: Investment Decisions and Financial Planning

Capital budgeting techniques (NPV, XNPV, IRR, Payback Period), project evaluation in Excel, depreciation calculation using functions (SLN, DB), retirement planning model, loan amortization schedules, PMT, PPMT, IPMT, CUPMT, sensitivity analysis using data tables

UNIT 5: Data Visualization and Dashboards for Finance

Introduction to data visualization for finance, choosing the right chart for financial data (column, waterfall, line, combo), pivot tables and pivot charts, creating financial KPIs, building a dynamic financial dashboard in Excel, storytelling with data.

Recommended Text Books:

- T1. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 by Lokesh Lalwani
2. "Mastering Advanced Excel" by Ritu Arora:

Recommended Reference Books:

- R5. Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365) by Paul McFedries
- R6. Financial Modeling by Simon Benninga
- R7. Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals by Danielle Stein Fairhurst
- R8. Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA by Michael Rees

Semester: III

Semester III

Contact Hours								28
S. No.	Specialization	Course Code	Course Category	Course Name	L	T	P	C
1		CMPCMA301T	CORE COURSES	Entrepreneurship and Managing Start-ups	4	0	0	4
2		PTSPMMA31T		Professional Proficiency	2	0	0	2
3		CMPCMA304P		Summer Internship Project Report	-	0	6	6
4	MARKETING	CMPMA3101T	SPECIALIZATION	Consumer Behavior	4	0	0	4
5		CMPMA3102T		Digital Marketing	4	0	0	4
6	FINANCE	CMPMA3201T	SPECIALIZATION	Security Analysis and Portfolio Management	4	0	0	4
7		CMPMA3202T		International Financial Management	4	0	0	4
8	HUMAN RESOURCE	CMPMA3301T	SPECIALIZATION	Performance Appraisal & Competency Mapping	4	0	0	4
9		CMPMA3312T		Conflict & Stress Management	4	0	0	4
10	Business Analytics	CMPIMA3301T	SPECIALIZATION	Predictive Analytics	4	0	0	4
11		CMPIMA3302T		Descriptive Analytics	4	0	0	4
Total Credits								28
Summer Internship 6 weeks (Mandatory) during summer vacation								

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

NOTE: Students have to opt any two specializations from Marketing/ Finance/ HR/BA.

COURSE CODE & NAME: CMPCMA301T /**ENTREPRENEURSHIP AND MANAGING START-UPS****Course Outcomes**

1. Determine the factors affecting entrepreneurial activities in nearby localities.
2. Understand the role and importance of various institutions in Entrepreneurship Development Program.
3. Understand various incentive and subsidies schemes of Govt. for MSMEs.
4. Able to evaluate project feasibility and prepare its report.
5. Apply the concept of project financing while taking financing decision.

UNIT 1: Introduction to Entrepreneurship

Definition of entrepreneur, Schumpeter's views, difference between manager and entrepreneur, functions of an entrepreneur, Internal and External Factors affecting entrepreneurship, Barriers to entrepreneurship, Family entrepreneurship, Women entrepreneurship, International entrepreneurship, Social entrepreneurship, Agripreneurship, entrepreneurial process, Entrepreneurial motivation intrapreneurship.

Business plan: meaning, Objectives, preparation.

UNIT 2: Theories of Entrepreneurship & Entrepreneurship Development and Small and Medium Enterprises:

Historical Perspectives of Entrepreneurship; Emergence of Entrepreneurship; Theories of Entrepreneurship. EDP: concept, objectives, entrepreneurship development cycle, Institutes engaged in EDPs – NIESBUD, SIDO, SSIDCs, DICs; Course Content of an effective EDP; Phases of an EDP; Evaluation of an EDP; SME's: Definitions, types, characteristics, role of SMEs in India, incentives and subsidies by government for MSME, problems of SME's and strategies to solve. **Scenario of Entrepreneurship Intention. Opportunity-Based, Human Capital, and Resource-Based View (RBV) theories- (ED-EO-EI), Case Study.**

UNIT 3: Business Enterprise: Concept of business enterprise, Types, function and importance of business enterprise. Setting up a small business enterprise, Procedure to set up business enterprise; Problems in setting up business enterprise; solution to problems. Case Study. **Ideation Success Mechanism. Case Study**

UNIT 4: BASICS OF PROJECT MANAGEMENTs and PROJECT FORMULATION

Basic Concept of a project, categories of project, Introduction, Need for Project management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Project Management Process, Project Management Principles. Market and demand estimation, market survey, demand forecast, technical factors-Material inputs, technology, production, plant capacity, location and site. **Case Study**

UNIT 5: Project financing and Project Appraisal: Capital structure, sources of funds, Venture capital financial institutions – SIDBI, IFCI Technical, Economic, Financial, Legal and Social appraisal of Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of tax and social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects **Case Study**

Recommended Text Books:

T1. Dwivedi, A.K., Singh, H., & Sukhwai, A. Cases in Entrepreneurship, First Edition, Book well Publishers, Delhi. 2003.

Recommended Reference Books:

R1. Holt, D.H. Entrepreneurship: New Venture Creation, Pearson Education India; First Edition (10 March 2016).

R2. Charantimath, P. Entrepreneurship Development Small Business Enterprises, First Edition,

Pearson Education, New Delhi. 2018.

R3. Sahai, S. & Lall, M. Entrepreneurship, Third Edition; Excel Books, New Delhi. 2016.

R4. Drucker, P. F. Innovation and Entrepreneurship, Third Edition, Elsevier India Pvt Ltd. 2018.

COURSE CODE & NAME: PTSPMMA31T / PROFESSIONAL PROFICIENCY

Course Outcomes

1. Better representation of himself/herself in terms of communication skills, overall personality development and aptitude building required for jobs.
2. This program will help students becoming employable and ready for Industries /corporate and other Public and Private Sector jobs.

UNIT 1: Grammar: Basic Revision, Auxiliaries & Special Verbs, Prepositions and Prepositional word building & formation, Para jumbles, paraphrasing. Etiquettes of formal writing, sending an formal/business emails, writing reports, Resume Building.

Critical Reading: Newspaper (Economic Times) to understand the relationship between commerce/business and language.

UNIT 2: Mock PI (HR based), Group Discussions, Extempore Conversational Dialogues, Group Discussions, General Etiquettes of speaking, listening, responding

UNIT 3: Assessment: Questions (Subjective and Objective) based on hard Skills Taught in class per week.

The aim should be to bring the instruction given in practice by making them write, speak and think along of the instruction given. The practice sheet should be evaluated and necessary feedback must be given. exercise on compositional skills must be given so they develop a sense of writing and expressing through the written word.

COURSE CODE & NAME: CMPMA3101T / CONSUMER BEHAVIOR

Course Outcome

1. Understanding the concept of consumer behavior in market.
2. Execute the concept of various factors like social factors, reference groups and family to understand their role in consumer behavior.
3. Able to analyze the impact of personal and psychological factors on consumer behavior
4. Asses the role of motivation, attitude and perception of the consumer in their purchasing behavior.
5. Analyse and apply the concept of consumer decision making process and its importance.

UNIT 1: Introduction to the study of Consumer Behaviour :

Meaning & Definition of CB, Reasons of studying consumer behavior, Difference between consumer & Nature & characteristics of Indian Consumers, Rights & Responsibilities of consumers in India, Adopt Stages, categories of adopters.

UNIT 2: Consumer Behaviour in Services

Concept of service marketing triangle, service marketing mix, GAP models of service quality, Consumer expectations, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services, influence customer perception of service, Service encounters, Customer satisfaction

UNIT 3: Models of Consumer Behaviour

Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Model of Behaviour, Levels of Consumer Decision Making – Consumer Buying Decision Process

UNIT 4: Individual Influences on Consumer Behavior

Motivation: Basics of Motivation, Positive & Negative Motivation, Rational Vs Emotional motives, Theories

Perception: Basics of Perception, Elements of Perception (Sensation, Absolute Threshold, Differential Subliminal Perception), Dynamics of Perception

Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tripartite Model of attitude, Multi attribute attitude models.

UNIT 5: External Influences on Consumer Behavior

Social Class: Social Class Basics, Dynamics of status consumption, Features of Social Class, Five Categories in India

Culture and Subculture – Basics, Characteristics, Factors affecting culture, Role of customs, values on Consumer Behaviour. Family: The changing structure of family, Family decision making and consumption patterns, Key family consumption roles

Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups

Recommended Text Books:

T1. Schiffman Leon G. and Kanuk Leslie Lazar- Consumer Behaviour (Pearson/ Prentice Hall,

9th Edition.

Recommended Reference Book:

R1. Hawkins, Best and Coney- Consumer Behaviour (Tata Mc Graw Hill, 9TH Edition).

R2. Loudon, David L. and Della Bitta, Albert J. - Consumer Behaviour (Tata Mc Graw Hill, 4TH Edition).

COURSE CODE & NAME: CMPMA3102T / DIGITAL MARKETING

Course Outcomes

1. Understanding the concept of digital marketing and its application in buyer's context.
2. Apply the concept of segmentation, targeting & positioning to understand the digital marketing models.
3. Understanding the concept of SEO & SEM in strategic context.
4. Understanding the concept of digital advertisement and display marketing.
5. Understanding the concept of digital advertisement measurement framework.

UNIT 1: INTRODUCTION

Introduction to Digital Marketing, Traditional Vs. Modern Marketing, Role and Growth of Digital Marketing, Challenges associated with digital marketing, Concept and practices for Buyer's Persona, Considerations in and managing content in a digital environment

UNIT 2: DIGITAL MARKETING MIX

Consumer segmentation and behavioral dimension, Marketing Mix in digital era, Models of Digital Marketing, Forrester's 5I model, 6Cs of Customer Motivation- McKinsey's consumer decision journey, Race Plan, Honeycomb Model

UNIT 3: OVERVIEW OF SEARCH ENGINE

Overview of SEO and SEM, Basics of search marketing: organic & paid search results, Overview of Google AdWords, Strategizing marketing through smart devices, Basics of email marketing, Concept of A/B testing and its use

UNIT 4: DIGITAL ECOSYSTEM

Display marketing ecosystem, Digital Advertisement- designing and display decisions, Pricing methods, E-commerce, social media channels, Brand Building- PR and Customer Engagement on social media, Choosing relevant media channel

UNIT 5: CONTENT MARKETING

Creating Blog-Vlog, Podcasting, RSS, Product Opinion Sites and Forums. Legal and ethical issues in Content Marketing, Digital marketing as career option

Recommended Text Book:

T1. Bhatia Puneet, Fundamentals of Digital Marketing, India, Pearson Education

Recommended Reference Books:

- R1.** Kotler, Kartajya, Setiawan; Marketing 4.0: Moving from Traditional to Digital, John Wiley & Sons, Inc.
- R2.** Havaladar, K. Industrial Marketing, New Delhi, India: Tata McGraw Hill.

COURSE CODE & NAME: CMPMA3201T / SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course Outcomes

1. Understanding concepts of investment process, regulatory mechanism and SEBI guidelines for Investors Protection
2. Explanation of mechanism of risk and return and assessment of efficiency of market and its implications for investors
3. Acquaintance of mechanisms of Equity Valuation using fundamental and technical analysis.
4. Understanding of fixed income securities and term structure of interest rate and its application for investment in bonds.
5. Explanation of tenets of portfolio theories viz. Markowitz Model, Single Index Model, CAPM and APT and their implications for investment decisions.

UNIT 1: INTRODUCTION OF MARKETS

Concept of Investment, Investment Objectives and Constraints, Investment Classification. Financial Instruments, their role & classification. Regulation of Securities Markets, Primary & Secondary Markets, Clearing and Settlement procedures, Market Indices. Regulatory Mechanism: SEBI and its Guidelines; Protection, Concept & Measures of Risk and Return

UNIT 2: RISK, RETURN & MARKET EFFICIENCY

Risk: Meaning, Systematic vs. Unsystematic Risk, Measures of Risk – Standard Deviation, Variance, Coefficient of Variation, Beta, Value at Risk (VaR) Portfolio Risk & Return, Reduction of Risk through Diversification. **Return:** Meaning, Measures of Return – Total Return, Return Relative, Real Return, Current Yield, Wealth Index, CAGR **Market Efficiency:** Market Efficiency, Forms, Testing for Market Efficiency

UNIT 3: MARKET ANALYSIS

Technical Analysis: Meaning, Assumptions, Tenets of Dow Theory & Elliott Wave Theory, Support & Resistance, **Fundamental Approach:** Economy, Industry and Company Analysis, Bottom Up Approach, Top Down Approach, Sum of the Parts (SOTP) Method, Equity Valuation Model **Fixed Income Securities:** Nature & Classification, Bond Prices and Yields, Bond Theorem

UNIT 4: PORTFOLIO THEORY & EQUILIBRIUM IN CAPITAL MARKETS

Portfolio Return & Risk, Efficient Frontier, Optimal Portfolio, Capital Asset Pricing Model, Single-Factor Multifactor Models, Arbitrage Pricing Theory

UNIT 5: PORTFOLIO MANAGEMENT

Portfolio Management Process, Performance Evaluation of Existing Portfolio: Sharpe, Treynor, Jensen's Alpha, Sortino Measure

Recommended Text Book

T1. Chandra, P. Investment Analysis & Portfolio Management. New Delhi: Tata McGraw-Hill Company Limited.

Recommended Reference Books:

- R1.** Bodie, Zvi, K., Alex, Marcus, Alan, J. & Pitabas, M., Investments. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- R2.** Jones, C. P., Investment Analysis & Management. New York: John Wiley & Sons.
- R3.** Sharpe, W., Investments. New Delhi: Prentice Hall India, 2008.
- R4.** Fischer & Jordan, Security Analysis & Portfolio Management. New Delhi: Pearson Education.
- R5.** Ranganatham & Madhumati, Investment Analysis & Portfolio Management. New Delhi: Pearson Education.

COURSE CODE & NAME: CMPMA3202T / INTERNATIONAL FINANCIAL MANAGEMENT

Course Outcomes

1. To develop understanding about the evolution & significance of international finance.
2. Developing an insight into the contemporary practices of foreign exchange market and foreign risk management techniques.
3. Able to Illustrating & outlining the key factors of risk analysis at global context.
4. Understanding various financial decisions in the global market.
5. Comparing international financial market to domestic financial market & to know about economy & international finance.

UNIT 1: INTRODUCTION OF INTERNATIONAL FINANCIAL MANAGEMENT

The rise of Multinational Corporation, The Internationalization of Business and Finance, The Scope of International Finance, Distinguishing Features of International Finance
International Monetary System: The Gold Standard, The Inter-war Years, The Bretton Woods System, Smithsonian Agreement, The Flexible Exchange Rate Regime, Alternate Exchange Rate Systems

UNIT 2: FOREIGN EXCHANGE MARKET & RISK MANAGEMENT

Foreign Exchange Market and its Functions, Foreign Exchange Rates, Arbitrage, The Spot Market, Cross Exchange, Bid - Ask Spreads, The Forward Market, Interest Arbitrage; Theories of Foreign Exchange Rate Purchasing Power Parity, International Fisher Effect, Interest Rate Parity, Foreign Risk Management Risk, Management of Translation, Transaction, and Economic Exposures

UNIT 3: FOREIGN INVESTMENT ANALYSIS

International Portfolio Investment, Optimal International Asset Allocation, Measuring Total Return from Investing, Corporate Strategy and Foreign Direct Investment.

UNIT 4: BALANCE OF PAYMENTS

The International Flow of Goods, Services and Capital; Balance of Payments Accounting, Balance of Payments Statements, Coping with the Current Account Deficit

UNIT 5: EURO CURRENCY MARKET

Domestic Issues vs. Euro Issues, International Bonds Market, External Commercial Borrowings, Euro Denominated Currency Convertible Bonds

Recommended Text Books:

T1. Apte, P.G. "International Financial Management": Tata McGraw-Hill Company Limited, New Delhi.

Recommended Reference Books:

- R1.** Eun C.S. & Resnick, B.G.” International Financial Management”: McGraw-Hill, USA.
- R2** Stonehill, A.I., Michael, H. & Moffet,” International Financial Management”, United Nations Library on Transnational Corporations.
- R3** Madura, J.” International Financial Management”: Cengage Learning, USA.
- R4** Sharan, V. “International Financial Management”: PHI Learning Pvt. Ltd, New Delhi

COURSE CODE & NAME: CMPMA3301T/PERFORMANCE APPRAISAL & COMPETENCY MAPPING

Course Outcomes

1. Develop an understanding of performance appraisal, performance management and performance model.
2. Able to understand the assessment focus technique in selection and appraisal
3. Able to learn the Management games, Simulation exercises, Role Plays, Self-appraisal, 360-Degree appraisal while performance appraisal.
4. Recognize the process of competency mapping.
5. Know various models like Lanchester Model of Managerial competency and the Transcultural Managerial competencies.

UNIT 1: INTRODUCTION

Basic concept of performance and performance management system, objectives, components, benefits, the performance management model, approaches to performance, Management and performance management process.

UNIT 2: PERFORMANCE APPRAISAL

Need and methods for Performance Appraisal, Assessment center and its process.

UNIT 3: PERFORMANCE APPRAISAL TECHNIQUES

Psychometric tests, Leaderless group discussions, Management games, Simulation exercises, Role Plays, Self-appraisal, 360 Degree appraisal, BARS, Balance score card, Performance analysis, Performance review discussion

UNIT 4: COMPETENCY MAPPING

Competency: Concept, origin and development, factors affecting competency, classification of competencies.; Competency mapping: Concept, process. Methods of Competency Mapping: Critical incident technique, interview technique and questionnaires. Developing Competency Models: The Transcultural Managerial competencies.

UNIT 5: EMERGING ISSUES OF COMPETANCY

Issues related to development of competency models, resistance and recommendations.

Application of Competency Mapping: Competency based: recruitment, selection, performance linked remuneration system, Training and development and succession planning.

Recommended Text Book:

T1. Deb Tapomoy. Performance & Reward Management., Ane Books Pvt. Ltd. 2009

Recommended Reference Books:

R1. Herman Aguinis. Performance Management, Pearson Education. 2009.

R2. T. V. Rao. Appraising & Developing Managerial Performance, Excel Books. 2002.

R3. Ganesh Shermon. Competency Based HRM, TMH. 2004.

R4. Seema Sanghi. A Handbook of Competency Mapping, Response Books. 2004.

COURSE CODE & NAME: CMPMA3312T / CONFLICT & STRESS MANAGEMENT

Course Outcomes

1. Understanding the concept of conflict dynamics in organizations,
2. Able to understand and apply the Conflict Resolution methods in organization.
3. Using and applying the Strategies in management of conflict at interpersonal and organizational level.
4. Issues related to development of competency models, resistance and recommendations.
5. Issues related to development of competency models, resistance and recommendations
6. Able to apply stress management techniques.

UNIT 1: UNDERSTANDING CONFLICT

Introduction and concept of conflict, features, types, functional and dysfunctional aspects of conflict, Perception of conflict: traditional, human relations and interaction's views of conflict, Sources of conflicts in organization and industry. Processes and Dynamics of conflict, levels of conflict, conflict Continuum, effect of conflicts on individual and group performance.

UNIT 2: CONFLICT RESOLUTION

Concept, methods: negotiation, mediation, community building, advocacy, diplomacy and counseling, managerial skills and competencies for effective conflict resolution.

UNIT 3: STRATEGY AND MANAGEMENT OF CONFLICT

Strategies for interpersonal conflict resolutions, management of conflict, styles of conflict management -competing, accommodating and avoiding, compromising and collaborating, self-awareness for conflict management.

UNIT 4: STRESS

Concept, Types of stressors, purpose of stressors, long-term effects of stressors: physiological and psychological, specific applications of stress as it relates to the workplace and different target groups, Potential Sources of Stress at Work Place, Relationship between Stress and Job Performance, Stress and Personality.

UNIT 5: STRESS MANAGEMENT

Stress Management Model, StressManagement Strategies: Individual and Organizational Coping Strategies, Golden Principles to a Stress Free Life. **Yoga and its benefits for Individuals, Case Study.**

Recommended Text Book:

T1. Singh, B.D. Managing Conflicts and Negotiation. New Delhi: Excel book Publication, 2008.

Recommended Reference Books:

R1. Corvette, B. A. B. Conflict Management: A Practical Guide to Developing Negotiation Strategies. Pearson Education, 2009

R2. Singh, B.D. Managing Conflicts and Negotiation: Excel book Publication, 1st Edition..

- R3.** Hill trop Jean-M, Udall Sheila. The Essence of Negotiation. Prentice Hall of India Publication, 2002.
- R4.** Stephen, R. P. Organizational Behavior. Prentice Hall of India Publication. 2000.
- R5.** Stephen, R. P., & Sanghi S. Organizational Behavior. Pearson Prentice Hall of India Publication, 2007.

COURSE CODE & NAME: CMPIMA3301T / Predictive Analytics**Course Outcomes**

1. Define business and predictive analytics, explain their role in data-driven decision-making.
2. Import, prepare, and manipulate datasets using SPSS Modeler nodes and CLEM expressions.
3. Identify and address data quality issues through auditing, flagging, and statistical summarization.
4. Build, score, and evaluate predictive models to solve business problems like customer churn.
5. Implement efficient data preparation workflows using advanced functions, sampling, and SQL pushback.

UNIT 1: Fundamentals of Data Mining and Predictive Analytics:

Definition of business Analytics with real time examples, How Predictive analytics: Transforming data into future insights, Analytics trends: Past, Present & Future, Towards a Predictive enterprise.

UNIT-2: Data Preparation with IBM SPSS Modeler:

SPSS Modeler interface, Nodes and streams, SuperNodes, Importing and exporting datasets, Field storage types, Measurement levels, Unit of analysis, Distinct method, Aggregate method, SetToFlag method, Data integration, Append, Merge, Cache, Derive node, Reclassify node, CLEM (Control Language for Expression Manipulation), Identifying relationships, Matrix views, Distribution charts, Statistical summaries.

UNIT 3: Data Understanding, Auditing, and Transformation:

Data audit, Missing values, Invalid values, Types tab in SPSS Modeler, Summary reports, Field instantiation, Data transformation, Reclassification, Setting flags, Aggregation techniques, Correlation analysis, Histograms, Mean comparison, Data visualization..

UNIT 4: Predictive Modeling and Evaluation:

Modeling objectives, Classification models, Segmentation models, Rule induction methods, Statistical models, Machine learning models, Clustering algorithms, Model execution, Scoring data, Model nuggets, Output generation, Model evaluation, Interpretation of results, Customer churn case study..

UNIT 5: Advanced Data Preparation Using IBM SPSS Modeler:

Using functions to cleanse and enrich data, Use date/time, conversion, string, statistical, and missing value functions, Apply field transformations like fill, bin, and distribution, Work with sequence data using cross-record and counter functions, Restructure and analyze geospatial and time data, Perform sampling, partitioning, and balancing, Improve efficiency using SQL pushback, parameters, and looping..

Recommended Text Book:

T1. E. Siegel, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die,” Wiley, 2016.

T2. Provost and T. Fawcett, “Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking,” O'Reilly Media, 2013.

Recommended Reference Books:

R1 IBM Courseware

R2 Predictive Analytics Mesmerizing & fascinating by ERIC SIEGEL

COURSE CODE & NAME: CMPIMA3302T / Descriptive Analytics

Course Outcomes

1. Understand fundamental analytics principles.
2. Utilize IBM Cognos Analytics proficiently for data analysis and reporting.
3. Master SQL query writing for effective data manipulation.
4. Apply data-driven decision-making across industries.
5. Create advanced reports, dashboards, and visualizations.

UNIT-1: IBM COGNOS REFRESHER

Explore the IBM Cognos Environment. Create a list report using a personal data source. Formatting a list report. Creating and formatting a crosstab report. Focusing the reports using Filters. Representing the data using visualizations and dashboard.

UNIT-2: EXTEND REPORTS USING CALCULATIONS

Derive additional information from the data source. Add run-time information to your report. Add Date/Time functions to your report. Add string functions to your report. Add calculations to a report. Display prompt selections in report titles. Display prompt selections in the report title.

UNIT 3: CREATE REPORTS BASED ON QUERY RELATIONSHIPS

Create queries manually. Add calculated data items to queries. Build a query and connect it to a report. Create custom queries using SQL. Create a report using a SQL statement. Filter query data against data in a separate query. Answer a business question by referencing data in a separate query. Answer a business question by creating a Union between two queries. Create join relationships between queries. Analyze product sales by joining two queries. Create a report within a report. Create a revenue report using a Master-detail relationship.

UNIT 4: CREATE ADVANCED DYNAMIC REPORTS

Filter reports using query macros. Control report output using a query macro. Use a table of contents to navigate reports in a report book. Set up drill through to different locations in a report. Create a table of contents for a report book, and add bookmarks for navigation. Create dynamic data items and titles. Create a dynamic revenue growth report. Create a customer invoice report. Let users specify criteria used to highlight exceptional data. Create a prompt that lets users select conditional formatting values. Let users choose how to filter report data. Create a prompt to let users choose between different filters. Let users choose how to sort data. Create a prompt to let users choose how to sort list columns. Let users choose which

objects appear in reports. Create a prompt to let users select a display type.

UNIT 5: ACTIVE REPORT

Business drivers for Active Reports. What is an Active Report? Examine Active Report controls. Describe Active Report variables. Run an Active Report. Create a simple Active Report using Static and Data-driven controls. Convert an existing report to an Active Report. Convert an existing report to an Active Report. Summarize on a filtered list in an Active Report. Examine Active Report connections. Create a new connection wizard. Filter and select behaviour. Interactive Behaviour dialog. Identify Active Report controls in a report. Change filtering and selection behaviour in a report. Create an Active Report with cascading controls. Use single vs. multiple variables. Create an Active Report using slider controls

Recommended Text Book:

T1. Liautaud, Bernard, and Mark Hammond. e-Business intelligence: turning information into knowledge into profit. McGraw-Hill, Inc., 2000. **T2.** Provost and T. Fawcett, “Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking,” O'Reilly Media, 2013.

Recommended Reference Books:

1. Michalewicz, Zbigniew, et al. Adaptive business intelligence. Springer Berlin Heidelberg, 2006.
2. Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking” by Foster Provost & Tom Fawcett

SEMESTER – IV

Semester IV

S. No.	Specialization	Course Code	Course Category	Course Name	Contact Hours			C
					L	T	P	
1		CMPCMA401T	Core Courses	Strategic Management	4	0	0	4
2		CMPCMA402T		E-Governance	2	0	0	2
3		CMPCMA406T		Fundamentals Of Project Management	2	0	0	2
4		CMPCMA404P		Research Project Report	0	0	6	6
5	MARKETING	CMPMA4104T	SPECIALIZATION	Marketing of Services	4	0	0	4
6		CMPMA4106T		Rural Marketing	4	0	0	4
7	FINANCE	CMPMA4204T	SPECIALIZATION	Behavioral Finance	4	0	0	4
8		CMPMA4206T		Taxation Laws & Practices	4	0	0	4
9	HUMAN RESOURCE	CMPMA4304T	SPECIALIZATION	Industrial Relations	4	0	0	4
10		CMPMA4305T		Change Management & Organizational Development	4	0	0	4
11	BUSINESS ANALYTICS	CMPIMA4401T		Functional Analytics (HR, Marketing, Finance and Operations)	4	0	0	4
12		CMPIMA4402T		Project: Business Analytics For Decision Making	4	0	0	4
12		CMPCMA405P		Comprehensive Viva-Voce-II	2	0	0	2
Total Credits								32

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

COURSE CODE & NAME: CMPCMA401T / STRATEGIC MANAGEMENT

Course Outcome

1. Identify and demonstrate the key components of the strategic management process and how it can be applied in organizations in order to increase value propositions for all the organization's stakeholders.
2. Understanding internal environmental analysis using methods like VRIO framework, SWOT Analysis and Value Chain Analysis.
3. Illustrate the various macro environment elements for the purpose of strategy formulation.
4. Create a strategy including synthesizing appropriate elements of business level strategy, competitive dynamics, corporate level strategy, cooperative strategies and international strategies.
5. Understand the business level strategy and functional aspects of strategy implementation

UNIT 1: Introduction to Strategic Management

Definition and importance of Strategic Management, Strategic Management Process, Levels of Strategy

Strategic Intent: Hierarchy of Strategic Intent

Basic Concepts: Stretch, Leverage, Business Definition & Model, Business Policy.

UNIT 2: Internal Environmental Analysis

The Resource Based View of the Firm, VRIO Framework & Application, SWOT Analysis, Value chain
Evaluating Firm's Internal Capabilities

UNIT 3: External Environmental Analysis

Macro Environment, Industry analysis, Porter's 5 Forces, Model, Strategic Groups and Strategic Types, I
Competitive Dynamics in an Industry

UNIT 4: Corporate Level Strategies: Portfolio Analysis – BCG and GE models, The Corporate Parent, I
strategies – types of strategies for Growth, Stability & Retrenchment

Business Level Strategy: Porter's Generic strategy model, Strategic Choice, 'Blue-Ocean' Strategy

UNIT 5: Strategy Implementation & Evaluation

Strategy Implementation and challenges, Structural, Cultural and Functional aspects of Implementation –
management in HR, Marketing, Finance, Operations, etc., McKinsey 7S Framework, Corporate Restructuring
Strategy, Strategy Evaluation and Control, Developing Performance, Indicator- Porter's Diamond
Managing Strategic Change

Recommended Text Books:

T1. Azhar, K. "Business Policy and Strategic Management". New Delhi: Tata McGraw Hill
Publication

Recommended Reference Book:

R1. Johnson, & Scholes. "Exploring Corporate Strategy". Prentice Hall India.

- R2.** Hunger and Wheelen, “Strategic Management” New Delhi: Pearson Education.
- R3.** Galbraith, J.R. “Strategy Implementation: The Role of Structure and Process.” West Publishing Co.
- R4.** Macmillan, H. & Tampoe, M. “Strategic Management”. Oxford University Press.
- R5.** Pearce II, Robinson Jr., & Mittal. “Strategic Management: Formulation, Implementation and Control”. Tata McGraw Hill.

COURSE CODE & NAME: CMPCMA402T / E-GOVERNANCE

Course Outcomes

1. Define and describe the concepts of e-governance.
2. Understand and apply the e-governance Models.
3. Demonstrate & assess the requirement of e-governance infrastructure.

UNIT 1: Introduction to E-Government and E-Governance

Difference between E-Government and E-Governance; E-Government as Information System; E-Government; E-Government Life Cycle; Online Service Delivery and Electronic Service Delivery; Evolution and Content of E-Governance; Present Global Trends of Growth in E-Governance

UNIT 2: Models of E-Governance

Introduction; Model of Digital Governance: Broadcasting / Wider Dissemination Model, Critical F Comparative Analysis Model, Mobilization and Lobbying Model, Interactive – Service Model / Government Citizen-to-Government Model (G2C2G); Evolution in E-Governance and Maturity Models: Five Maturity Characteristics of Maturity Levels; Towards Good Governance through E-Governance Models

UNIT 3: E-Government Infrastructure Development

Network Infrastructure; Computing Infrastructure; Data centres; E-Government Architecture; International Framework; Cloud Governance; E-readiness; Data System Infrastructure; Legal Infrastructural Preparedness; Human Infrastructural Preparedness; Technological Infrastructure Preparedness

Recommended Text Books:

T1. C.S. R Prabhu, e-Governance: Concepts and Case studies, prentice hall of India Pvt. Ltd.

Recommended Reference Book:

- R1.** Richard Heeks, Implementing and managing e-Government
- R2.** J. Satyanarayana, e-Government, , prentice hall of India Pvt. Ltd
- R3.** Backus, Michiel, e-Governance in Developing Countries, IICD Research Brief, No. 1, March 2001

COURSE CODE & NAME: CMPCMA406T/ FUNDAMENTALS OF PROJECT MANAGEMENT

Course Outcomes:

1. Able to understand the project idea generation & transmission through Project Planning of Project Management with Tools and Techniques
2. Analyse Project cost, feasibility and performance of it.
3. Develop project proposal and report writing skills.

Unit-1: Introduction of Project Management

Introduction- Concept, classification Need for Project management, Project Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Forms of project organizations.

Project Identification, Execution

Market and demand estimation, demand forecasting; technical factors-Material inputs, technology, location and site selection, layouts, work schedule; Organizing Human Resources and Contracting: Delegation of work, Authorities and responsibilities of project manager, Tendering and Selection of contractors; Skills / abilities required for project manager

Unit-2: Cost Estimation and Projects Financing

Estimation and managing of project cost-financial and non-financial, financial projections. Sources of financing- equity capital and debt capital, venture capital capital from international markets. Feasibility report, Evaluation of the project financial risk and profitability.

Project Appraisal

Technical, Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits;

Risk Analysis: Sources, measures and perspectives on risk, sensitivity analysis, scenario analysis, breakeven analysis, Hiller model, simulation analysis, decision tree analysis, managing risk, project selection under risk, probability approach single as well as multiple projects, Project Termination and Follow-up

Unit-3: Preparation and writing of project proposal, Report

Project Proposal- concept, preparation, format, writing process, vendor selection criteria, and tools of contract administration.

Project Report-concept, format, writing process, presentation of data in project- classification and tabulation of data, graphs (pie chart, line, bar graph, histogram etc.), inferences of data analysis, suggestions and recommendation.

Recommended Text Books:

T1. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)

Recommended Reference Books:

R1. Sharma K. R. Project Management: Text and Practice Paperback (2022), 1st ed.

R2. Khanna, R. B., Project Management-(2021) 1st ed., PHI publication.

R3. Horine, G. Absolute Beginner's Guide to Project Management. 2nd Edition. Que: Press. 2009

COURSE CODE & NAME: CMPCMA4104T / MARKETING OF SERVICES

Course Outcome

1. Understand the concept of services and difference between product and services.
2. Apply the concept of service quality to make the STP process more effective.
Understand the concept of service product mix & promotion mix to make the pricing and service distribution process more efficient
3. Understand the role of communication to make the service recovery process effective.
4. Understand the concept of relationship marketing in service prospective.

UNIT 1: INTRODUCTION

Difference between Product and Services Marketing, Augmented Marketing Mix, Characteristics & Classification of Services.

Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Segmenting, Targeting and Positioning of Services. GAP Model

UNIT 2: SERVICES MARKETING MIX

Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Promotions, Services Distributions

UNIT 3: DELIVERING SERVICE

Role of Communication in Service Marketing, People and Internal Communication, Process of Operational Delivery of Services, Service Recovery, Role of Technology in Services Marketing

UNIT 4: CRM IN SERVICES

Relationship marketing, Customer profitability segment, Relationship- tools and strategies, Use of technology for CRM; **Marketing of Financial Services:** Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Insurance Services.

UNIT 5: SERVICES IN GLOBAL PERSPECTIVE

International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Recommended Text Book:

T1. Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India: Tata Mc Graw Hill (2008).

Recommended Reference Books:

- R1. Rao, K. Ramamohan. Services Marketing. New Delhi India: Pearson Education. (2006).
- R2. Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books (2008).
- R3. Lovelock, Christopher. & Wirtz, Jochen Services Marketing: People, Technology, Strategy. New Delhi India: Pearson Education (2007).
- R4. New Delhi India: Pearson Education (2007).
- R5. Nargundkar, Rajendra Services Marketing: Text & Cases. New Delhi, India: TMH

COURSE CODE & NAME: CMPCMA4106T / RURAL MARKETING

Course Outcomes

1. Develop an understanding of the concept of rural market and their characteristics
2. Understand the impact of personal, socio-cultural and psychological factors on the behavior of rural consumers
3. Apply the concept of STP strategies to design product, pricing, promotion and distribution strategies for rural consumers
4. Understanding the concept of market research and its implication in rural market.
5. Analyze the role of corporate and government institution in rural market

UNIT 1: INTRODUCTION TO RURAL MARKETING

Definition, Characteristics and Dimensions of Rural Markets, Image of Indian Rural Marketing, Approach to Rural Markets of India, Rural Market Profile, Rural Market in India, Size and Scope, Environment of Rural Markets in India, Constraints in Rural Marketing and strategy to overcome the constraints.

UNIT 2: RURAL CONSUMER BEHAVIOUR

Factors affecting Rural Consumer Behaviour, Socio-cultural, Personal, Psychological Factors, Buying Decisions, Buying Behavior Pattern, Buying Evaluation Procedure, Brand Loyalty, Innovation

UNIT 3: RURAL MARKETING STRATEGY

Segmentation, Targeting, Positioning for rural market, Product strategies, Pricing strategies, Distribution strategies.

UNIT 4: RURAL MARKETING COMMUNICATION

Importance of Rural Marketing Communication, Rural Communication Media, Types of Rural Communication, Channels of Rural Communication, Ways to Achieve Effective Rural Communication.

UNIT 5: RURAL MARKETING NETWORK

Intermediaries in the Rural Distribution Channel, Rural Marketing Institution, Corporate Presence in Rural Markets, Factors in Agricultural Marketing, Marketing of Agricultural Input and Non-farm Products, Role of Government in Rural Marketing

Recommended Text Book

T1. Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India: Tata McGraw Hill (2008).

Recommended Reference Books

R1. Rao, K. Ramamohan. Services Marketing. New Delhi India: Pearson Education (2006).

R2. Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books (2008).

R3. Lovelock, Christopher. & Wirtz, Jochen. Services Marketing: People, Technology, Strategy. New Delhi India: Pearson Education (2007).

R4. Nargundkar, Rajendra Services Marketing: Text & Cases. New Delhi, India: TMH (2008).

COURSE CODE & NAME: CMPCMA4204T / BEHAVIOURAL FINANCE

Course Outcomes

1. Understanding concepts of behavioral finance in investment decision.
2. Able to understand and apply learn behavioral theories which influence investment decision its implications for investors.
3. To have acquaintance of behavioral factors involved in financial market.
4. Able to analyze behavioral content involved in corporate financing decision.
5. Analyze and apply the emotional quotient which affects individual's investment decision.

UNIT 1: Introduction to Behavioral finance

Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception, Peculiarities (biases) of quantitative and numerical information perception, Representativeness, Anchoring

UNIT 2: Utility/ Preference Functions

Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making, Theories based on Expected Utility Concept - Investor rationality and market efficiency.

UNIT 3: Behavioral Factors and Financial Markets

The Efficient Markets Hypothesis, Capital Asset Pricing Model, Modern Portfolio Theory, Prospect Theory, Framing and SPA Theory

UNIT 4: Behavioral Corporate Finance

Rational Managers with Irrational Investors Approach, Capital Budgeting, Capital Structure, Dividend Policy, Initial Public Offerings, Merger & Acquisitions (M & A), Agency Conflicts and Corporate Governance, Behavioral Risk Management.

UNIT 5: Emotional and Social Influence on Decision Making:

Investors Behavioral factors: individual investors trading and portfolio, pension participant behavior; Social influence: Objective, social influence on investment and consumption, conspicuous Consumption, Heuristics and Biases.

Recommended Text Book

- T1.** Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.

Recommended Reference Books:

- R1.** Ackert and Deaves, Behavioral Finance: Psychology, Decision-Making, and Markets".
R2. John R. Nofsinger, The Psychology of Investing, Pearson Prentice Hall, (4th Edition)
R3. Meir Statman, What Investors Really Want - Learn the lessons of behavioral Finance, McGraw-

Hill

R4. Brian R. Bruce, Handbook of Behavioral Finance,

R5. Joachim Goldberg, Rüdiger von Nitzsch , Behavioral finance ,Wiley Finance.

COURSE CODE & NAME: CMPCMA4206T / TAXATION LAWS & PRACTICE

Course Outcomes

1. To know the genesis, classification, and constitutional validity of Indian taxation laws.
2. To make the students to elucidate the chargeability of income-tax.
3. To compute the total income by understanding the computation of each head, and related provisions.
4. To understand the assessment and procedure under the Income Tax Act 1961.
5. To Illustrate the chargeability related to indirect tax system with reference to GST and Customs Duty

UNIT 1: Jurisprudence of Taxation:

Concept & Meaning of Tax, Philosophical Approach to Classification of Taxes, Tax Planning, Tax Avoidance, Tax Evasion, and Tax Management, types of taxes: Constitutional Validity of Taxation Law, Construction of Tax Statutes and Relevant Finance Act, Contents of Income Tax Laws,

UNIT 2: Income Tax: Part I – Basis of Charge

Prologue to Income Tax Act 1961, Basis of Charge, Concept of Total Income;

Basic Concepts (Section 1 to Section 4): Person, Assessee & Types, Previous Year, Assessment Year, Income, Maximum Exemption Limit, Tax Rates;

Residential Status (Section 5 to Section 9): Incidence, Classification & Conditions to determine the residential status;

Exempted Incomes (Section 10 to Section 13): Various Exemptions under section 10, section 11 & section 12 and section 13, Concept of Tax Holidays & tax Havens

UNIT 3: Income Tax: Part II – Computation of Total Income

Heads of Incomes under section 14; Concept, Chargeability and Provisions of the head – Salaries (Section 15 to Section 17), House Property (Section 22 to Section 27), Profits & Gains from Business & Profession (Section 28 to Section 44), Capital Gains (Section 45 to Section 55), Income from Other Sources (Section 56 to Section 59), Clubbing of Incomes (Section 60 to Section 69), Set-off and Carry-forward of Losses (Section 70 to Section 80), General Deductions (section 80A to Section 80U)

UNIT 4: Income Tax: Part III – Procedural Provisions

Advance Tax (Section 207 to Section 219), Tax Deducted at Source (Section 192 to Section 194), Filing of Returns (Section 139 to Section 144), Assessments & Procedures

UNIT 5: Indirect Taxes:

GST: concept of GST, VAT Concept & GST, Double Taxation and Cascading Effect, Dual GST Model, Contemporary and Reformatory Issues Levy, Concept of Supply, Time of Supply, value of Supply, Input Tax Credit, Registration.

Customs Duty Law: Background of Customs Duty, Types of Customs Duty, Concept of Computation of Assessable Value and Custom Duty

Recommended Text Book

T1. Singhania, V. K. & Singhania, M. Corporate Tax Planning and Business Tax Procedures. Taxmann Publication, New Delhi.

Recommended Reference Books:

- R1.** Bhatia, H. L. Public Finance. Vikas Publishing House.
- R2.** Mehrotra, H. C. Corporate Tax Planning. Sahitya Bhawan Publication.

COURSE CODE & NAME: CMPCMA4304T / INDUSTRIAL RELATIONS

Course Outcomes

1. Understand the concept of Labour welfare and its sources with its application to remove disputes by industrial dispute Act.
2. Illustrating the constitutional validity of the wages Act and outline the procedure for fixation and revision of minimum rates of wages.
3. Explaining the Legislation related to Social security and Protective provisions in relations to Bonus Act.
4. Identifying the Social security Framework against employment injury and workmen's compensation Act.
5. Summarize the benefits provided under the employees state Insurance Act..

UNIT 1: Industrial Relations

Concept, Scope and Objectives, Significance, Unitary approach, Conflict approach, Weber's social action approach, Gandhian or trusteeship approach, Principles of good industrial relations, Role of State, Employers and the Unions in industrial relation, ILO

UNIT 2: Trade Unionism and Industrial Relations

Forms of collective bargaining, process of negotiation during bargaining, Labor movement or Trade Union Movement, Types and structure of Trade Union, Union security, Functions and Problems of trade unions

UNIT 3: The Trade Union Act, 1926

Definition of a trade union, Registration of trade union, rights and privileges of a registered trade union, Duties and liabilities of a registered trade union, regulations, penalties

UNIT 4: Introduction to Industrial Disputes Act 1947

Meaning, Causes and forms. Industrial Relations machinery to solve industrial disputes: Works Committee, Conciliation, Conciliation Officers--Board of Conciliation – Court of Enquiry, Arbitration, Adjudication-Labor Court-Industrial Tribunal - National Tribunal.

UNIT 5: Worker's Participation in Management

Evolution of Concept, Objectives of W.P.M, Forms of Worker's Participation in India, Sachar Committee and Varma Committee on Worker's Participation. Necessary Conditions for effective working of WPM

Recommended Text Book

T1. Mamoria, C. B., Gankar, S.V., & Mamoria, S. (2010). 13th Edition. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House..2010

Recommended Reference Books:

R1. Sinha, N. 1st Edition. Industrial Relations, Trade Unions and Labour Legislation. New Delhi:

Pearson Education.2004

- R2.** Singh, B.D. Industrial Relations and Labour Laws. New Delhi: Excel Books.2010
- R3.** Kumar, H. L. 3rd Edition. Labour Laws. New Delhi: Universal. Pvt. Ltd.2006
- R4.** Srivastava, S.C4th Edition. Industrial Relations and Labour Laws. New Delhi: VikasPublishing House Pvt .Ltd.2003
- R5.** Singh,P.N.,& Kumar,NEmployee Relations Management. New Delhi: Pearson Publication.2010

COURSE CODE & NAME: CMPCMA4305T / CHANGE MANAGEMENT & ORGANIZATIONAL DEVELOPMENT

Course Outcomes

1. Develop an understanding the theoretical framework, perspectives, theories, and models of organizational change
2. Understanding the concepts, factors and mechanisms underlying resistance to change.
3. Able to outline the patterns and emerging trends in Organizational culture.
4. Learn the concept and relevance of organizational Development
5. Demonstrate the Organizational development interventions and its process

UNIT 1: Organizational Change: Concept of planned change, Internal and External Factors of change, Nadler and Tushman's model, Kotter's eight step model, Strategies for Managing Change

UNIT 2: Resistance to organizational change: Concept, Nature, factors contributing to resistance, mechanisms underlying resistance, the behavioral elements, cognitive and affective processes, Suggestions to overcome resistance to change.

UNIT 3: Organizational culture and change: Introduction, nature, levels, patterns of work culture. Formal and informal components of organizational culture, functions of organizational culture and change, researches on cultural differences in organizations. Organizational culture leadership and firm size.

UNIT 4: An introduction to organization Development: Overview of organizational development: definition, Field of organizational development, Characteristics, Role of change agents and leadership, Assumptions, Values Underlying OD, Relevance of OD.

UNIT 5: Managing the OD process: Diagnosis (Six-box model), Action and program management, Team interventions: Role Analysis Technique, Responsibility Charting. Techno-structural interventions: technical System, Quality Circles, Work Redesign, and Strategic Interventions: Organizational Transformation through Business Process Reengineering. The future of OD: Changing environment and fundamental standards in OD, ethical standards in OD.

Recommended Text Book

T1. Managing organizational change, Palmer, Dunford, Akin, Tata Mc-Graw Hill edition.

Recommended Reference Books:

- R1. Organizational Change and Development; Dipak Kumar Bhattacharyya, Oxford.
- R2. Organization Development; Wendell French and Cicil, H. Bell, Jr, Prentice Hall of India.
- R3. Organization Development and Change Thomas G. Cummings and Christopher G. Worley Thomson.
- R4. Change Management: A Guide to Effective Implementation; Robert A. Paton and James McCalman, Response Books, New Delhi.
- R5. . Organization Change & Development, Kavita Singh, Excel Book.

COURSE CODE & NAME: CMPIMA4401T / Functional Analytics (HR, Marketing, Finance and Operations)

Course Outcomes

1. Mastery of sectorial analytics yields outcomes such as enhanced decision-making in financial domains, improved risk management, targeted marketing, fraud prevention, and deeper insights into customer preferences across various sectors.
2. IBM Congo's learning outcomes include mastering business intelligence and performance management solutions for effective data analysis, reporting, and decision-making in organizational contexts.
3. Advanced Excel skills enable efficient data analysis, dynamic reporting, financial modeling, automation, and data visualization, enhancing decision-making in financial analytics.
4. Orange HRM facilitates streamlined human resource management processes, optimizing employee performance, engagement, and organizational effectiveness
5. Python learning outcomes include the ability to utilize libraries such as Matplotlib and Seaborn for effective data visualization, enabling clear and insightful representation of data trends and patterns.

UNIT-1: Advanced Financial Analytics

- Domains of Financial Analytics: Retail & Investment Banking
- Financial modelling and portfolio analysis
- Quantitative methods, corporate strategy integration
- Cognitive Analytics in fraud detection and customer engagement

Tools: IBM Planning Analytics, Advanced Excel

UNIT-2: Strategic HR Analytics

- HRIS, HRMS & workforce intelligence
- Predictive analytics for attrition, recruitment
- Resource Optimization & Contingency Planning
- Social Analytics and employee sentiment analysis

Tools: IBM SPSS, Watson Analytics, Cognos

UNIT 3 Marketing Analytics in Action

- Marketing funnel and campaign effectiveness
- Customer Lifetime Value (CLV) and churn modelling
- Market Basket Analysis, Targeting & Positioning

- Behavioural analytics across platforms
- Tools: SPSS Modeler, Python

UNIT 4: Python for Business Analytics

- Core Python: data types, file handling, loops, expressions
- Pandas: data Frames and manipulation
- Matplotlib & Seaborn: visualization
- ML models: Regression, SVM, Random Forest

Tools: Python, Jupyter Notebook

UNIT 5: Practical Applications with Orange HRM

- Employee lifecycle management: recruit, select, onboard
- KPI tracking through OrangeHRM
- Strategy-aligned HR analytics use cases
- Hands-on: report generation and dashboard views

Tools: OrangeHRM (Hands-on), Excel Dashboard

Recommended Text Book:

- 1.Data Analytics Made Accessible, by A. Maheshwari
2. Business Analytics: Data Analysis & Decision-Making 5th Edition by S. Christian Albright
- 3.Data Analytics: The Ultimate Beginner's Guide to Data Analytics by Eiward Mize

Recommended Reference Books:

1. Michalewicz, Zbigniew, et al. Adaptive business intelligence. Springer Berlin Heidelberg, 2006.
2. Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking” by Foster Provost & Tom Fawcet

COURSE CODE & NAME: CMPIMA4402T / PROJECT: BUSINESS ANALYTICS FOR DECISION MAKING

Project Title:

Data-Driven Strategic Decision Making in [Choose a Domain: Marketing / Finance / Operations / HR / Supply Chain]

Project Overview:

This project challenges MBA students specializing in Business Analytics to solve a real-world business problem using data-driven methodologies. The project emphasizes applying analytical tools and techniques to derive actionable business insights that influence strategic decision-making.

Goals of the Project:

Understand a business problem within a specific functional area.

Collect and clean relevant data from primary or secondary sources.

Use tools and platforms such as Excel, Python, Tableau/Power BI, and SQL for data analysis and visualization.

Generate business insights and recommend strategic actions based on analytical findings.

Communicate results effectively through a comprehensive report and executive presentation.

Student Expectations:

Define the problem statement clearly with scope and objectives.

Perform exploratory data analysis (EDA) to understand patterns and anomalies.

Create dashboards and visualizations to support insights using Tableau or Power BI.

Recommend strategic decisions based on findings.

Prepare a final report and present it to a panel of faculty and industry experts.

Deliverables:

Final Report (40–50 pages with visualizations)