



# PRESIDENCY UNIVERSITY

Presidency University Act, 2013 of the Karnataka Act No. 41 of 2013 | Established under Section 2(f) of UGC Act, 1956  
Approved by AICTE, New Delhi



## **School of Management**

### **Department of Master of Business Administration (MBA)**

#### **CURRICULUM STRUCTURE**

**based on Choice Based Credit System (CBCS) and  
Outcome Based Education (OBE)**

**Program: Master of Business Administration  
MBA [Banking & Finance management]**

**2023-2025**

**Regulation No: PU/AC-21.17/SOM14/MBA/2023-25**

**Resolution No. 17 of the 21st Meeting of the Academic Council held on 6th  
September 2023, and ratified by the Board of Management in its 22nd Meeting  
held on 2nd November 2023**

**September-2023**

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## **PART A – PROGRAMME REGULATIONS AND CURRICULUM**

### **1. Vision & Mission of the University and the School / Department:**

#### **1.1 Vision of the University:**

To be a Value-driven Global University, excelling beyond peers and creating professionals of integrity and character, having concern and care for society.

#### **1.2 Mission of the University:**

- Commit to be an innovative and inclusive institution by seeking excellence in teaching, research and knowledge-transfer.
- Pursue Research and Development and its dissemination to the community, at large.
- Create, sustain and apply learning in an interdisciplinary environment with consideration for ethical, ecological and economic aspects of nation building.
- Provide knowledge-based technological support and services to the industry in its growth and development.
- To impart globally-applicable skill-sets to students through flexible course offerings and support industry's requirement and inculcate a spirit of new-venture creation.

#### **1.3 Vision of the School:**

To inspire and develop responsible leaders who generate meaningful and lasting impact on businesses, communities, and society

#### **1.4 Mission of the School:**

Our mission is to provide students with the knowledge, skills, and ethical foundation needed to lead with integrity and drive sustainable change in business and society

### **2. Preamble to the Program Regulations and Curriculum**

This is the subset of Academic Regulations and it is to be followed as a requirement for the award of Master of Business Administration (MBA-Banking and Finance Management) Degree.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Social Project Based Learning, Industrial Training, and Internship to enable the students to become eligible and fully equipped for employment in industries, choose higher studies or entrepreneurship.

In exercise of the powers conferred by and in discharge of duties assigned under the relevant provision(s) of the Act, Statutes and Academic Regulations of the University, the Academic Council hereby makes the following Regulations.

### **3. Short Title and Commencement:**

- a. These Regulations shall be called the Master of Business Administration (MBA-Banking and Finance Management) Program Regulations and Curriculum 2023-2025.
- b. These Regulations are subject to, and pursuant to the Academic Regulations.
- c. These Regulations shall be applicable to the ongoing Master of Business Administration (MBA-Banking and Finance Management) Programs of the 2023-2025 batch, and to all other Master of Business Administration (MBA-Banking and Finance Management) Programs which may be introduced in future.
- d. These Regulations shall supersede all the earlier Master of Business Administration (MBA-Banking and Finance Management) Program Regulations and Curriculum, along with all the amendments thereto.
- e. These Regulations shall come into force from the Academic Year 2023-2024.

### **4. Definitions**

In these Regulations, unless the context otherwise requires:

- a. *"Academic Calendar" means the schedule of academic and miscellaneous events as approved by the Vice Chancellor;*
- b. *"Academic Council" means the Academic Council of the University;*
- c. *"Academic Regulations" means the Academic Regulations, of the University;*
- d. *"Academic Term" means a Semester or Summer Term;*
- e. *"Act" means the Presidency University Act, 2013;*
- f. *"AICTE" means All India Council for Technical Education;*
- g. *"Basket" means a group of courses bundled together based on the nature/type of the course;*
- h. *"BOE" means the Board of Examinations of the University;*
- i. *"BOG" means the Board of Governors of the University;*
- j. *"BOM" means the Board of Management of the University;*
- k. *"BOS" means the Board of Studies of a particular Department/Program of Study of the University;*
- l. *"CGPA" means Cumulative Grade Point Average as defined in the Academic Regulations;*
- m. *"Clause" means the duly numbered Clause, with Sub-Clauses included, if any, of these Regulations;*
- n. *"COE" means the Controller of Examinations of the University;*
- o. *"Course In Charge" means the teacher/faculty member responsible for developing and organizing the delivery of the Course;*
- p. *"Course Instructor" means the teacher/faculty member responsible for teaching and evaluation of a Course;*
- q. *"Course" means a specific subject usually identified by its Course-code and Course-title, with specified credits and syllabus/course-description, a set of references, taught by some teacher(s)/course-instructor(s) to a specific class (group of students) during a specific Academic Term;*
- r. *"Curriculum Structure" means the Curriculum governing a specific Degree Program offered by the University, and, includes the set of Baskets of Courses along with*

*minimum credit requirements to be earned under each basket for a degree/degree with specialization/minor/honors in addition to the relevant details of the Courses and Course catalogues (which describes the Course content and other important information about the Course). Any specific requirements for a particular program may be brought into the Curriculum structure of the specific program and relevant approvals should be taken from the BOS and Academic Council at that time.*

- s. *"DAC" means the Departmental Academic Committee of a concerned Department/Program of Study of the University;*
- t. *"Dean" means the Dean / Director of the concerned School;*
- u. *"Degree Program" includes all Degree Programs;*
- v. *"Department" means the Department offering the degree Program(s) / Course(s) / School offering the concerned Degree Programs / other Administrative Offices;*
- w. *"Discipline" means specialization or branch of MBA Degree Program;*
- x. *"HOD" means the Head of the concerned Department;*
- y. *"L-T-P-C" means Lecture-Tutorial-Practical-Credit – refers to the teaching – learning periods and the credit associated;*
- z. *"MOOC" means Massive Open Online Courses;*
- aa. *"MOU" means the Memorandum of Understanding;*
- bb. *"NPTEL" means National Program on Technology Enhanced Learning;*
- cc. *"Parent Department" means the department that offers the Degree Program that a student undergoes;*
- dd. *"Program Head" means the administrative head of a particular Degree Program/s;*
- ee. *"Program Regulations" means the Master of Business Administration Degree Program Regulations and Curriculum 2023-2025;*
- ff. *"Program" means the Master of Business Administration (MBA) Degree Program;*
- gg. *"PSOM" means the Presidency School of Management;*
- hh. *"Registrar" means the Registrar of the University;*
- ii. *"School" means a constituent institution of the University established for monitoring, supervising and guiding, teaching, training and research activities in broadly related fields of studies;*
- jj. *"Section" means the duly numbered Section, with Clauses included in that Section, of these Regulations;*
- kk. *"SGPA" means the Semester Grade Point Average as defined in the Academic Regulations;*
- ll. *"Statutes" means the Statutes of Presidency University;*
- mm. *"Sub-Clause" means the duly numbered Sub-Clause of these Program Regulations;*
- nn. *"Summer Term" means an additional Academic Term conducted during the summer break (typically in June-July) for a duration of about eight (08) calendar weeks, with a minimum of thirty (30) University teaching days;*
- oo. *"SWAYAM" means Study Webs of Active Learning for Young Aspiring Minds.*
- pp. *"UGC" means University Grants Commission;*
- qq. *"University" means Presidency University, Bengaluru; and*
- rr. *"Vice Chancellor" means the Vice Chancellor of the University.*

## **5. Program Description:**

The Master of Business Administration (MBA-Banking and Finance Management) Program Regulations and Curriculum 2023-2025 are subject to, and, pursuant to the Academic Regulations. These Program Regulations shall be applicable to the following ongoing Master of Business Administration (MBA-Banking and Finance Management) Programs of 2023-2025 offered by the Presidency School of Management (PSOM):

1. MBA
2. MBA (Business Analytics)
3. MBA (Digital Marketing)
4. MBA (Marketing & Finance)
5. MBA (Banking & Finance Management)

**5.1** These Program Regulations shall be applicable to other similar programs, which may be introduced in future.

**5.2** These Regulations may evolve and get amended or modified or changed through appropriate approvals from the Academic Council, from time to time, and shall be binding on all concerned.

**5.3** The effect of periodic amendments or changes in the Program Regulations, on the students admitted in earlier years, shall be dealt with appropriately and carefully, so as to ensure that those students are not subjected to any unfair situation whatsoever, although they are required to conform to these revised Program Regulations, without any undue favor or considerations:

## **6. Minimum and Maximum Duration:**

6.1 Master of Business Administration (MBA-Banking and Finance Management) Degree Program is a Two-Year, Full-Time Semester based program. The minimum duration of the MBA Program is two (02) years and each year comprises of two academic Semesters (Odd and Even Semesters) and hence the duration of the MBA-Banking and Finance Management program is four (04) Semesters.

6.2 A student who for whatever reason is not able to complete the Program within the normal period or the minimum duration (number of years) prescribed for the Program, may be allowed a period of two years beyond the normal period to complete the mandatory minimum credits requirement as prescribed by the concerned Program Regulations and Curriculum. In general, the permissible maximum duration (number of years) for completion of Program is 'N' + 2 years, where 'N' stands for the normal or minimum duration (number of years) for completion of the concerned Program as prescribed by the concerned Program Regulations and Curriculum.

- 6.3 The time taken by the student to improve Grades/CGPA, and in case of temporary withdrawal/re-joining (Refer to Clause **Error! Reference source not found.** of Academic Regulations), shall be counted in the permissible maximum duration for completion of a Program.
- 6.4 In exceptional circumstances, such as temporary withdrawal for medical exigencies where there is a prolonged hospitalization and/or treatment, as certified through hospital/medical records, women students requiring extended maternity break (certified by registered medical practitioner), and, outstanding sportspersons representing the University/State/India requiring extended time to participate in National/International sports events, a further extension of one (01) year may be granted on the approval of the Academic Council.
- 6.5 The enrolment of the student who fails to complete the mandatory requirements for the award of the concerned Degree (refer Section 19.**Error! Reference source not found.** of Academic Regulations) in the prescribed maximum duration (Sub-Clauses 18.1 and 18.2 of Academic Regulations), shall stand terminated and no Degree shall be awarded.

## **7. Programme Educational Objectives (PEO)**

After two years of successful completion of the program, the graduates shall be:

**PEO1:** Industry ready graduates having high integrity, social responsibility & leadership capabilities.

**PEO2:** Enhanced with analytical skills and design thinking approach to solve business problems.

**PEO3:** Able to foster entrepreneurial mind set through creativity and innovation.

**PEO4:** Enabled graduates to engage in and benefit from lifelong learning.

## **8. Programme Outcomes (PO) and Programme Specific Outcomes (PSO)**

### **8.1 Programme Outcomes (PO)**

On successful completion of the Program, the students shall be able to:

**PO1:** An ability to lead themselves and others to achieve organizational goals contributing effectively to a team environment.

**PO2:** An ability to integrate functional knowledge and apply managerial skills in changing business environment.

**PO3:** An ability to identify real life problems in different management functions and solve them through strategic planning, critical thinking and innovation.

**PO4:** An ability to identify and evaluate business ideas and opportunities.



- PO5:** An ability to make data driven decisions and effectively communicate to different stakeholders.
- PO6:** An ability to evaluate and integrate ethical and societal considerations when making business decisions.
- PO7:** An ability to demonstrate commitment to continuous learning.

## **8.2 Program Specific Outcomes [PSOs]:**

On successful completion of the Program, the students shall be able to:

On successful completion of the Master of Business Administration (MBA-Banking and Finance Management) program from Presidency University, the student shall possess:

- PSO1** Understand the operational aspects of banking, including retail banking, corporate banking, and treasury management, to manage and improve banking processes and customer service.
- PSO2** Explore the role of technology in financial services, including the impact of FinTech innovations on traditional banking and finance, and how to leverage these technologies for competitive advantage.
- PSO3** Analyze financial statements and reports to assess the financial health of organizations.
- PSO4** Analyze corporate financial strategies, including capital structure, financing decisions, and valuation techniques, to optimize business performance and shareholder value.
- PSO5** Uphold ethical standards and corporate governance practices in all financial dealings, ensuring transparency, accountability, and trust in financial services.

## **9. Admission Criteria (as per the concerned Statutory Body)**

The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in the qualifying examinations; provided that forty percent of the admissions in all Programs of the University shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the State Government from time to time. The admission criteria to the MBA-Banking and Finance Management Program is listed in the following Sub-Clauses:

- 9.1** An applicant must have a graduation degree in any field from a recognized university with a minimum of 50% marks in the qualifying examination for the general category or 45% marks for SC/ST and other reserved categories and must have appeared in any national or state-level entrance examination such as CAT, XAT, MAT, CMAT, ATMA, or KMAT.
- 9.2** Reservation for the SC / ST and other backward classes shall be made in accordance with the directives issued by the Government of Karnataka from time to time.

- 9.3** Admissions are offered to Foreign Nationals and Indians living abroad in accordance with the rules applicable for such admission, issued from time to time, by the Government of India.
- 9.4** Candidates must fulfil the medical standards required for admission as prescribed by the University.
- 9.5** If, at any time after admission, it is found that a candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation and any other falsification, the Registrar shall report the matter to the Board of Management (BOM), recommending revoking the admission of the candidate.
- 9.6** The decision of the BOM regarding the admissions is final and binding.

**10. Transfer of student(s) from another recognized University to the 2<sup>nd</sup> year (3<sup>rd</sup> Semester) of the MBA-Banking and Finance Management Program of the University**

A student who has completed the 1<sup>st</sup> Year (i.e., passed in all the Courses / Subjects prescribed for the 1<sup>st</sup> Year) of the MBA-Banking and Finance Management Two-Year Degree Program from another recognized University, may be permitted to transfer to the 2<sup>nd</sup> Year (3<sup>rd</sup> Semester) of the MBA-Banking and Finance Management Program of the University as per the rules and guidelines prescribed in the following Sub-Clauses:

- 10.1.1** The student shall submit the Application for Transfer along with a non-refundable Application Fee (as prescribed by the University from time to time) to the University no later than July of the concerned year for admission to the 2<sup>nd</sup> Year (3<sup>rd</sup> Semester) MBA-Banking and Finance Management Program commencing on August on the year concerned.
- 10.1.2** The student shall submit copies of the respective Marks Cards / Grade Sheets / Certificates along with the Application for Transfer.
- 10.1.3** The transfer may be provided on the condition that the Courses and Credits completed by the concerned student in the 1<sup>st</sup> Year of the MBA-Banking and Finance Management Two Degree Program from the concerned University, are declared equivalent and acceptable by the Equivalence Committee constituted by the Vice Chancellor for this purpose. Further, the Equivalence Committee may also prescribe the Courses and Credits the concerned students shall have to mandatorily complete, if admitted to the 2<sup>nd</sup> Year of the MBA-Banking and Finance Management Program of the University.
- 10.1.4** The Program / Discipline allotted to the student concerned shall be the decision of the University and binding on the student.

## **11.Change of Program**

A student admitted to a particular Program of the MBA-Banking and Finance Management Program will normally continue studying in that Program till the completion of the program. However, the University reserves the right to provide the option for a change of Program, or not to provide the option for a change of Program, at the end of 1<sup>st</sup> Year of the MBA-Banking and Finance Management Program to eligible students in accordance with the following rules and guidelines: framed by the University from time to time.

- 11.1** Normally, only those students, who have passed all the Courses prescribed for the 1<sup>st</sup> Year of the MBA-Banking and Finance Management Program and obtained a CGPA of not less than 6.00 at the end of the 2<sup>nd</sup> Semester, shall be eligible for consideration for a change of Program.
- 11.2** Change of Program, if provided, shall be made effective from the commencement of the 3<sup>rd</sup> Semester of the MBA-Banking and Finance Management Program. There shall be no provision for change of Program thereafter under any circumstances whatsoever.
- 11.3** The student provided with the change of Program shall fully adhere to and comply with the Program Regulations of the concerned Program of the MBA Program, the Fee Policy pertaining to that Program of the MBA-Banking and Finance Management Program, and, all other rules pertaining to the changed Program existing at the time.
- 11.4** Change of Program once made shall be final and binding on the student. No student shall be permitted, under any circumstances, to refuse the change of Program offered.
- 11.5** The eligible student may be allowed a change in Program, strictly in order of *inter se* merit, subject to the conditions given below:
  - 11.5.1** The actual number of students in the 3<sup>rd</sup> Semester in any particular Program to which the transfer is to be made, should not exceed the intake fixed by the University for the concerned Program;
  - 11.5.2** The actual number of students in any Program from which transfer is being sought does not fall below 75% of the total intake fixed by the University for the concerned Program.
  - 11.5.3** The process of change of Program shall be completed within the first five days of Registration for the 3<sup>rd</sup> Semester of the MBA-Banking and Finance Management Program.

**12. Specific Regulations regarding Assessment and Evaluation – including the Assessment Details of NTCC Courses, Weightages of Continuous Assessment and End Term Examination for various Course Categories**

**12.1** The academic performance evaluation of a student in a Course shall be according to the University Letter Grading System based on the class performance distribution in the Course.

**12.2** Academic performance evaluation of every registered student in every Course registered by the student is carried out through various components of Assessments spread across the Semester. The nature of components of Continuous Assessments and the weightage given to each component of Continuous Assessments (refer Clause 0) shall be clearly defined in the Course Plan for every Course, and approved by the DAC.

**12.3** Format of the End-Term examination shall be specified in the Course Plan.

**12.4** Grading is the process of rewarding the students for their overall performance in each Course. The University follows the system of Relative Grading with statistical approach to classify the students based on the relative performance of the students registered in the concerned Course except in the following cases:

- Non-Teaching Credit Courses (NTCC)
- Courses with a class strength less than 30

Absolute grading method may be adopted, where necessary with prior approval of concerned DAC.

Grading shall be done at the end of the Academic Term by considering the aggregate performance of the student in all components of Assessments prescribed for the Course. Letter Grades (Clause **Error! Reference source not found.**) shall be awarded to a student based on her/his overall performance relative to the class performance distribution in the concerned Course. These Letter Grades not only indicate a qualitative assessment of the student’s performance but also carry a quantitative (numeric) equivalent called the Grade Point.

**12.5 Assessment Components and Weightage**

**Table 12.5.1: Assessment Components and Weightage for different category of Courses**

Theory Courses - Weightage - 60: 40						
Continuous Assessment* - 25%				Midterm	End term	Total
Assessment 1	Assessment 2	Assessment 3	Assessment 4			
				25%	50%	100%

Lab/CA Courses - Weightage - 75: 25					
Continuous Assessment* - 100%					Total 100%
Practice Assessment 1	Practice Assessment 2	Practice Assessment 3	Practice Assessment 4	4	

**\*Minimum 03 assessments.**

**Skill based Courses** like Industry Internship, Capstone project, Research Dissertation, Integrative Studio, Interdisciplinary Project, Summer / Short Internship, Social Engagement / Field Projects, Portfolio, and such similar Non-Teaching Credit Courses, where the pedagogy does not lend itself to a typical L-T-P structure.

Guidelines for the assessment components for the various types of Courses, with recommended weightages, shall be specified in the concerned Program Regulations and Curriculum / Course Plans, as applicable.

The exact weightages of Evaluation Components shall be clearly specified in the concerned PRC and respective Course Plan.

Normally, for Practice/Skill based Courses, without a defined credit structure (L-T-P) [NTCC], but with assigned Credits (as defined in Clause **Error! Reference source not found.** of the Academic Regulations), the method of evaluation shall be based only on Continuous Assessments. The various components of Continuous Assessments, the distribution of weightage among such components, and the method of evaluation/assessment, shall be as decided and indicated in the Course Plan/PRC. The same shall be approved by the respective DAC.

## **12.6 Minimum Performance Criteria:**

### **12.6.1 Theory only Course and Lab/Practice Embedded Theory Course**

A student shall satisfy the following minimum performance criteria to be eligible to earn the credits towards the concerned Course:

- a. A student must obtain a minimum of 30% of the total marks/weightage assigned to the End Term Examinations in the concerned Course.
- b. The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of the components of Continuous Assessments, Mid Term Examinations and End Term Examinations in the concerned Course.

### **12.6.2 Lab/Practice only Course and Project Based Courses**

The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of all assessment components in the concerned Course.

**12.6.2.1** A student who fails to meet the minimum performance criteria listed above in a Course shall be declared as "Fail" and given "F" Grade in the concerned Course. For theory Courses, the student shall have to re-appear in the "Make-Up Examinations" as scheduled by the University in any subsequent semester, or, re-appear in the End Term Examinations of the same Course when it is scheduled at the end of the following Semester or Summer Term, if offered. The marks obtained in the Continuous Assessments (other than the End Term Examination) shall be carried forward and be included in computing the final grade, if the student secures the minimum requirements (as per Clause 12.6.1, 12.6.2) in the "Make-Up Examinations" of the concerned Course. Further, the student has an option to re-register for the Course and clear the same in the summer term/ subsequent semester if he/she wishes to do so, provided the Course is offered.

### **13 Additional clarifications - Rules and Guidelines for Transfer of Credits from MOOC, etc. – Note: These are covered in Academic Regulations.**

The University allows students to acquire credits from other Indian or foreign institutions and/or Massive Open Online Course (MOOC) platforms, subject to prior approval. These credits may be transferred and counted toward fulfilling the minimum credit requirements for the award of a degree. The process of transfer of credits is governed by the following rules and guidelines:

- 13.1** The transfer of credits shall be examined and recommended by the Equivalence Committee (Refer **Error! Reference source not found.**) and approved by the Dean - Academics.
- 13.2** Students may earn credits from other Indian or foreign Universities/Institutions with which the University has an MOU, and that MOU shall have specific provisions, rules and guidelines for transfer of credits. These transferred credits shall be counted towards the minimum credit requirements for the award of the degree.
- 13.3** Students may earn credits by registering for Online Courses offered by *Study Web of Active Learning by Young and Aspiring Minds* (SWAYAM) and *National Program on Technology Enhanced Learning* (NPTEL), or other such recognized Bodies/ Universities/Institutions as approved by the concerned BOS and Academic Council from time to time. The concerned School/Parent Department shall publish/include

the approved list of Courses and the rules and guidelines governing such transfer of credits of the concerned Program from time to time. The Rules and Guidelines for the transfer of credits specifically from the Online Courses conducted by SWAYAM/NPTEL/ other approved MOOCs are as stated in the following Sub-Clauses:

- 13.3.1** A student may complete SWAYAM/NPTEL/other approved MOOCs as mentioned in Clause and transfer equivalent credits to partially or fully complete the mandatory credit requirements of Discipline Elective Courses and/or the mandatory credit requirements of Open Elective Courses as prescribed in the concerned Curriculum Structure. However, it is the sole responsibility of the student to complete the mandatory credit requirements of the Discipline Elective Courses and the Open Elective Courses as prescribed by the Curriculum Structure of the concerned Program.
- 13.3.2** SWAYAM/NPTEL/ other approved MOOCs as mentioned in Clause shall be approved by the concerned Board of Studies and placed (as Annexures) in the concerned PRC.
- 13.3.3** Parent Departments may release a list of SWAYAM/NPTEL/other approved MOOCs for Pre-Registration as per schedule in the Academic Calendar or through University Notification to this effect.
- 13.3.4** Students may Pre-Register for the SWAYAM/NPTEL/other approved MOOCs in the respective Departments and register for the same Courses as per the schedule announced by respective Online Course Offering body/institute/university.
- 13.3.5** A student shall request for transfer of credits only from such approved Courses as mentioned in Sub-Clause, above.
- 13.3.6** SWAYAM/NPTEL/other approved MOOCs Courses are considered for transfer of credits only if the concerned student has successfully completed the SWAYAM/NPTEL/other approved MOOCs and obtained a certificate of successful/satisfactory completion.
- 13.3.7** A student who has successfully completed the approved SWAYAM/NPTEL/ other approved MOOCs and wants to avail the provision of transfer of equivalent credits, must submit the original Certificate of Completion, or such similar authorized documents to the HOD concerned, with a written request for the transfer of the equivalent credits. On verification of the Certificates/Documents and approval by the HOD concerned, the Course(s) and equivalent Credits shall have forwarded to the COE for processing of results of the concerned Academic Term.

**13.3.8** The credit equivalence of the SWAYAM/NPTEL/other approved MOOCs are based on Course durations and/or as recommended by the Course offering body/institute/university. The Credit Equivalence mapped to SWAYAM/ NPTEL approved Courses based on Course durations for transfer of credits is summarized in Table shown below. The Grade will be calculated from the marks received by the Absolute Grading Table.

<b>Sl. No.</b>	<b>Course Duration</b>	<b>Credit Equivalence</b>
1	4 Weeks	1 Credit
2	8 Weeks	2 Credits
3	12 Weeks	3 Credits

**13.3.9** The maximum permissible number of credits that a student may request for credit transfer from MOOCs shall not exceed 20% of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree.

**13.3.10** The University shall not reimburse any fees/expense; a student may incur for the SWAYAM/NPTEL/other approved MOOCs.

**13.4** The maximum number of credits that can be transferred by a student shall be limited to forty percent (40%) of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree. However, the grades obtained in the Courses transferred from other Institutions/MOOCs, as mentioned in this Section, shall not be included in the calculation of the CGPA.



## PART B- PROGRAM STRUCTURE

### 14 Structure/Component with Credit Requirements Course Baskets and Minimum Basket Wise Credit Requirements:

The Master of Business Administration (MBA-Banking and Finance Management) Program Structure (2023-2025) totaling 102 credits. Table 14.1.3 summarizes the type of baskets, number of courses under each basket and the associated credits that are mandatorily required for the completion of the Degree.

<b>Table 14.1.3: Master of Business Administration (MBA-Banking and Finance Management) Program Structure 2023-2025: Summary of Mandatory Courses and Minimum Credit Contribution from various Baskets</b>		
<b>Sl. No.</b>	<b>Baskets</b>	<b>Credit Contribution</b>
1	SCHOOL CORE	29
2	PROGRAM CORE	33
3	DISCIPLINE ELECTIVE	34
4	OPEN ELECTIVE	6
	<b>Total Credits</b>	<b>102 (Minimum)</b>

In the entire Program, the practical and skill based course component contribute to an extent of approximately 57% out of the total credits of 102 for Master of Business Administration (MBA-Banking and Finance Management) program of two years' duration.

### 15 Minimum Total Credit Requirements of Award of Degree:

As per the AICTE guidelines, a minimum of 102 credits is required for the award of a Master of Business Administration (MBA-Banking and Finance Management) degree.

### 16 Other Specific Requirements for Award of Degree, if any, as prescribed by the Statutory Bodies.

- 16.1 The award of the Degree shall be recommended by the Board of Examinations and approved by the Academic Council and Board of Management of the University.
- 16.2 A student shall be declared to be eligible for the award of the concerned Degree if she/he:

- a. Fulfilled the Minimum Credit Requirements and the Minimum Credits requirements under various baskets;
- b. Secure a minimum CGPA of 5.00 in the concerned Program at the end of the Semester/Academic Term in which she/he completes all the requirements for the award of the Degree as specified in Sub-Clause a of Academic Regulations;
- c. No dues to the University, Departments, Hostels, Library, and any other such Centers/ Departments of the University; and
- d. No disciplinary action is pending against her/him.

## PART C- CURRICULUM STRUCTURE/LIST

### 17 Curriculum Structure – Basket Wise Course List of Courses Tabled – aligned to the Program Structure

(Course Code, Course Name, Credit Structure (LTPC), Contact Hours, Course Basket, Type of Skills etc., as applicable).

**Table 17.1.4: Master of Business Administration (MBA-Banking and Finance Management) Program Structure 2023-2025: Program Core Course (PCC)**

S. No.	Course Type	COURSECODE	COURSE NAME	L	T	P	C
1	Program Core	MBA2034	Accounting for Managers	4	0	0	4
2	Program Core	MBA2036	Organizational Behaviour	4	0	0	4
3	Program Core	MBA2035	Sales and Marketing Management	4	0	0	4
4	Program Core	MBA2024	Financial Management	4	0	0	4
5	Program Core	MBA2027	Human Resource Management	3	0	0	3
6	Program Core	MBA2020	Fundamentals of Business Analytics	2	0	0	2
7	Program Core	MBA2038	Digital and Strategic Marketing	3	0	0	3
8	Program Core	MBA2033	Business Research Methods	3	0	0	3
9	Program Core	MBA2040	Production and Logistics Management	3	0	0	3
10	Program Core	MBA3052	Corporate Strategy	3	0	0	3

**Table 17.1.4: Master of Business Administration (MBA-Banking and Finance Management) Program Structure 2023-2025: Program Core Course (PCC)**

S. No.	Course Type	COURSECODE	COURSE NAME	L	T	P	C
1	School Core	MBA3051	Entrepreneurship and Business Ethics	3	0	0	3
2	School Core	MBA1007	Business Statistics	4	0	0	4
3	School Core	ENG2006	Business Communication	2	0	0	2
4	School Core	MBA1012	Data Analysis using Spread Sheets	0	0	4	2
5	School Core	PPS1003	Personality Development - Basics	0	0	2	1
6	School Core	MBA1015	Economics for Managers	4	0	0	4
7	School Core	PPS4001	Aptitude Training	0	0	2	1

8	School Core	PPS2010	Personality Development - Intermediate	0	0	2	1
9	School Core	MBA1018	Technology Foundations for Business	2	0	0	2
10	School Core	MBA3001	Business Law	3	0	0	3
11	School Core	PPS3008	Personality Development - Advanced	0	0	2	1
12	School Core	PPS4003	Aptitude Training - Advanced	0	0	2	1
13	School Core	MBA3050	Current Affairs	1	0	0	1
14	School Core	MBA3065	Summer Internship Project	-	-	-	3

### **18 Practical/Skill based Courses – Internships/Thesis/Dissertation/Capstone Project Work/Portfolio/Mini project:**

Practical / Skill based Courses like internship, project work, capstone project, research project / dissertation, and such similar courses, where the pedagogy does not lend itself to a typical L-T-P-C Structure as defined in Clause 5.1 of the Academic Regulations, are simply assigned the number of Credits based on the quantum of work / effort required to fulfill the learning objectives and outcomes prescribed for the concerned Courses. Such courses are referred to as Non-Teaching Credit Courses (NTCC). These Courses are designed to provide students with hands-on experience and skills essential for their professional development. These courses aim to equip students with abilities in problem identification, root cause analysis, problem-solving, innovation, and design thinking through industry exposure and project-based learning. The expected outcomes are first level proficiency in problem solving and design thinking skills to better equip MBA graduates for their professional careers. The method of evaluation and grading for the Practical / Skill based Courses shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations). The same shall be prescribed in the Course Handout.

#### **18.1 Internship**

A student may undergo an internship for a period of 4-6 weeks in an industry / company or academic / research institution during the Semester Break between 2<sup>nd</sup> and 3<sup>rd</sup> Semesters, subject to the following conditions:

**18.1.1** The Internship shall be conducted in accordance with the Internship Policy prescribed by the University from time to time.

**18.1.2** The number of Internships available for the concerned Academic Term. Further, the available number of internships shall be awarded to the students by the University on the basis of merit using the CGPA secured by the student. Provided further, the student fulfils the criteria, as applicable, specified by the Industry / Company or academic / research institution providing the Internship, as stated in Sub-Clause 2.6.1.2 above.

**18.1.3** A student may opt for Internship in an Industry / Company or academic / research institution of her / his choice, subject to the condition that the concerned student takes the responsibility to arrange the Internship on her / his own. Provided further, that the Industry / Company or academic / research institution offering such Internship confirms to the University that the Internship shall be conducted in accordance with the Program Regulations and Internship Policy of the University.

**18.1.4** A student selected for an Internship in an industry / company or academic / research institution shall adhere to all the rules and guidelines prescribed in the Internship Policy of the University.

## **18.2 Dissertation**

A student may opt to do a Research Project / Dissertation for a period of 6-8 weeks in an Industry / Company or academic / research institution or the University Department(s) as an equivalence of Capstone Project, subject to the following conditions:

**18.2.1** The Research Project / Dissertation shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.

The student may do the Research Project / Dissertation in an Industry / Company or academic / research institution of her / his choice subject to the above mentioned condition (Sub-Clause 2.6.4.1). Provided further, that the Industry / Company or academic / research institution offering such Research Project / Dissertation confirms to the University that the Research Project / Dissertation work will be conducted in accordance with the Program Regulations and requirements of the University.

## **19 List of Elective Courses under various Specializations/Stream Basket**

Sl. No.	Course Code	Course Name	L	T	P	C	Type of Skill/Focus	Course Caters to	Pre/Co-Requisites	Anti requisites	Future Courses in that need this Course as Prerequisite

	<b>DISCIPLINE ELECTIVE - Minimum Credits to be earned from this basket</b>						<b>36</b>						
	Banking and Finance												
1	MBA3056	Financial Modelling using Spreadsheets	3	0	0	3	DSEC	Employability					
2	MBA3005	Investment Management	3	0	0	3	DSEC	Employability					
3	MBA3006	Financial Markets and Services	3	0	0	3	DSEC	Employability					
4	MBA3102	Taxation	3	0	0	3	DSEC	Employability					
5	MBA3097	Derivatives and Risk Management	3	0	0	3	DSEC	Employability					
6	MBA3100	International Finance	3	0	0	3	DSEC	Employability					
7	MBA3073	Mergers, Acquisitions and Corporate Restructuring	3	0	0	3	DSEC	Employability					
8	MBA2026	Cost Accounting	3	0	0	3	DSEC	Employability					
9	MBA3087	Financial Analytics	3	0	0	3	DSEC	Employability					
10	MBA3082	FinTech	3	0	0	3	DSEC	Employability					
11	MBA3069	Commercial Banking	3	0	0	3	DSEC	Employability					
12	MBA3101	Project Finance and Appraisal	3	0	0	3	DSEC	Employability					
13	MBA3092	Technology for BFSI	3	0	0	3	DSEC	Employability					
14	MBA3071	Treasury Operations Management	3	0	0	3	DSEC	Employability					
15	MBA3070	Retail Banking	3	0	0	3	DSEC	Employability					
16	MBA3072	Marketing of Financial Services	3	0	0	3	DSEC	Employability					

17	MBA3089	Forex Management and International Banking	3	0	0	3	DSEC	Employability			
18	MBA3148	Business Valuation and Equity Research	3	0	0	3	DSEC	Employability			
19	MBA3149	Credit Risk Management	3	0	0	3	DSEC	Employability			
20	MBA3150	Technology in Banking	3	0	0	3	DSEC	Employability			
Dissertation/Field Immersion/ ELECTIVE - Minimum Credits to be earned from this basket Management - Industry Collaborative Courses											
21	MBA3064	Summer Internship Project			0	0	0	4	ICC	EM	
22	MBA4046	Dissertation			0	0	0	4	ICC	EM	

**20 List of Open Electives to be offered by the School / Department (Separately for ODD and EVEN Semesters).**

Management - Open Electives Courses											
23	MBA3042	Innovation and Business Incubation	3	0	0	3	ASEC	EM			
24	MBA3037	Personal Wealth Management	3	0	0	3	ASEC	EM			
25	MBA3038	Team Dynamics	3	0	0	3	ASEC	EM			
26	MBA3039	Market Research	3	0	0	3	ASEC	EM			
27	MBA2023	Design Thinking for Business Innovation	3	0	0	3	ASEC	EM			
28	MBA3046	Game Theory in Business	3	0	0	3	ASEC	EM			
29	MBA3047	Data Story TellingS	3	0	0	3	ASEC	EM			
30	MBA3048	Environmental Sustainability and Value Creation	3	0	0	3	ASEC	EM			
31	MBA3049	Industry 4.0	3	0	0	3	ASEC	EM			
32	MBA3170	Introduction to Artificial Intelligence with Python	3	0	0	3	ASEC	EM			

**21 List of MOOC (NPTEL) Courses:**

SI No.	Finance Area	Duration
1	Advanced Trading Algorithms	12-15 Weeks

2	New Venture Finance: Start-up Funding for Entrepreneurs	12-15 Weeks
3	Interest Rate Models	12-15 Weeks
4	Sustainability: The Role of Non-Financial Reporting	12-15 Weeks
	<b>Marketing:</b>	
1	AI in Marketing by Prof. Rahman, IIT Roorkee	12-15 Weeks
2	Innovation in Marketing & Marketing of Innovation by Prof. V Sharma, IIT Roorkee	12-15 Weeks
3	Marketing Analytics by Prof. Swagato Chatterjee, IIT Kharagpur	12-15 Weeks
	<b>HR:</b>	
1	Gender Justice and Workplace Security by Prof. D Dube IIT Kharagpur	12-15 Weeks
2	Human Factors Engineering by Prof. Pradip Kumar Ray, Prof. V. K. Tewari, IIT Kharagpur	12-15 Weeks
3	Labour Economics-Theory, Practice by Pattanaik IIT Roorkee	12-15 Weeks
	<b>Business Analytics:</b>	
1	Business Intelligence & Analytics By Prof. Mathew, IIT Madras"	12-15 Weeks
2	Business Analytics For Management Decision By Prof. Pradhan , IIT Kharagpur	12-15 Weeks
3	Prescriptive Analytics By Prof. Murthy , IIMB	12-15 Weeks
	<b>Operations:</b>	
1	Design Thinking - A Primer by Prof. Ashwin Mahalingam, Prof. B Ramadurai, IIT Madras	12-15 Weeks
2	Fundamentals of Artificial intelligence. Prof. SM. Hazarika, IIT Guwahati	12-15 Weeks
3	Product Design & Development by Prof. I Singh, IIT Roorkee	12-15 Weeks
4	E-Business by Prof. Mamata Jenamani IIT Kharagpur	12-15 Weeks

### SUGGESTED SEMESTER WISE COURSE LIST

**22** Recommended Semester Wise Course Structure / Flow including the Programme / Discipline Elective Paths / Options.

<b>MBA</b>	
<b>Sample Course Grid</b>	
<b>I SEMESTER</b>	<b>CREDIT STRUCTURE</b>



S. No.	Course Type	COURSE CODE	COURSE NAME	L	T	P	C
1	School Core	MBA3051	Entrepreneurship and Business Ethics	3	0	0	3
2	School Core	MBA1007	Business Statistics	4	0	0	4
3	School Core	ENG2006	Business Communication	2	0	0	2
4	School Core	MBA1012	Data Analysis using Spread Sheets	0	0	4	2
5	School Core	PPS1003	Personality Development - Basics	0	0	2	1
6	Program Core	MBA2034	Accounting for Managers	4	0	0	4
7	Program Core	MBA2036	Organizational Behaviour	4	0	0	4
8	Program Core	MBA2035	Sales and Marketing Management	4	0	0	4
<b>TOTAL</b>							<b>24</b>
<b>II SEMESTER</b>				<b>CREDIT STRUCTURE</b>			
S. No.	Course Type	COURSE CODE	COURSE NAME	L	T	P	C
1	School Core	MBA1015	Economics for Managers	4	0	0	4
2	School Core	PPS4001	Aptitude Training	0	0	2	1
3	School Core	PPS2010	Personality Development - Intermediate	0	0	2	1
4	School Core	MBA1018	Technology Foundations for Business	2	0	0	2
5	Program Core	MBA2024	Financial Management	4	0	0	4
6	Program Core	MBA2027	Human Resource Management	3	0	0	3
7	Program Core	MBA2020	Fundamentals of Business Analytics	2	0	0	2
8	Program Core	MBA2038	Digital and Strategic Marketing	3	0	0	3
9	Program Core	MBA2033	Business Research Methods	3	0	0	3
10	Program Core	MBA2040	Production and Logistics Management	3	0	0	3
11	Open Elective		Open Elective - 1	3	0	0	3
<b>TOTAL</b>							<b>29</b>
<b>III SEMESTER</b>				<b>CREDIT STRUCTURE</b>			
S. No.	Course Type	COURSE CODE	COURSE NAME	L	T	P	C
1	School Core	MBA3001	Business Law	3	0	0	3
2	School Core	PPS3008	Personality Development - Advanced	0	0	2	1
	School Core	PPS4003	Aptitude Training - Advanced	0	0	2	1
3	School Core	MBA3050	Current Affairs	1	0	0	1
4	School Core	MBA3065	Summer Internship Project	-	-	-	<b>3</b>
5	Program Core	MBA3052	Corporate Strategy	3	0	0	3
6	Discipline Elective	MBAXXXX	Specialization Basket 1 Elective Course -1	3	0	0	3
7	Discipline Elective	MBAXXXX	Specialization Basket 1 Elective Course -2	3	0	0	3
8	Discipline Elective	MBAXXXX	Specialization Basket 1 Elective Course -3	3	0	0	3

9	Discipline Elective	MBAXXXX	Specialization Basket 2 Elective Course -1	3	0	0	3
10	Discipline Elective	MBAXXXX	Specialization Basket 2 Elective Course -2	3	0	0	3
11	Discipline Elective	MBAXXXX	Specialization Basket 2 Elective Course -3	3	0	0	3
<b>TOTAL</b>							<b>30</b>
<b>IV SEMESTER</b>				<b>CREDIT STRUCTURE</b>			
<b>S. No.</b>	<b>Course Type</b>	<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	Discipline Elective	MBAXXXX	Specialization Basket 3 Elective Course - 1	3	0	0	3
2	Discipline Elective	MBAXXXX	Specialization Basket 3 Elective Course -2	3	0	0	3
3	Discipline Elective	MBAXXXX	Specialization Basket 4 Elective Course -1	3	0	0	3
4	Discipline Elective	MBAXXXX	Specialization Basket 4 Elective Course -2	3	0	0	3
5	Discipline Elective	MBA4046	Dissertation	0	0	0	4
6	Open Elective	MBAXXXX	Open Elective - 2	3	0	0	3
							<b>19</b>
<b>Grand Total</b>				<b>102 Credits</b>			

### Course Catalogue

**23** Course Catalogue of all Courses Listed including the Courses Offered by other School / Department and Discipline / Programme Electives – Course Code, Course Name, Prerequisite, Anti-requisite, Course Description, Course Outcome, Course Content (with Blooms Level, CO, No. of Contact Hours), Reference Resources.

## Course Catalogues of MBA (Banking and Finance Management) Program

### I SEMESTER

Course Code: MBA3051	Course Title: Entrepreneurship and Business Ethics Type of Course: General paper	L- T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Completion of General subject in Entrepreneurship and Business Ethics and basics of General Management					
Anti-requisites	NIL					
Course Description	<p>The purpose of this course is to explore business creation and growth as a multidimensional phenomenon in both independent and corporate (Entrepreneurship) settings. By linking theory and practice the course aims to provide students an <i>entrepreneurial perspective</i> and a hands-on experience in the development of new business ventures.</p> <p>The students are given the right exposure to Business ethics, corporate governance &amp; social responsibility, which help them understand new concerns and expectations from various stakeholders in the context of large scale industrial change due to globalization. Opportunities for career progression can happen when there is application of ethical values in everything that one does, which means maintaining transparency and being socially responsible.</p>					
Course Outcomes	<p>On successful completion of the course the students shall be able to:</p> <p>CO 1. Identify the entrepreneurial journey. [Knowledge]</p> <p>CO 2. Develop business plan using business model canvas. [Application]</p> <p>CO 3. Examine the role of technology in business. [Comprehension]</p> <p>CO 4. Understand the social responsibility of corporate towards society. [Comprehension]</p>					
Course Objective:	The course is designed to enhance the skill of entrepreneurship and develop the self-sustainability of students with respect to country s economy,					
Module 1	Entrepreneurial Journey	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours		
Introduction, The Social and economic perspectives of entrepreneurship, Different types of Entrepreneurs, origin, GOI Initiatives, start-up Journey, Key drivers, Entrepreneurial Trinity, Vision- Strategy- Execution Triad,						

leadership and government framework, steps in entrepreneurial journey, key entrepreneurial characteristics, understanding entrepreneurial risks and rewards, ideation, Prototyping, testing, validation and commercialization

Module 2	Business Model Canvas	Assignment (Experiential Learning)	Application	12 Hours
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Understanding and developing business model canvas developed by 'Alexander Osterwalder', Developing and connecting the nine blocks of the canvas, Testing three different companies on the canvas model. Differentiating the nine block conventional canvas with eleven blocks digital canvas.

Module 3	Technology, Innovation and Entrepreneurship	Assignment (Experiential Learning)	Data Collection and Analysis	9 Hours
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Topics: Innovation and economic growth, Disruptive technologies, Disruptive Vs sustainable technologies, Startup Idea Generation • The Process of Innovation and Idea Generation • Systems Thinking as a Method for Innovation • Team Formation • Problem Definition and Asset Mapping • Development of Startup Venture Idea • Customer Ethnography as a Method for Idea Validation

Module 4	Business Ethics and Social Responsibility	Assignment (Experiential Learning)	Data Analysis	12 Hours
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Introduction to Business Ethics, Ethics vs Morals and relationship between morality, ethics and ethical theory, Globalization and ethics, Relevance of Globalization for Business Ethics, Theory and practice, social responsibility of corporate towards society and citizens as a framework of business ethics.

Targeted Application & Tools that can be used:

Exposure to prepare feasible report and techniques used to prepare business plan.

Project work/Assignment:

Project/ Assignment:

Assignment: 1] Refer to recent articles and do the desk research on entrepreneur surveys and analyse the critical factors responsible for feasible report preparation.. (Experiential Learning). (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Assignment: 2] Identify a global organization and bring out the various strategies of new entrepreneurial development and GOI Initiatives to words development of entrepreneurship in India and learning of various CSR activities by referring Books and articles. (PPT and do presentation.) (Experiential Learning)

Text Book

T1 [Abhik Kumar Mukherjee and Shaunak Roy](#) (Author) Publisher –Oxford Higher Education .

References

HBR The Questions Every Entrepreneur Must Answer

<https://hbr.org/1996/11/the-questions-every-entrepreneur-must-answer>

HBR Natural Born Entrepreneur- Natural-Born Entrepreneur

- Harvard Business Review-<https://hbr.org> › 2001/09 › [natural-born-entrepreneur](https://hbr.org).

HBR The Global Entrepreneur

HBR What Entrepreneurs Get Wrong? <https://hbr.org/2013/05/what-entrepreneurs-get-wrong>

Case analysis

Case study ENRON Scandal ,World Com, Toshiba, Satyam, CSR –W

ipro, Infosys, BEL and Karnataka Silk Emporium

Videos

V1 : <https://www.youtube.com/watch?v=VO-Z5hxeofE> - An Entrepreneur - Ethics

V2 : <https://youtu.be/yQGaoj9lwro> - India un-Inc : Management lessons from streets of India

Prepared by	Dr. Lathangi
Date of Approval by the Academic Council	Academic Council Meeting No. :

<b>Course Code:</b> MBA2036	<b>Course Title: Organizational Behaviour</b> <b>Type of Course: School Core</b> <b>Theory Only</b>	<b>L- T-P- C</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
Version No.	1.0					
Course Pre-requisites	The students should have fundamental knowledge of organization structure, Organizational functions, HRM, HRM evolution, HRM functions, Interpersonal skills, Motivation, Personality and Leadership.					
Anti-requisites	NIL					
Course Description	Organizational Behavior (OB) focuses on how people behave in organizations and how their behavior and a variety of organizational characteristics affect organizational performance and effectiveness.  This course is designed to provide students with a foundational understanding of the history and development of Organizational Behavior (OB) theories and concepts. The students will learn the individual Behavior, Group Behavior and Organizational Behavior of working people. The body of knowledge focuses on how the attributes and behaviors of individuals and groups influence the culture, design, ethics, learning and structure of an organization. The applied focus of the					

	course is to facilitate experiential learning of contemporary approaches to Perception, Personality, Learning, leadership, motivation, Group dynamics, Organization Development and Change, Conflict Resolution, Power and Politics in organizations.			
Course Outcomes	<p>On completion of this course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the importance and concepts of human behaviour in the organizations. <b>[Comprehension]</b></li> <li>2. Demonstrate how and why people behave under different conditions in the organisations. <b>[Application]</b></li> <li>3. Evaluate options for the logical and optimal solution to control human behaviour at Works. <b>[Application]</b></li> <li>4. Discover the components to maximize people’s potential and performance in the organizations. <b>[Application]</b></li> <li>5. Construct creative and innovative ideas that could positively shape the organizations. <b>[Application]</b></li> </ol>			
Course Objective:	This course will enhance the organizational people management skills of the students through participative learning that will be helpful for managing organizations.			
Module 1	Introduction to Organizational Behavior (OB)	Assignment	Class Discussions, presentations (Participative learning)	12 Hours
Topics: Organization Behavior and its Importance, Historical Development of OB, Management Roles, Management Skills, Discipline that contribute to OB. Challenges and Opportunities of OB: Globalization and Economic Pressures, Managing diverse workforce, Employee Engagement, Employees Wellbeing and Happiness, Employees Ethical Behavior, Challenges of Virtual Workforce etc. <b>[Comprehension]</b>				
Module 2	Attitudes and Emotions at Work	Assignment,	Participative learning	12 Hours
<p>Topics:</p> <p>Attitudes – Definition, Key elements of attitudes, Attitudes and related concepts (Values, opinion, belief and ideology), Characteristics of attitudes, Attitude formation, Attitude measurement, Changing attitudes.</p> <p>Job Attitudes: Job Satisfaction, Organizational Commitment, Perceived Organizational Support, Employee Engagement. Understanding of Emotions and Moods: Nature and Types of Emotions, Moods and its nature, Sources and Emotions and Moods, Emotional Intelligence, Emotional Labor. <b>[Application]</b></p>				
Module 3	Perception, Personality and Learning	Assignment, Case studies	Assignment (Participative Learning) Case studies (Problem solving Learning)	12 Hours

Topics: Perception and factors influencing Perception, Common Perception Distortions: Stereotypes, Halo Effect, Selective Perception, Contrast Effect. Attribution Theory. Personality, determinants of Personality, Personality Frameworks: Big Five Model and Myres-Briggs Type Indicator (MBTI).. Defining learning, classical and operant conditioning learning in organizations [Application]

Module 4	Motivation and its Application, Power, Leadership	Case Study	Participative Learning	12 Hours
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Topics: Motivation: Concept, Early and Contemporary theories of Motivation. Application of Motivation: Job Design, Job Rotation, Job Enrichment, Alternative work Arrangement and Employees Involvement. Defining Power, Sources of Power, Organizational politics, Leadership: concept, contingency and contemporary theories of leadership. Leadership Prospective: Charismatic leadership, Transactional and Transformational leadership, Servant Leadership. [Application]

Module 5	Group and Organization Dynamics	Assignment/Group discussion	Participative learning	12 Hours
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Topics: Group development and Models: Tuckman's Model of Group Development, Punctuated-Equilibrium Model, Overview of Group Properties of roles, norms, status, size, cohesiveness and diversity. Group think and Group Shift. Organization Development and Organization Change. Organization Conflict: Concept, its types, relation with performance and process of conflict. [Application]

Targeted Application & Tools that can be used:

Fundamental exposure to the qualitative and quantitative surveys techniques in organisational behaviour.

Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

Project work/Assignment:

Project/ Assignment:

(Participative learning)

Assignment: 1] Submit a report on the issues and challenges of Organisational behaviour before and after Covid 19. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Assignment: 2] Compare any two business personalities from industry with their personality traits using MBTI Scale with a detailed analysis. (This assignment has to be done in group. All the members of the group have to contribute and submit report and PPT presentation.)

Assignment: 3] Identify any one MNC and bring out the various activities and strategies followed in that organization with reference to Cultural Diversity and submit a report. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

## Text Book

T1- [Stephen P. Robbins](#) , [Timothy A. Judge](#) , [Neharika Vohra](#) (2016). **Organizational Behavior, Sixteenth Edition, Pearson Publication.**

## References

R1 – John R. Scsermerhorn, Richard N. Osborn, Mary Uhl-Bien (2018). **Organizational Behavior, Twelfth Edition, Wlley India Pvt. Ltd.**

R2- Sanket Sunand Dash (2021). **Organizational Behavior, Thirteenth Edition, Wlley India Pvt. Ltd.**

R3- Udai Pareek, Sushma Khanna (2018), **Understanding Organizational Behavior, Oxford University Press.**

## Research and Articles:

- **Impact of e-leadership and team dynamics on virtual team performance in a public organization**  
<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJPSM-08-2020-0218/full/html>

- **Changing attitudes, as well as jobs**

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb002065/full/html>

- **Customer response to employee emotional labor: the structural relationship between emotional labor, job satisfaction, and customer satisfaction**

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JSM-07-2013-0161/full/html>

- **The influence of organizational culture and job design on job commitment and human resource performance**

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JOCM-07-2017-0286/full/html>

- **Gender role, decision style and leadership style**

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/09649429610148737/full/html>

- **Let's change the subject and change our organization: an appreciative inquiry approach to organization change**

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/13620439810240746/full/html>

- **Conflict management as an organizational capacity: survey of hospital managers in healthcare organizations**

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/MBE-01-2020-0008/full/html>

## Magazine Articles:

- **How Many Of The Top 10 Most Common Organizational Challenges Plague Your Company**  
<https://www.forbes.com/sites/forbescoachescouncil/2017/02/24/how-many-of-the-top-10-most-common-organizational-challenges-plague-your-company/?sh=26e09e0c1e79>



- **Managing Diversity In The Workplace: Age, Language And Culture**

<https://www.forbes.com/sites/forbesbusinesscouncil/2021/08/12/managing-diversity-in-the-workplace-age-language-and-culture/?sh=32d35341e954>

**Case Studies:**

- JNET Technologies—Nurturing a Leadership Powered Culture

<https://journals.sagepub.com/doi/full/10.1177/2277977918757250>

- Molding Conscious Leaders

<https://journals.sagepub.com/doi/full/10.1177/2277977919860282>

**(Kindly note:** Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file)

Catalogue prepared by	Dr. Nandini Sinha
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

<b>Course Code:</b> MBA2035	<b>Course Title: Sales and Marketing Management</b>  <b>Type of Course: School Core Theory Only</b>	<b>L- T P- C</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	a) Basic communication skills b) MS Office c) Soft Skills - Creativity, Adaptability, Collaboration, Leadership d) Basic analytical ability e) Social Media exposure					
<b>Anti-requisites</b>	NIL					
<b>Course Description</b>	Marketing may be defined as the collection of activities undertaken by the firm to generate profits from the markets. Marketing in the modern context goes beyond its immediate role as a process through which exchange of goods and services takes place and is viewed as an integral part of the total socioeconomic system which provides the framework within which activities take place. This course					

	addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets. This course examines the role and importance of marketing activities in the organization and explains the elements of 'Marketing Mix' in detail. This course also helps to understand and appreciate the Sales processes in organizations. The course includes the familiarization of concepts, approaches for personal selling process which is an integral part of marketing functions in a business firm.			
<b>Course Outcomes</b>	On successful completion of this course the students shall be able to: CO 1) Explain the concepts of Marketing (Comprehension) CO 2) Analyze the role of Product & Price in marketing strategies (Analysis) CO 3) Analyze the role of Promotion & Place in marketing strategies (Analysis) CO 4) Demonstrate the personal selling process (Application)			
<b>Course Objective:</b>	The course aims at <b>SKILL DEVELOPMENT</b> with respect to Marketing Strategies with <b>PARTICIPATIVE</b> learning activities.			
<b>Module 1</b>	<b>Concepts of Marketing</b>	Assignment using E Library (Participative Learning)	Radio Mirchi: Case Study on Segmentation and Targeting	<b>12 Hours</b>
<p>Topics:</p> <p>Concept of Marketing, Needs, Wants and Demand, Nature &amp; Importance of Marketing, Marketing Management Philosophies, Marketing Mix, 4Ps of Marketing, Marketing Environment – Macro and Micro Environment, Factors influencing Consumer Behaviour, Consumer Buying Decision Process, Market Segments, Basis of Segmentation, Targeting Strategies, Concept of Positioning.</p>				
<b>Module 2</b>	<b>Product &amp; Price</b>	Assignment (Participative Learning)	Make in India: Analyze the PLC strategies of a product	<b>12 Hours</b>
<p>Topics:</p> <p>Product – Meaning, New Product Development, Product Mix – Product Line, Length and Depth, Product Line Analysis &amp; Decisions, Product Life Cycle (PLC) – PLC Strategies, Product Brand, Benefits of Branding, Brand Equity, Fifth 'P' - Packaging and Labelling.</p> <p>Pricing – Importance of Pricing, Setting the Price, Pricing Objectives, Steps in Pricing, Types of Pricing, New Product Pricing – Skimming and Penetration pricing Strategies.</p>				
<b>Module 3</b>	<b>Place</b>	Project (Experiential Learning)	Design promotion strategies for a product	<b>12 Hours</b>
<p>Topics:</p> <p>Place - Marketing Channels and their roles, Functions of a channel partner, Types of channels, Levels, Channel Design decisions, Channel Conflict: Reasons and resolution.</p>				

<b>Module 4</b>	<b>Promotion</b>	Project (Experiential Learning)	Design promotion strategies for a product	<b>12 Hours</b>
Promotion Mix Elements and Integrated Marketing Communications (IMC), Pros and Cons of Promotional Mix elements, Steps in Promotional Planning, Role of Advertising, Sales Promotion, Events & Experiences, Direct Marketing and Public Relations & Publicity, Digital Marketing & Social Media Marketing.				
<b>Module 5</b>	<b>Sales Management</b>	Assignment (Participative Learning)	Maruti Suzuki India Limited: Case study on Sales strategies	<b>12 Hours</b>
<p>Topics:</p> <p>Overview of Sales Management, Nature and Importance of Sales Management, Role &amp; Skills of Modern Sales Managers, Sales Knowledge, and Sales Related Marketing Related Practices; Personal Selling Process: Prospecting and qualifying, Pre-approach, approach, presentation, and demonstration, overcoming objections, closing the Sale, Follow-up.</p>				
<b>Targeted Application &amp; Tools that can be used: NA</b>				
<b>Project work/Assignment:</b>				
<p>Project Work: Collect Advertisements (from Newspapers) pertaining to the various forms of Segmentation, classify them, and make a presentation, with appropriate justification.</p> <p>Assignment 1: Identify 5 products / brands which are in the different Life Cycle Stages of PLC and suggest appropriate Marketing strategies for them.</p> <p>Assignment 2: Identify the Digital and Social Media Marketing strategies adopted by any company of your choice.</p> <p>Assignment 3: Interview a Sales Manager having a minimum experience of five years. Interview should focus on why he/she chose a sales career, what the challenges are in sales career, most memorable and depressing moment, what are the qualities a sales person should possess etc.</p> <p>Demonstration / Role Play: Mock Sales of a given Product / Service</p>				
<b>Text Book:</b>				
<p><b>T1:</b> Kotler, P., Keller, K.L., Koshy, A., &amp; Jha, M. Marketing Management: A South Asian Perspective. Pearson Education, 2009, 13<sup>th</sup> ed.</p> <p><b>T2:</b> Krishna K Havaladar, Vasant M. Cavale, Sales &amp; Distribution Management, Tata McGraw Hill, latest edition.</p>				
<b>References</b>				

**R1:** Ramaswamy, V.S., & Namakumari. Marketing Management: Global Perspective Indian Context. Macmillan Publishers India.

**R2:** Digital Selling: Grant Leboff, How to Use Social Media and the Web to Generate Leads and Sell More, Paperback, Latest Edition

**R3:** Saxena, R. Marketing Management. TataMcGraw-Hill Education.

**R4:** Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management: Decisions, Strategies & Cases, Pearson, latest edition

**Online Resources:**

<https://presiuniv.knimbus.com/user#/home>

**Articles:**

- [Telej, E.](#) and [Gamble, J.R.](#) (2019), "Yoga wellness tourism: a study of marketing strategies in India", [Journal of Consumer Marketing](#), Vol. 36 No. 6, pp. 794-805.

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JCM-07-2018-2788/full/html>

- [Lysonski, S.](#), [Durvasula, S.](#) and [Madhavi, A.D.](#) (2012), "Evidence of a secular trend in attitudes towards the macro marketing environment in India: pre and post economic liberalization", [Journal of Consumer Marketing](#), Vol. 29 No. 7, pp. 532-544.

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/07363761211275036/full/html>

- [Kumar, N.](#) and [Kapoor, S.](#) (2014), "Study of consumers' behavior for non-vegetarian products in emerging market of India", [Journal of Agribusiness in Developing and Emerging Economies](#), Vol. 4 No. 1, pp. 59-77.

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JADEE-05-2013-0016/full/html>

**Multimedia (Videos):**

- Understanding the Marketing Mix  
<https://www.youtube.com/watch?v=d0NMSqeKpVs>
- Product Life Cycle  
<https://www.youtube.com/watch?v=GjQRON8LF9g>

**Case Studies:**

- Radio Mirchi: Marketing Strategy for the Bangalore Market By: Anand Kumar Jaiswal, IIM-Ahmedabad, Link:

<https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FA00108-PDF-ENG%2Fcontent&metadata=e30%3D>

- Maruti Suzuki India Limited: Marketing By: Dr. Sanjeev Prashar, Richard Ivey School of Business, Link:

<https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW13012-PDF-ENG%2Fcontent&metadata=e30%3D>

- Make in India: The operating and Marketing Challenge By: Ivey Publishing Link:  
<https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW15259-PDF-ENG%2Fcontent&metadata=e30%3D>
- Nestle' Maggi: Pricing and positioning a recalled product By: Ivey Publishing Link:  
<https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW16344-PDF-ENG%2Fcontent&metadata=e30%3D>

<b>Catalogue prepared by</b>	Dr. Chithambar Gupta V
<b>Recommended by the Board of Studies on</b>	BOS NO: held on
<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No.

<b>Course Code:</b> MBA2034	<b>Course Title: Accounting for Managers</b> <b>Type of Course: School Core</b> <b>Theory Only</b>	<b>L- T-P- C</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
Version No.	1.1					
Course Pre-requisites	Students are expected to have a minimum of numerical ability and understanding of basic accounting terms					
Anti-requisites	NIL					
Course Description	Accounting is the language of business, because owners/investors, employees, creditors, regulators and others use the result of the accounting process to help their planning, control and decision-making activities related to the achievement of organizational objectives. Financial accounting involves the recording of financial transactions in a systematic way, analysis, and reporting of the financial situation of the firm to the shareholders and other stakeholders, While Management accounting involves providing information to managers for their decision making.					
Course Objective	The objective of the course is to train future managers to understand and interpret the financial statements in a better way and thus they learn the functional importance of accounting. This course introduces students who are new to accounting and helps them to understand the basic concepts and the process of accounting. It equips the students with the concepts, principles and techniques to be applied in the Accounting Cycle. The preparation of the financial statements –					

	Profit and Loss Account, the Balance Sheet which culminates in final accounts. Students understand to analyze and interpret financial statements by using different tools and techniques. Additionally, it equips the budding managers by providing tools and techniques of Management accounting for various decision makings.			
Course Out Comes	On successful completion of the course the students shall be able to: <ol style="list-style-type: none"> <li>1. Describe the Accounting process (Comprehension)</li> <li>2. Summarize the Corporate Financial Statements (Comprehension)</li> <li>3. Interpret Financial Statements for business decisions (Application)</li> <li>4. Prepare cost sheet and budget for cost control (Application)</li> <li>5. Apply marginal costing for Managerial decisions (Application)</li> </ol>			
Course Content				
Module 1	Introduction to Accounting and Accounting process	Experiential Learning	Ability to explain the Accounting Concepts, Conventions and Accounting Cycle	12 Hours
<b>Module 1 - Introduction to Accounting and Accounting process:</b> Meaning, objectives and branches of accounting, classification of Assets, Liabilities, Income and Expenses, Generally Accepted Accounting Principles, Accounting cycle, Accounting equation, Journal and Ledger, Preparation of Trial Balance, Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method, Comparison of IFRS and IND-AS.				
Module 2	Corporate Financial Statements preparation	Experiential Learning	Preparation of Corporate Financial Statements with simple adjustments	12 Hours
<b>Corporate Financial Statements preparation:</b> Financial Statements, its components, Preparation of Corporate Financial Statements (IND-AS-1) - Statement of Profit and Loss - Statement of changes in equity - Balance sheet and Statement of Cash Flow (IND-AS-7) with basic adjustments				
Module 3	Analysis and interpretation of Financial Statements	Participative Learning	Ability to analyze of Ratios and Preparation of IFRS	12 Hours
<b>Analysis and interpretation of Financial Statements:</b> Ratio analysis- Liquidity, Profitability, Solvency, Turnover and Market test ratios, DU-PONT analysis, Horizontal and Vertical Analysis. Economic value added, Forensic accounting and Altman's Z-Score.				
Module 4	Cost computation and budgetary control	Participative Learning	Ability to compute cost and prepare different types of budgets for cost control.	12 Hours

**Cost computation and budgetary control:** Cost and its classification (With special emphasis on Managerial decision costs and cost associated with the product) cost reduction, cost control, preparation of cost sheet including Tenders and Quotations, Budgetary control- preparation of Cash budget and Flexible budget.

Module 5	Marginal costing	Participative Learning	Ability to apply marginal costing in various decision making	12 Hours
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**Marginal costing:** CVP Analysis – Marginal costing-uses and limitations, problems in calculation of Contributions, P/V Ratio, Break- Even Point, Margin of Safety, Uses of Marginal Costing in business Decisions- Determination of Sales Mix, Make or Buy Decisions, Key or Limiting factor.

Targeted Application & Tools that can be used:

This course enables the students to take various managerial decisions with the help of accounting equation, depreciation ratio analysis, budgetary control, and marginal costing

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Student Group Activity – Analysis and interpretation of Financial Statement of a company – Participative Learning
2. Individual Project – Preparing cash budget for a social programme – Experiential Learning
3. Assignment – Computing Altman’s Z score for a company
4. Presentation – Analyzing direction and growth of a company through Annual Report – Experiential Learning

Text Book

T1: Accounting Principles Jerry J. Weygandt, Paul D. Kimmel & Donald E. Kieso, Wiley, Twelfth Edition

Reference Books

R1. Dhamija. S. Financial Accounting for Managers. Pearson, Third edition

R2. Peter Atrill, E. J. McLaney, Accounting and Finance for Non-specialists, Pearson, 11<sup>th</sup> Edition

R3. Maheswari S N, Maheswari, A Text Book of Accounting for Management, 4<sup>th</sup> Edition, Vikas Publishing House [P] Ltd

Web Links and Case Study Links

1. <https://nptel.ac.in/courses/106105151/>
2. <https://nptel.ac.in/courses/106105151/12>
3. <https://nptel.ac.in/courses/106105151/15>
4. [https://swayam.gov.in/nd1\\_noc19\\_me38/preview](https://swayam.gov.in/nd1_noc19_me38/preview)
5. <http://iimamritsar.ac.in/faculty/spanda.php>

Catalogue prepared by

Dr Pramod Kumar Pandey

Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

<b>Course Code:</b> <b>MBA1007</b>	<b>Course Title: Business Statistics</b> <b>Type of Course: School Core and Theory Only</b>	<b>L-T-P-C</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
Version No.	1.0					
Course Pre-requisites	NIL					
Anti-requisites	NIL					
Course Description	Business statistics course helps students to analyze and interpret data which aids them in managerial decision making. The course is analytical in nature and enables the students to apply various statistical tools to solve business problems effectively.					
Course Objective	This course is designed to improve learner's <b>EMPLOYABILITY SKILLS</b> by using <b>Problem Solving</b> techniques.					
Course Out Comes	On successful completion of the course the students shall be able to: 1. Describe the data using descriptive statistics. [Blooms's Level: Comprehension] 2. Solve business related problems involving probabilities [Blooms's Level: Application] 3. Solve business related problems using probability distributions. [Blooms's Level: Application] 4. Test hypotheses using relevant testing procedures. [Blooms's Level: Analysis]					
Course Content:						
Module 1	Measures of Location and Variation	Assignment (Problem Solving)	Data analysis	15 Hours		
Topics: Measures of Location – mean, median and mode for grouped and ungrouped data, weighted mean and geometric mean for ungrouped data, quartiles and percentiles for grouped and ungrouped data, their relative merits and demerits. Measures of variation – range, interquartile range for grouped and ungrouped data Standard deviation, variance and coefficient of variation (grouped and ungrouped data).						



Module 2	Correlation, Regression and Probability	Project work	Data analysis	15 Hours
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Topics Correlation – Scatter plot, Karl Pearson and Spearman’s rank correlation. Simple linear regression. Random experiment, sample space, event, equally likely events, mutually exclusive events and complement of an event. Classical approach to probability, simple probability, joint probability and marginal probability Addition and multiplication rules of probability, independence of events. Conditional probability and Bayes theorem.

Module 3	Random Variable and Probability Distributions	Assignment (Problem Solving )	Data analysis	15 Hours
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Topics: Random variable – Discrete and Continuous random variable. Expected value and variance of discrete random variable. Covariance, Portfolio expected return and portfolio risk. Probability distributions – discrete and continuous. Probability mass function and probability density functions. Discrete distributions – Binomial distribution, Poisson distribution – mean, variance and computation of probabilities. Continuous distributions - normal distribution – properties and computation of probabilities. Introduction to uniform and exponential distributions.

Module 4	Introduction to Testing of Hypothesis	Quiz	Problem solving	15 Hours
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Topics: Concept of population, sample, parameter and statistic. Introduction to sampling distributions. Hypothesis - Null and alternative hypothesis. Type I and Type II errors, level of significance. Test for single mean – known and unknown variance. Test for single proportion.

Targeted Application & Tools that can be used:

Analyze data using Excel and SPSS software

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Students who apply to MBA programs must take the Graduate Management Admission Test (GMAT). University admissions committees use the GMAT score as one of the critical indicators of how well a student is likely to perform in the MBA program. However, the GMAT may not be a very strong indicator for all MBA programs. Suppose that an MBA program designed for middle managers who wish to upgrade their skills was launched 3 years ago. To judge how well the GMAT score predicts MBA performance, a sample of 12 graduates was taken. Their grade point averages in the MBA program (values from 0 to 12) and their GMAT score (values range from 200 to 800) are listed here. Compute the coefficient of correlation and Interpret your findings.

GMAT and GPA Scores for 12 MBA Students

GMAT 599 689 584 631 594 643 656 594 710 611 593 683

GPA 9.6 8.8 7.4 10.0 7.8 9.2 9.6 8.4 11.2 7.6 8.8 8.0

2 A hypermarket made a test to see if there was a correlation between the shelf space of a special brand of raisin bread and the daily sales. The following is the data that was collected over a 1-month period collected over a 1-month period

Shelf space (m <sup>2</sup> )	Daily sales units
0.25	12
0.50	18
0.75	21
0.75	23
1.00	18
1.00	23
1.25	25
1.25	28
2.00	30
2.00	34
2.25	32
2.25	40

Required

1. Illustrate the relationship between the sale of the bread and the allocated shelf space.
2. Develop a linear regression equation for the daily sales and the allocated shelf space. What are your conclusions?
3. If the allocated shelf space was 1.50m<sup>2</sup>, what is the estimated daily sale of this bread?
4. If the allocated shelf space was 5.00m<sup>2</sup>, what is the estimated daily sale of this bread? What are your comments about this forecast ?

Text Book

Anderson D R, Sweeny D J, Williams T A, Camm J D, Cochran J J ( 2018), Statistics for Business and Economics,13<sup>th</sup> edition Cengage learning, New Delhi.

References

Levine D M, Stephan D F, Szabat K A (2016) Statistics for Managers, 7<sup>th</sup> edition, Pearson ,New Delhi

Catalogue prepared by

Dr. JayakrishnaUdupa H

Recommended by the Board of Studies on

Mention the BOS Number and the Date of BOS

Date of Approval by the Academic Council

Mention the Academic Council Meeting No. & the date of the meeting:

<b>Course Code:</b> MBA1012	<b>Course Title: Data Analysis Using Spreadsheets</b>  <b>Type of Course: Theory only</b>	<b>L-T-P-C</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>Version No.</b>	4.0					
<b>Course Pre-requisites</b>	Basic computer handling skills: Prior knowledge of using computers and internet will be helpful. Students who have familiarity of using computers and internet, will find it easier to learn when compared to those who have never used a computer. Students who have never used a computer, are expected to be few and the course will provide special support to such students during lab hours. Knowledge of statistics will help the students in appreciating data analysis.					
<b>Anti-requisites</b>	NIL					
<b>Course Description</b>	Spreadsheet is one of the most powerful data analysis tools that exist, and it's available to almost anyone. Spread sheets softwares are mostly used in workplace to understand and handle data. Spreadsheets are useful to create and build charts, pivot tables, use formulas, identify patterns and trends in data etc. There are numerous ways in which spreadsheets is useful for business operations like forecasting sales, maintain accounts, preparing budgets, keeping track of expenses, planning for a meeting, organizing client sales list etc. The advanced features and tools in Spreadsheets make it as a Decision Support System (DSS). This course also complements the learning in statistics course through lab practice.					
<b>Course Outcomes</b>	<b>On successful completion of this course the students shall be able to:</b>  1. Employ spreadsheet formatting techniques for business documents (Apply) 2. Use formulas and functions on data to perform error free operations (Apply) 3. Demonstrate advanced data visualization, management, and analysis techniques (Apply) 4. Apply data analysis skills to real business scenarios (Apply)					
<b>Course objective</b>	This course will enhance <b>SKILL DEVELOPMENT</b> through <b>EXPERIENTIAL LEARNING</b> methods.					
<b>Course Content:</b>						
<b>Module 1</b>	<b>Introduction to Data Analysis and Spreadsheets</b>	Assignment	Business document creation - Invoice			<b>8 Hours</b>
Topics: Introduction to Data analysis, Introduction to Spreadsheets and excel, Entering and Editing Worksheet Data, Performing Basic Worksheet Operations, Working with Excel Ranges and Tables, Formatting Worksheets						
<b>Module 2</b>	<b>Formulas and Functions</b>	Assignment	EDA and Descriptive statistics			<b>8 Hours</b>

Topics:

Introducing Formulas and Functions, using formulas for mathematical and text operations, Using formulas for handling dates and time, Using formulas for matching and lookup, Using formulas for statistical analysis, Using formulas for financial analysis, Understanding and Using Array Formulas, Making Your Formulas Error-Free

<b>Module 3</b>	<b>Data Visualization, Management and Analysis</b>	Assignment	Data reorganization, summarization and visual display	<b>7 Hours</b>
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Topics: Getting Started with Excel Charts, Creating Sparkline Graphics, Using Advanced Charting Techniques, Dashboarding and Implementing Excel Dashboarding Best Practices, Introducing PivotTables and Pivot charts, Analyzing Data with PivotTables, Analyzing Data Using Goal Seeking and Solver, Analyzing Data with the Analysis ToolPak.

<b>Module 4</b>	<b>Applying analytics to achieve Business impact</b>	Assignment	Customer Analytics	<b>7 Hours</b>
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Topics: Introduction to powerpivot and powerquery, Business application of Power pivot and query, Automating excel using VBA, Business application of VBA, Business data management applications, Customer Analytics applications, Demand forecasting applications, Capstone project

**Text Book**

Michael Alexander, Richard Kusleika, John Walkenbach.; *Microsoft Excel 2019 Bible: The Comprehensive Tutorial Resource*; John Wiley & Sons Inc.

## References

1. Walkenbach J.; *Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource*; Wiley.
2. Fischer W.; *Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office)*; CreateSpace Independent Publishing Platform.
3. Harvey G., *Excel 2016 for Dummies (Excel for Dummies)*; John Wiley & Sons.
4. Kalmstrom P.; *Excel 2016 from Scratch: Excel course with demos and exercises*; CreateSpace Independent Publishing Platform.
5. Alexandar M.; *Excel Macros For Dummies*; Wiley.
6. Walkenbach J.; *Excel Charts*; John Wiley & Sons.

## Web pages

1. <https://sites.google.com/view/narayanasrikanthreddy/home/student-home-page/mba-1st-sem>
2. [Keyboard shortcuts in Excel - Microsoft Support](#)
3. [Customer Analytics at Bigbasket - Product Recommendations \(hbr.org\)](#)
4. [Demand Forecasting for Perishable Short Shelf Life Home Made Food at iD Fresh Food \(hbr.org\)](#)

## PU library E –resource

<https://www-sciencedirect-com-presiuniv.knimbus.com/journal/journal-of-computational-mathematics-and-data-science>

Catalogue prepared by Dr. N Srikanth Reddy

Recommended by  
the Board of  
Studies on

Date of Approval  
by the Academic  
Council

<b>Course Code:</b> ENG2006	<b>Course Title: Business Communication</b> <b>Type of Course: School Core Theory Only</b>	<b>L- T-P- C</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Version No.</b>	3.0					
<b>Course Pre-requisites</b>	NIL					
<b>Anti-requisites</b>	NIL					

<b>Course Description</b>	This course is designed to help students develop skills to communicate effectively and develop sound communication strategies. The skills will enhance their communication with their colleagues, clients and stakeholders. The modules of the course will focus on business communication processes, cross-cultural communication, strategies for effective communication and business writing. The emphasis is placed on understanding and responding to a variety of communication situations with a strong purpose, clear organization, and professional style.			
<b>Course Objective</b>	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using scenario-based and project-based assignments modeled on real life business communication challenges			
<b>Course Outcomes</b>	<p><b>On successful completion of this course the students shall be able to:</b></p> <ol style="list-style-type: none"> <li>1. Explain the business communication process and its challenges.</li> <li>2. Demonstrate competence in oral business communication.</li> <li>3. Practice formal written communication</li> <li>4. Apply different communication strategies relevant to social media communication settings.</li> <li>5. Identify accurately the main points in business reports and articles</li> </ol>			
<b>Module 1</b>	<b>Introduction to Business Communication</b>	Project	Business Communication Process	<b>08 Hours</b>
<p><b>Topics:</b></p> <p>Introduction to Business Communication - the communication process, communication within organizations, context for the emerging significance of Business Communication, objectives of Business Communication</p> <p>Contextual forces influencing Business Communication – Legal and ethical considerations, Diversity and impediments to cross-cultural Communication, Hofstede’s theory of cultural dimensions, Strategies for smooth cross-cultural communication, Teamwork and effective communication in teams</p>				
<b>Module 2</b>	<b>Planning Spoken and Written Messages</b>	Presentation	Plan, organize and present	<b>08 Hours</b>
<p><b>Topics:</b></p> <p>2.1 Steps in formulating written and spoken messages</p> <p>2.2 Organisational Context and other contextual forces</p> <p>2.3 Characteristics of channels and how that impacts choice of channel</p> <p>2.4 Planning an effective business presentation</p>				
<b>Module 3</b>	<b>Business Writing and Communicating Electronically</b>	Business Emails	Content Writing and Formatting	<b>08 Hours</b>

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**Topics:**

- 3.1 Use of Technology in Communication; Electronic Mail Communication, Good news, bad news and persuasive emails
- 3.2 Web Page Communication
- 3.3 Voice and Wireless Communication

<b>Module 4</b>	<b>Social Media in Business Communication</b>	Business blog	Writing for social media	<b>06 Hours</b>
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**Topics:**

- 4.1 Social Media in Business: How Businesses use social media for internal and external communication
- 4.2 Tactics for successful social media use, planning and writing social media content, building a social media strategy
- 4.3 Business blogging; Common business uses of blogging; Tips for successful blog writing

<b>Module 5</b>	<b>Reading Business Reports and Articles</b>	Comprehension passages	Reading skills	<b>06 Hours</b>
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**Topics:**

- 5.1 Understanding business reports: Exposure to business related vocabulary, assimilating information and deriving inferences from reports.
- 5.2 Reading business articles: Ability to read newspaper and magazine articles that discuss developments in the business world.

**Web Resources:**

W1: [https://presiuniv.knimbus.com/user#/searchresult?searchId=Managerial%20Communicatio  
n&t=1655868710491](https://presiuniv.knimbus.com/user#/searchresult?searchId=Managerial%20Communicatio&t=1655868710491)

W2: [https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/CCIJ-07-  
2021-0080/full/html](https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/CCIJ-07-2021-0080/full/html)

W3: <https://geerthofstede.com/>

**Project work/Assignment:**

1. Interviewing entrepreneurs for insights into strategies for effective cross-cultural communication
2. Group Presentations
3. Writing business emails
4. Creating a business blog on Word Press Platform

5. Suitable comprehension passage test

Text Books:

**T1:** Lehman, DuFrene, Walker, Business Communication (*B.COM*) 10e. Cengage Learning. New Delhi, 2020

**T 2:** Bovee, John V Thill. *Business Communication Today*. 15<sup>th</sup>edition, Pearson; New York, 2021.

**References:**

R1: Bovee, John V Thill, Abha Chatterjee. *Business Communication Today*. 10<sup>th</sup>edition, Pearson Education, 2011

R2: Geraldine E. Hynes, Managerial Communication: Strategies and applications. 6<sup>th</sup> edition, Sage Publication, California, 2016

**Topics relevant to development of ‘EMPLOYABILITY SKILLS’:** Business Writing Skills, Presentation Skills, Effective Speaking Skills.

**Topics relevant to development of ‘HUMAN VALUES & PROFESSIONAL ETHICS’:** Legal and ethical constraints on communication, Communicating Electronically, Voice and Wireless Communication.

<b>Catalogue prepared by</b>		Dr. Sufiya Pathan
<b>Recommended by the Board of Studies on</b>		
<b>Date of Approval by the Academic Council</b>		

<b>Course Code:</b> PPS1003	<b>Course Title: Personality Development - Basics</b>	<b>L- T-P- C</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Version No.</b>	1.1					
<b>Course Pre-requisites</b>	<ul style="list-style-type: none"> <li>• Students are expected to understand Basic English.</li> <li>• Students should have desire and enthusiasm to involve, participate and learn.</li> <li>• Students should possess fundamental communication and research skills</li> </ul>					
<b>Anti-requisites</b>	NIL					



<b>Course Description</b>	<p>This course is designed to enable students of Business management to prepare for corporate &amp; business world. The modules are planned to improve confidence, communication, decision making and networking skills to give the students a competitive advantage and increase chances of success in getting placed.</p> <p>The course will benefit learners in presenting themselves effectively through role play, activities while also learning the importance of self-awareness and team work.</p>			
<b>Course Objective</b>	The objective of the course is skill development of student by using Participative Learning techniques			
<b>Course Outcome</b>	<p><b>On successful completion of this course the students shall be able to:</b></p> <ol style="list-style-type: none"> <li>1. Demonstrate confidence and effective communication</li> <li>2. Prepare professional LinkedIn account and build business networks</li> <li>3. Recognize problem solving skills</li> <li>4. Discuss emotional intelligence components</li> </ol>			
<b>Course Content:</b>				
<b>Module 1</b>	Self-awareness and EI	Personality training	Group Tasks	<b>02 Hours</b>
<p><b>Topics:</b> Johari Window, Emotional intelligence components – Self-awareness, Self-regulation, social skills, empathy and motivation</p> <p><b>Activity:</b> Classroom group activity</p>				
<b>Module 2</b>	PERSONAL BRANDING	Individual Task	Personal brand building	<b>02 Hours</b>
<p><b>Topics:</b> LinkedIn profile building, network building &amp; its significance, Class room activities.</p> <p><b>Activity:</b> Building LinkedIn account and professional networking</p>				
<b>Module 3</b>	CAMPUS TO CORPORATE	Placement training	Mock Hours	<b>06 Hours</b>
<p><b>Topics:</b> Resume writing, Video resume, GD, PI, Industry expert talks videos.</p> <p><b>Activity:</b> Write, Practice in groups, Perform</p>				
<b>Module 4</b>	PRESENTATION SKILLS	PPT creation	Survey-based presentation	<b>05 Hours</b>
<p><b>Topics:</b> Presentation skills. Ability to organize PPTs effectively, ability to apply their presentation skills and public speaking skills to make their presentations more effective.</p> <p><b>Activity:</b> Survey a social scenario and present that in class.</p>				
<b>Additional training:</b>				

**Every session 30 min speaking activity for all students.**

Topics: Current trends, Product pitching, Revision, New job roles and opportunities, Skills required in 2023- 2030 etc.

**Workshop/Boot camp**

**Assignments proposed for this course**

1. LinkedIn
2. Presentation

**Text Book**

1. **Me 2.0: Build a Powerful Brand to Achieve Career Success** by [Dan Schawbel](#)
2. Jack Canfield, "The Success Principles", 8th Edition, HarperCollins Publishers India, 2015
3. Shiv Khera, "You Can Win", 3d Edition, Bloomsbury India, 2014
4. Stephen R Covey, "7 Habits of Highly Effective People", Simon & Schuster, (2018)
5. Resume Writing: Craft a Resume That Will Knock Their Socks Off! By [Alexander Burton](#)
6. **HBR's 10 Must Reads on Emotional Intelligence (with featured article "What Makes a Leader?" by Daniel Goleman)**
7. The presentation secrets of Steve Jobs by Carmine Gallo
8. Talk like Ted by Carmine Gallo
9. Business etiquette made easy- The essential guide to professional success- Myka Meier
10. Leaders eat last- Simon Sinek
11. Ted talk links
  - [https://www.ted.com/talks/larry\\_smith\\_why\\_you\\_will\\_fail\\_to\\_have\\_a\\_great\\_career?language=en](https://www.ted.com/talks/larry_smith_why_you_will_fail_to_have_a_great_career?language=en)
  - [https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?referrer=playlist-the\\_10\\_most\\_popular\\_tedx\\_talks&autoplay=true](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?referrer=playlist-the_10_most_popular_tedx_talks&autoplay=true)
  - [https://www.ted.com/talks/aimee\\_mullins\\_my\\_12\\_pairs\\_of\\_legs?language=en](https://www.ted.com/talks/aimee_mullins_my_12_pairs_of_legs?language=en)

**Movie References**

1. The intern
2. The Pursuit of Happiness

**E-Resources:**

The remote access link to e-resources at Presidency university:

<https://presiuniv.knimbus.com/user#/home>

<b>Catalogue prepared by</b>	Ms Rajati Mukherjee
<b>Recommended by the Board of Studies on</b>	BOS No.: BOS Date:
<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No.: Date of the meeting:
<b>The DAC meeting number &amp; Date</b>	DAC Dated

## II Semester

<b>Course Code:</b> MBA1015	<b>Course Title: Economics for Managers</b> <b>Type of Course: School Core Theory</b>	<b>L- T-P- C</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	NIL. However, students are expected to have a minimum of numerical ability, familiarity with graphs and charts and basic descriptive statistics.					
<b>Anti-requisites</b>	Nil					
<b>Course Description</b>	Managerial Economics course provides a framework for understanding the principles of micro and macroeconomics with its different applications bridging the gaps between theory, policy and practice. The intent of this descriptive course is to introduce economic analysis concepts in such a way that students can apply them in the context of business decisions. Objective of this course is to enhance employability.					
<b>Course Objective</b>	This course is designed to improve the learner's EMLOYABILITY SKILLS by using Class Presentation and Case Study Techniques					
<b>Course Out Comes</b>	On successful completion of the course the students shall be able to:  1) Explain equations and graphs and illustrate economic behavior at the individual, firm and policy levels, characteristics of market structures and their sustainability.  2) Apply concepts of consumption, investment and savings, Aggregate supply, and Aggregate demand in business.					

	<p>3) Interpret the effect of fiscal instruments and monetary instruments with respect to fiscal policies in India economy on business.</p> <p>4) Employ the 'economic way of thinking' for managerial decision making.</p>			
<b>Course Content:</b>				
<b>Module 1</b>	Introduction to Microeconomics and Consumption Decision	Assignment	Data collection and application of concept	<b>12 Hours</b>
<p>Topics: Introduction to Economics and definitions - Factors of production - The circular flow of economic activity Choice as an economic problem-Opportunity cost, PPF. Law of demand, price quantity relationship, determinants, exceptions - Demand schedule, equations and diagrams, shift and movement along the demand curve.</p>				
<b>Module 2</b>	Supply and Demand	Assignment	Data collection and application of concept	<b>12 Hours</b>
<p>Law of supply, determinants, shift and movement, Equilibrium, Elasticity of Demand and supply – Calculating Price Elasticity of Demand, percentage, point, ARC methods. Categories of Price Elasticity of demand, determinants of price elasticity of demand, cross price elasticity, income elasticity.</p>				
<b>Module 3</b>	Theory of Production and Costs	Assignment	Data collection and application of concept	<b>12 Hours</b>
<p>Topics: Defining production- The production function: short vs long run – Average, marginal and total product, equation, schedule and diagrams – Three stages of production- concept of isoquant. Defining costs and various cost concepts – Fixed and variable costs - Average, marginal and total costs, equation, schedule and diagram – Cost curves and their shapes in short and long runs, numerical problems, Economies and diseconomies of scale at firm level.</p>				
<b>Module 4</b>	Market Structure	Case Study (Participatory Learning)	Identification of key concept and data analysis	<b>12 Hours</b>
<p>Topics: Perfect competition -Features - profit maximization - Monopoly, why and how they arise – characteristics Monopolistic competition – Characteristics. Oligopoly –Features.</p>				
<b>Module 5</b>	Key Concepts of Macroeconomics and Theory of Output and Employment , Fiscal policy and Monetary policy	Assignment	Diagrammatic illustration of concepts	<b>12 Hours</b>

Topics: Importance, issues of Macroeconomics -Circular flow models of economy-Measurement of National Income. Say's law, Keynesian theory of income determination (MPC, MPS, Investment functions) Aggregate Supply-Aggregate demand- The multiplier. Fiscal policy-Fiscal Instruments. Monetary Policy-instruments of monetary policy, Inflation.

**Targeted Application & Tools that can be used:**

Students may use data from RBI and Ministry of Finance and develop some models in the corporate sector / FMCG, analyze and interpret using SPSS, etc. This helps in developing and applying the tools of micro and macroeconomic analysis to critically question, analyze, and discuss economic problems and issues;

Develop and strengthen the ability to discuss concepts and thoughts in writing.

**Project work/Assignment: Mention the Type of Project /Assignment proposed for this course**

1. Assignment (Construction of a demand curve of a consumer who demands particular good at different prices with the help of data)
2. Quiz (30 minutes)
3. Case study: "Booming Business: Indian Hotel Industry". Read it thoroughly and give the answer to the case questions
  - a. Do you think the hotel industry is competitive? What all features of the industry are suggestive of the same?
  - b. Comment on differentiation offered by hotels in India.

**Text Book**

T1 Mc. Eachern, W. A & kaur, S. (2016): Micro ECON A South- Asian Perspective, Cengage.

T2: Kaur, S. & Mc. Eachern, W. A: (2018). *Macro ECON A South- Asian Perspective*, Cengage.

**References**

R1: Salvatore, D., & Rastogi, K. R. (2016). *Managerial Economics: Principles and Worldwide Applications*. Oxford Higher Education.

R2: Mankiw, N. G. & Taylor, M.P. (2017). *Macro Economics*, Cengage.

**Web links of E-Library resources in PU**

<https://www-proquest-com-presiuniv.knimbus.com/abiglobal>

<https://www-emerald-com-presiuniv.knimbus.com/insight/>

<https://prowessiq-cmie-com-presiuniv.knimbus.com/>

<https://www-indiastat-com-presiuniv.knimbus.com/>

<b>Catalogue prepared by</b>	Prof. Bipasha Maity
<b>Recommended by the Board of Studies on</b>	Mention the BOS Number and the Date of BOS

<b>Date of Approval by the Academic Council</b>	Mention the Academic Council Meeting No. & the date of the meeting:
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<b>Course Code:</b> <b>MBA2027</b>	<b>Course Title: Human Resource Management</b> <b>Type of Course: Program Core</b> <b>Theory Only</b>	<b>L- T- P-C</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
Version No.	1.0					
Course Pre-requisites	The students should have basic understanding of management and organizational functions.					
Anti-requisites	NIL					
Course Description	The aim of this course is to enable students to appreciate and apply principles of effective Human Resource Management (HRM). People are the life-blood of any organization and being able to attract, recruit and retain talented staff is at the core of all HRM activity. This course will explore the tools and techniques used in HRM to maximize the employee contribution and how to use HR methods to gain competitive advantage. Students will also consider the growing importance of becoming a flexible organization and flexible manpower and become familiar with latest techniques of job design and concept of modern HRM.					
Course Outcomes	On completion of this course, the student will be able to: CO1-Describe the scope, functions and recent trends in Human Resource Management. (Knowledge) CO2-Explain the methods of training and development as well as appraisal systems in the organizational context. (Comprehension) CO3-Illustrate the concepts of compensation, employee retention, welfare and social security in managing human resources. (Application) CO4-Discuss the practices of industrial relations and discipline at workplace. (Comprehension)					
Course Objectives	Objective of this course is to enhance employability skills using experiential learning methods.					
Course Content:	This course will enhance the organizational people management skills of the students through problem solving, participative learning that will be helpful for managing organizations.					
Module 1	<b>Introduction to HRM and Procuring Human Capital</b>	Assignment		Class Discussions		12 Hours
<b>Introduction to HRM-</b> Definition, Scope and Importance and Functions of Human Resource Management (HRM); Evolution and Trends in HRM –Evolution of HRM, HRM Trends - Workforce Diversity, Hybrid Working, David Ulrich Model of Modern HRM, The role of Social media, Artificial Intelligence, Machine Learning, Metaverse & Robotic Process Automation in HRM.						

**Procuring Human Capital:** Job Analysis, Importance and Process, Job description, Job Specification; Human Resource Planning, Importance and Process; Recruitment (Attraction)- Sources; Selection- Method, Types of Interviews, Types of Tests and Validity; Orientation & Socialization of employees **Bloom level: Knowledge**

Module 2	<b>Training &amp; Development, Performance Appraisal</b>	Assignment		Class Activity	09 Hours
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**Training & Development-** Types of Training, Training Need Assessment, On-the-job and Off-the -Job training Methods, Executive Development Methods, Job-Crafting.

**Performance and Potential Appraisal-** Objectives, Methods of Performance Appraisal, Post Appraisal Feedback, Problems with Performance Appraisal. **Bloom level: Application**

Module 3	<b>Compensation, Employees' Retention and Welfare</b>	Case Study		Experiential learning	12 Hours
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**Compensation Administration and Job Evaluation-** Objectives of Compensation Planning, Job Evaluation, Wage and Salary Surveys, Components of Pay Structure in India, Factors Influencing Compensation, Incentives and Fringe Benefits, Payment of Bonus.

**Employees' Retention:** Calculation of Attrition rate, Retention Strategies.

**Employees' Welfare and Social Security-** Intramural and Extramural Welfare Activities, Statutory Welfare Provisions of Factory Act 1948, Social Security provisions in India. **Blooms Level: Comprehensive**

Module 4	<b>Industrial Relations and Discipline</b>	Case Study		Experiential learning	12 Hours
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**Industrial Relations:** Objectives of Industrial Relations (IR), Types of Industrial Disputes, Causes of Industrial Disputes, Industrial Disputes Settlement Machinery, Collective Bargaining and its process.

**Discipline-**Negative and Positive Discipline, Code of Discipline, Disciplinary Action, Types of Punishments **Blooms Level: Comprehensive**

Targeted Application & Tools that can be used:

Human Resources Information System, employee self-service portal, payroll, workforce management, recruitment and hiring, benefits administration and talent management.

Professionally Used Software: MS Excel, SPSS, Oracle Taleo, Zoho, Peoplesoft, SAP HR

Project work/Assignment: Experiential Learning

**Project Assignments:**

Assignment: 1] Students should choose any two research articles from the references and write a review report and submit. (PU Online Resources)

Assignment 2] Individual: Students to select any 10 Job profiles of different organizations in one sector and do a detailed analysis on job description as well as skill set and submit.

Assignment 3] Group: Students to submit the case study analysis by selecting any one case out of 5 cases and answer the questions specific to that case and do a poster presentation. (Experiential learning)

**Text Book**

T1: Dessler, Gary & Varkkey, Biju (2020). Human Resource Management, 16th Edition, Pearson Education, New Delhi.

**References**

R1: VSP Rao( 2016). Human Resource Management, 3rd Edition, Excel Books.

R2: Durai, Pravin (2020). 'Human Resource Management', 3rd Edition, Pearson Education.

R3: Rao, P Subba (2022). Personnel and Human Resource Management, 5th Edition, Himalaya Publishing House.

Catalogue prepared by

Dr. Anni Arnav

Recommended by the Board of Studies on

BOS NO:

Date of Approval by the Academic Council

Academic Council Meeting No. :

<b>Course Code:</b> MBA2038	<b>Course Title: Digital and Strategic Marketing</b>  <b>Type of Course: School Core</b>  <b>Theory Only Course</b>	<b>L-T-P-C</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	Marketing Management  MS Office  Social Media exposure					
<b>Anti-requisites</b>	NIL					
<b>Course Description</b>	Digital media is hip and happening. This course is for students who wish to learn digital marketing in a short time frame. The course will enable digital marketers to prepare digital marketing strategy. It will also provide an opportunity to understand the tools and techniques and hence the 'how' of digital marketing. This course will give a panoramic view of various digital and social media marketing mediums that businesses can use for escalating growth. It will give deep insights into the art and					



	science of search engine optimization, search engine marketing, social media marketing, Email marketing & Mobile marketing. It will enable deep understanding of key social media such as Facebook, Instagram, LinkedIn, YouTube, Google+, Blogs and Twitter. This course will give insights into how to increase engagement, leads and conversions. The highlight of the course is that participants get to run live campaigns in groups and hence learn by doing. The course provides a good blend of strategy as well as execution.				
<b>Course Outcomes</b>	On successful completion of this course the students shall be able to: <b>CO 1)</b> Explain the functioning of a Search Engine and the importance of Search Engine Optimization (Comprehension) <b>CO 2)</b> Apply the concept of Search Engine Marketing in creating a digital Ad Campaign (Application) <b>CO 3)</b> Illustrate the use of social media in effective digital marketing campaign (Application) <b>CO 4)</b> Identify the opportunities of email and Mobile Marketing to leverage the power of mobile devices (Application)				
<b>Course Objective:</b>	The course aims at <b>SKILL DEVELOPMENT</b> with respect to Marketing Strategies with <b>PARTICIPATIVE</b> learning activities.				
<b>Module 1</b>	<b>Search Engine Optimization (SEO)</b>	Assignment using E Library (Participative Learning)		Article: Global Marketing for the Digital Age	<b>12 Hours</b>
<p>Topics:</p> <p>Introduction to Digital Marketing, Importance of Search Engine, How Search Engine works, Web Crawler / Spider, Search Engine Algorithm (Page Rank Algorithm), Understanding the SERP, Organic Search Results and SEO, Keywords - Keyword Theory and Research, Choosing the Right Keywords, Keyword Research Tools, SEO Process, On-Page and Off-Page Optimization.</p>					
<b>Module 2</b>	<b>SEM and DDA</b>	Assignment (Participative Learning)		Case Study - Pepperfry.com: Marketing to Manage Customer Experience	<b>12 Hours</b>
<p>Topics:</p> <p>Introduction to Search Engine Marketing (SEM), Pay per Click (PPC) – Key Concepts, Benefits, Goals, and Google Ad Words ranking formula, SEO vs. SEM, Google Ad Words Account &amp; Campaign, Keyword match types. Digital Display Advertising (DDA): Platforms, DDA Terminologies, DDA Key Stakeholders and Digital Ad Creation Process, Types of Display Ads, Remarketing.</p>					
<b>Module 3</b>	<b>Social Media Marketing</b>	Project (Experiential Learning)		Promote a Business Page in Social Media	<b>12 Hours</b>

Topics:

Social Media Marketing – Introduction, Classification of Social Media Tools, Importance, Media Types and three key players, Social Media Channels (Facebook, LinkedIn, Twitter, YouTube, Google+), Blogs, Social Media goals. Approaches to Social Media Marketing – Implementation – Listening, Pages, Publishing, Events, Groups, Jobs, Advertising.

<b>Module 4</b>	<b>Email &amp; Mobile Marketing</b>	Assignment (Participative Learning)	Case Study - The Vanca: Reworking Digital Marketing Strategy	<b>9 Hours</b>
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Topics:

Email Marketing – Definition, four stage process, Database & Subscriber Management, Design and Delivery of email, Tools. Mobile Marketing: Opportunities, Challenges, Desktop Websites vs. Mobile Website, Characteristics of effective mobile sites, Advantages of Mobile Sites and Mobile Apps, Advantages of Mobile Apps, SMS Marketing, and SMS Campaign Development Process. Introduction to Affiliate and Content Marketing.

**Targeted Application & Tools that can be used: NA**

**Project work/Assignment:**

Project Work: Create a dummy company of any product / service of your choice and use the various social media marketing platforms to promote it.

Assignment 1: Marketing Innovation Strategies: Interactive Learning along with a live group project.

Assignment 2: Identify the Digital and Social Media Marketing strategies adopted by any company of your choice.

**Text Book:**

**T1:** The Art of Digital Marketing by Ian Dodson of Digital Marketing Institute.

**T2:** Puneet Singh Bhatia; Fundamentals of Digital Marketing, Pearson

**References**

**R1:** The Google Story by David A. Vise, Pan

**R2:** Social Media Marketing by Tracy Tuten and Michael Solomon, Sage, 2015

**Online Resources:**

<https://presiuniv.knimbus.com/user#/home>

**Articles:**

- Tse, A. (2000), "Strategic Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.1/full/html>
- Fortin, D.R. (2000), "Global Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.2/full/html>
- Alsukaini, A.K.M., Sumra, K., Khan, R. and Awan, T.M. (2022), "New trends in digital marketing emergence during pandemic times", International Journal of Innovation Science, Vol. ahead-of-print No. ahead-of-print. Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJIS-08-2021-0139/full/html>

#### Multimedia (Videos):

- Digital Marketing and You – TED Talk by Ankit Srivastava  
<https://www.youtube.com/embed/cBA-itmpR84>
- Social Media Marketing for Small Business  
<https://www.youtube.com/embed/wtZWt4YzQPU>

#### Case Studies:

- The Vanca: Reworking Digital Marketing Strategy By: Jones Mathew; Banasree Dey, Indisn School of Business (ISB), Link: <https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17158-PDF-ENG%2Fcontent&metadata=e30%3D>
- GiveIndia: On the Net for a Cause By: Sanjeev Tripathi, Shashank Bhasker, Indian School of Business (ISB), Link: <https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW16048-PDF-ENG%2Fcontent&metadata=e30%3D>
- Pepperfry.com: Marketing to Manage Customer Experience By: Gaganpreet Singh; Sandeep Puri; Sanjit Kumar Roy, Ivey Publishing, Link: <https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17332-PDF-ENG%2Fcontent&metadata=e30%3D>
- Radio Mirchi: Marketing Strategy for the Bangalore Market By: Anand Kumar Jaiswal, IIM-Ahmedabad, Link: <https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FA00108-PDF-ENG%2Fcontent&metadata=e30%3D>
- Maruti Suzuki India Limited: Marketing By: Dr. Sanjeev Prashar, Richard Ivey School of Business, Link: <https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW13012-PDF-ENG%2Fcontent&metadata=e30%3D>

<b>Catalogue prepared by</b>	Dr. Chithambar Gupta V
<b>Recommended by the Board of Studies on</b>	BOS NO: held on

<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No.
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<b>Course Code:</b> <b>MBA1018</b>	<b>Course Title: Technology Foundations for Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>Type of Course: Professional Core Course</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Version No.</b>	1.0				
<b>Course Pre-requisites</b>	NIL				
<b>Anti-requisites</b>	NIL				
<b>Course Description</b>	This course introduces students, to modern Information Technology as applicable in organizations today. Starting with basics of Information Technology, definitions, Management Information Systems, Emerging Technology and how managers can use IT to enable success in modern disruptive markets. The course gives an overview of key organizational systems like Customer Relationship Management, Enterprise Resource Planning, Supply Chain Management systems, Digital Marketing, Analytics and eCommerce systems. And it ends with basics of Digital Transformation ie. how to manage changes in organizations using Information Technology,				
<b>Course Outcomes</b>	On completion of this course, the student will be able to: <ol style="list-style-type: none"> <li>1. Understand Information Technology concepts [<b>Knowledge</b>]</li> <li>2. Discuss key IT systems and their role in Organizations [<b>Comprehension</b>]</li> <li>3. Describe how IT Systems can be used for competitive advantage [<b>Comprehension</b>]</li> </ol>				
<b>Course Objective</b>	This is aimed to familiarize students to IT systems and how to integrate IT into any function or role they will perform as managers. This course will enable students to make or influence decisions related to the selection, design and support of Management of Information Technology. To focus on the Information Technology concepts that a modern manager must understand to ensure a sustained competitive advantage for the Organization.				
<b>Module 1</b>	<b>Basics of Information Technology in business</b>	<b>QUIZ</b> (E-review from library)	<b>Classroom Discussion and Online Resources</b>	<b>8 Hours</b>	
Topics: Introduction, why IT, business IT interface, SDLC, Agile, business process management, role of IT & CTO					
<b>Module 2</b>	<b>Key IT systems applications in business</b>	<b>Case Analysis &amp; demos</b>	<b>Demonstration of key systems using videos &amp; demos.</b>	<b>8 Hours</b>	

Topics:  
 Management Information System, Overview of ERP, HRM, CRM, SCM, E-Business systems. How these systems help build and grow organizations.

<b>Module 3</b>	<b>Emerging Tech and IT for Competitive Advantage</b>	<b>Case Analysis &amp; demos</b>	<b>Demonstration of key systems using online videos &amp; demos.</b>	<b>7 Hours</b>
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Topics:  
 Covers emerging technologies like database management, blockchain, IoT, AI&ML, ARVR, cloud, cyber security, quantum computing, space & biotechnology.

<b>Module 4</b>	<b>Managing technological disruptions in key industries</b>	<b>Case Analysis &amp; demos</b>	<b>Classroom Discussion and Online Resources</b>	<b>7 Hours</b>
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How IT enables business value. How to manage disruption caused by these. Basics of Digital Transformation.

**Targeted Application & Tools that can be used:**  
 Students would be encouraged to take up projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand Marktech and Adtech.

**Professionally Used Software:** KNimbus library access, Online AI&ML tools, YouTube videos

**Project work/Assignment:**

1. Lectures (30 Hours), review and bridging (6 Hours)
2. 3 Quizes
3. Hands-on demo on live tools and assignment with project presentations.
4. Assignment & project presentation

**Text Books:**

- Management Information Systems – Managing the Digital Firm, 14e, Kenneth C. Laudon and Jane P. Laudon, Pearson, 2017 (Reprint)

**R1:** Management Information Systems, 10e, James A O’Brien, George M Marakas and Ramesh Behl, McGraw Hill, 2013 (Reprint)

**R2:** IT strategy for Business, Parag Kulkarni, Pradeep Chandle, Oxford University Press, 2008

**Weblinks :**

- A Guide to the Project Management Body of Knowledge  
<https://www.project-management-prepcast.com/pmbok-knowledge-areas-and-pmi-process-groups>
- Changing Role of the CIO.  
[https://www.researchgate.net/publication/220500523\\_The\\_Emerging\\_CIO\\_Role\\_of\\_Business\\_Technology\\_Strategist](https://www.researchgate.net/publication/220500523_The_Emerging_CIO_Role_of_Business_Technology_Strategist)

- Business Transformation and the CIO Role:

[https://hbr.org/resources/pdfs/comm/red%20hat/hbr\\_red\\_hat\\_report\\_march14.pdf](https://hbr.org/resources/pdfs/comm/red%20hat/hbr_red_hat_report_march14.pdf)

- Salesforce Lightning CRM demo: <https://ap24.lightning.force.com/lightning/page/home>
- Oracle ERP introduction: [https://www.youtube.com/watch?v=c9HfNg4a\\_Og](https://www.youtube.com/watch?v=c9HfNg4a_Og)
- Tally ERP Retail: <https://www.youtube.com/watch?v=VUp1nOli3V4>
- 3D Printing: <https://www.youtube.com/watch?v=EHvO-MIzAIM&t=26s>

#### Journal

- Information Technology & Management, ISBN 1385-951X
- [International Journal of Information Management](#)

#### Library E-resources:

- **Introduction to Management Information Systems (MIS): A Survival Guide:**  
<https://www.edx.org/course/introduction-to-management-information-systems-mis>
- **Industry 4.0 :**  
<https://presiuniv.knimbus.com/user#/searchresult?searchId=Industry%204.0&t=1680442800030>
- **Information Technology and Sustainability:**

<b>Catalogue prepared by</b>	Prof. Krishna Durbha
<b>Recommended by the Board of Studies on</b>	BOS NO: _____ BOS held on: _____
<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No. _____ , Dated: _____

<b>Course Code:</b> MBA2033	<b>Course Title: Business Research Methods</b> <b>Type of Course: School Core &amp; Theory only</b>	<b>L-T-P-C</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
Version No.	1.0					
Course Pre-requisites	Business Statistics (MBA 1007)					

Anti-requisites	NIL			
Course Description	Business Research Methods provides the theoretical and practical framework to conduct research in Business. It consists of modules, which cover the fundamentals of the Business Research Process. The course enables discussion on different research designs that would be appropriate in different business scenarios. The data analysis sections deals with the relevant statistical tools required to analyze the data which would help in effective decision making.			
Course Outcomes	<p>On successful completion of the course, the students shall be able to:</p> <ol style="list-style-type: none"> <li>1. Apply the relevant business research methods for solving business research problems. [Application Level]</li> <li>2. Use appropriate data collection methods to carry out business research. [Application Level]</li> <li>3. Employ suitable measurement techniques and sampling designs to elicit data. [Application Level]</li> <li>4. Analyze the data using appropriate statistical tools. [Analysis Level]</li> </ol>			
Course Objectives	Objective of this course is to enhance <b>Skill Development</b> using <b>Experiential Learning</b> methods.			
Course Content:				
Module 1	Introduction to Business Research Methods	Assignment	Review Literature	9 Hours
<p>Topics:</p> <p>Role of business research – applied and basic business research – managerial value of business research. Theory building – research concepts, constructs, propositions, variables and hypotheses – the scientific method of conducting research. The business research process – types of business research – exploratory, descriptive and causal. Stages in the research process. Review of literature. Problem definition process, research objectives, questions and hypotheses. The research proposal.</p>				
Module 2	Data Collection Methods and Qualitative Research	Mini-Project	Data Collection and Data Analysis	12 Hours
<p>Topics:</p> <p>Primary data – survey research – errors in survey research – survey research methods. Personal interviews – telephone interviews – self-administered questionnaires. Observation methods. Secondary data – advantages, disadvantages and sources. Qualitative research – uses, orientations to qualitative research. Techniques in qualitative research – Focus group interview, depth interviews. Conversations, semi-structured interviews</p>				

Module 3	Measurement Concepts, Questionnaire design and Sampling	Assignment	Conceptual Knowledge	12 Hours
<p>Topics:</p> <p>Introduction – variables – constructs - measurement scales – nominal, ordinal, interval and ratio. Criteria for good measurement – reliability and validity. Attitude measurement – attitude rating scales – Likert scale, semantic differential. Measuring behavioral intention – ranking, sorting. Questionnaire design – Basic considerations – wording questions – guidelines for constructing questions – questionnaire layout – pretesting and revision. Sampling – population, sample, sampling frame, sampling units, sampling and non – sampling errors. Non – probability sampling – convenience, judgment, quota and snowball sampling. Probability sampling – simple random sampling, systematic sampling, stratified sampling.</p>				
Module 4	Data Analysis and report writing	Mini-project	Data Analysis	12 Hours
<p>Topics:</p> <p>Testing of hypothesis – test for two means – known variances and unknown but equal variances, paired t test, test for two proportions. Chi square test for independence of attributes. Introduction to multivariate data analysis. Report writing – report format – parts of the report.</p>				
<p>Targeted Application &amp; Tools that can be used:</p> <p>Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &amp; Professionally Used Software: MS-Excel/SPSS/Minitab/R</p>				
<p>Project work/Assignment:</p>				
<p>Project/Assignment: Mini-Project on the primary or secondary data collection techniques for the application of suitable statistical models.</p> <p>Assignment 1: Students are required to write a Literature Review Assignment based on any two to three related literature on their research topic of interest.</p> <p>Assignment 2: Students are required to construct the Questionnaire in align with the Problem identification/Research questions and Hypothesis formulation on their research topic of interest.</p> <p>Assignment 3: Written Assignment/Quiz on Research Process or Sampling techniques.</p>				
<p>Text Books</p>				



1. Zikmund, W. G., Babin, B. J., Carr, J.C. & Griffin, M., Business Research Methods: A South Asian Perspective. Delhi: Cengage Learning, Edition 9, 2012.

References

1. Kothari, C. R. & Garg, G. Research Methodology, Methods and Techniques. New Age International Publishers, Multi-Colour Edition, 2019.

2. Anderson, Sweeney, Williams, Camm and Cochran. Statistics for Business and Economics. Delhi: Cengage Learning., 2016.

Catalogue prepared by		Dr. Jayakrishna Udupa H
Recommended by the Board of Studies on		BOS NO:
Date of Approval by the Academic Council		Academic Council Meeting

<b>Course Code:</b> <b>MBA2040</b>	<b>Course Title: Production and Logistics Management</b> <b>Type of Course: Program Core, Theory only</b>	<b>L-T-P-C</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
Version No.	1.0					
Course Pre-requisites	Business Statistics [ MBA1007] Topics : Central tendencies, Deviations and Regression					
Anti-requisites	NIL					
Course Description	This descriptive course introduces the students to the theory and practice of Production Management as a functional area in the management of business enterprise. This course discusses the principles, concepts and basic problems affecting the manufacturing and non-manufacturing firms. It also includes the methods, strategies and application of various quantitative tools in problem solving for production and operations. This course introduces students to problem solving and analysis associated to the design, planning, control, and improvement of manufacturing and service operations. This course also gives a brief introduction to Logistics management and its relevance in business.					
Course Out Comes	On successful completion of the course the students shall be able to: 1] Explain the relevance of Production and Operations Management. 2] Describe the role of production and operations on managerial decision making. 3] Explain how the production function associates with other firm functions.					

	4] Solve problems in forecasting related to production processes.			
	5] Explain the relevance and role of Logistics Management in Business			
Course Objectives	Objective of this course is to enhance <b>Employability Skills</b> using <b>Participative Learning Methods</b> .			
Course Content:				
Module 1	Introduction	Assignment	Data Collection and Classification	12 Hours
Topics: Introduction – History of Production Operations Management POM, Factors affecting POM, Difference between Manufacturing and Service Operations, Concepts of productivity, Operations Strategies. Videos/ Case Study.				
Module 2	Facility Planning	Term paper/Assignment/Case Study	Data Collection, Classification & Report on Planning	12 Hours
Topics: Facilities Planning Process for Manufacturing and Assembly facility- Product Design, Process Design and Service Design, Facility Location, Facility Management - 4 types of layouts based on Produce and Variety. Videos / Case Study.				
Module 3	Time Series	Case Study	Data Collection on Time Series & Analysis	9 Hours
Topics: Concepts of Forecasting, Types of forecasting, Time series methods - Weighted Average, Weighted Moving Average., Qualitative v/s Qualitative methods of Forecasting. Videos / Case Study				
Module 4	Production Planning	Assignment & Case Study	Planning, Scheduling and Report writing	12 Hours
Topics: Types of Production Planning and Control Systems, Planning and Scheduling, Capacity Planning, Overview of Master Production Schedule (MPS), Materials Requirement Planning (MRP) I and relevance to Supply Chain Management/ Warehousing, Introduction to Inventory Management and Inventory Models Videos / Case study.				
Module 5	Introduction to Logistics Management	Assignment	Inventory Data Analysis and Interpretation	6 Hours
Topics: Introduction to Logistics Management, Transportation Management and Planning, Warehouse and Distribution Management, Current trends in Logistics management, 3PL and 4PL logistics				
Targeted Application & Tools that can be used:				
Above concepts are helpful in understanding the entire system of production, planning, layouts, facility, forecasting and inventory appropriate to any manufacturing unit like Automobile assembly, confectionary				

factory, process designing for various manufacturing units and service centres. Useful Software or tools are Microsoft Excel.	
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course	
Assignment type: Case study on listing out various production processes and designing facilities for given product and service requirements.	
Text Book Operations Management, William J Stevenson, McGraw-Hill, 2009. Ninth Edition. Available in library Logistics Management by D.K. Agrawal	
References i. Operations Management, Collier/Evans/Ganguly, CENGAGE Learning, 2016, ISBN: 978-81- 315-2809-9. ii. Operations Management for Competitive Advantage, Richard B. Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal, McGraw-Hill; 2009. Eleventh Edition.	
Catalogue prepared by	Name/Names of the Faculty members prepared this catalogue: Dr Praveen Mustoor
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS:
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

<b>Course Code:</b> PPS4001	<b>Course Title: Aptitude Training</b> <b>Type of Course: Program Core</b> <b>Theory Only</b>	<b>L-T- P- C</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	<b>Basic mathematical operations.</b> <b>Basic English.</b>					
<b>Anti-requisites</b>	<b>NIL</b>					
<b>Course Description</b>	The objective of this course is to prepare the trainees to tackle the questions on various topics and various difficulty levels based on Quantitative Ability, Logical Reasoning and Verbal Ability asked during the placement drives. There will be sufficient focus on building the fundamentals of all the topics, as well as on solving the higher order thinking questions. The focus of this course is to teach the students					

	to not only get to the correct answers, but to get there faster than ever before, which will improve their employability factor.			
<b>Course Outcomes</b>	On successful completion of the course the students shall be able to: 1] IDENTIFY the basic concept needed in a question. 2] SOLVE the quantitative and logical ability questions with the appropriate concept. 3] EXAMINE the data given in complex problems. 4] EXAMINE given text sentences and paragraphs for errors and correct them.			
<b>Course Content:</b>				
<b>Module 1</b>	Logical Reasoning	Assignment	Problem solving	<b>5 Hours</b>
Topics: Coding & Decoding, Blood Relations, Linear Arrangement, Circular Arrangement, Directions, Syllogisms				
<b>Module 2</b>	Quantitative Ability	Assignment	Problem solving	<b>5 Hours</b>
Topics: Percentages, Ratios & Proportions, Averages, Mixtures & Alligation, Data Interpretation				
<b>Module 3</b>	Verbal Ability	Assignment	Comprehension	<b>5 Hours</b>
Topics: Articles, Subject Verb Agreement, Synonyms & Antonyms, Verbal Analogies, Ordering of Words, Parajumbles, Sentence Correction, Cloze Test				
<b>Targeted Application &amp; Tools that can be used:</b> Application area: Placement activities and Competitive examinations.				
<b>Project work/Assignment: Mention the Type of Project /Assignment proposed for this course</b>				
Assignment: Complete all the questions and solutions covered in the class.				
<b>Text Book</b> 1. Aggarwal, R. S. (2018). A Modern Approach to Verbal & Non-Verbal Reasoning. S. Chand Limited. 2. Aggarwal, R. S. (2017). Quantitative Aptitude for Competitive Examinations. S. Chand Limited. 3. Lewis, N. (1979). Word Power Made Easy. Simon and Schuster.				

<b>References</b>	
1. <a href="http://www.indiabix.com">www.indiabix.com</a>	
2. <a href="http://www.youtube.com/TheAptitudeGuy/videos">www.youtube.com/TheAptitudeGuy/videos</a>	
<b>Catalogue prepared by</b>	Mr. Koustav Nandi
<b>Recommended by the Board of Studies on</b>	BOS No.: BOS Date:
<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No.: Date of the meeting:

<b>Course Code:</b> PPS2010	<b>Course Title: Personality Development - Intermediate</b> <b>Type of Course: School Core</b>	<b>L-T- P- C</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Version No.</b>	1.1					
<b>Course Pre-requisites</b>	<ul style="list-style-type: none"> <li>Students are expected to understand Basic English.</li> <li>Students should have desire and enthusiasm to involve, participate and learn.</li> <li>Students should possess fundamental communication and research skills</li> </ul>					
<b>Anti-requisites</b>	<b>NIL</b>					
<b>Course Description</b>	<p>This course is designed to enable students of Business management to prepare for corporate &amp; business world. The modules are planned to improve confidence, communication, decision making and networking skills to give the students a competitive advantage and increase chances of success in getting placed.</p> <p>The course will benefit learners in presenting themselves effectively through role play, activities while also learning the importance of self-awareness and team work.</p>					
<b>Course Objective</b>	The objective of the course is skill development of student by using Participative Learning techniques					
<b>Course Outcome</b>	<b>On successful completion of this course the students shall be able to:</b> <ul style="list-style-type: none"> <li>Demonstrate confidence and effective communication</li> </ul>					

	<ul style="list-style-type: none"> <li>• Prepare professional LinkedIn account and build business networks</li> <li>• Recognize problem solving skills</li> <li>• Discuss emotional intelligence components</li> </ul>			
<b>Course Content:</b>				
<b>Module 1</b>	Self-awareness and EI	Personality training	Group Tasks	<b>03 Hours</b>
<p><b>Topics:</b> Johari Window, Emotional intelligence components – Self-awareness, Self-regulation, social skills, empathy and motivation</p> <p><b>Activity:</b> Classroom group activity</p>				
<b>Module 2</b>	PERSONAL BRANDING	Individual Task	Personal brand building	<b>03 Hours</b>
<p><b>Topics:</b></p> <p>LinkedIn profile building, network building &amp; its significance, Class room activities.</p> <p><b>Activity:</b> Building LinkedIn account and professional networking</p>				
<b>Module 3</b>	CAMPUS TO CORPORATE	Placement training	Mock Hours	<b>05 Hours</b>
<p><b>Topics:</b> Resume writing, Video resume, GD, PI, Industry expert talks videos.</p> <p><b>Activity:</b> Write, Practice in groups, Perform</p>				
<b>Module 4</b>	PRESENTATION SKILLS	PPT creation	Survey-based presentation	<b>04 Hours</b>
<p><b>Topics:</b> Presentation skills. Ability to organize PPTs effectively, ability to apply their presentation skills and public speaking skills to make their presentations more effective.</p> <p><b>Activity:</b> Survey a social scenario and present that in class.</p>				
<p><b>Additional training:</b></p> <p><b>Every session 30 min speaking activity for all students.</b></p> <p>Topics: Current trends, Product pitching, Revision, New job roles and opportunities, Skills required in 2023- 2030 etc.</p> <p><b>Workshop/Boot camp</b></p>				
<b>Assignments proposed for this course</b>				
<ul style="list-style-type: none"> <li>• LinkedIn</li> <li>• Presentation</li> </ul>				
<b>Text Book</b>				

- **Me 2.0: Build a Powerful Brand to Achieve Career Success** by [Dan Schawbel](#)
- Jack Canfield, "The Success Principles", 8th Edition, HarperCollins Publishers India, 2015
- Shiv Khera, "You Can Win", 3d Edition, Bloomsbury India, 2014
- Stephen R Covey, "7 Habits of Highly Effective People", Simon & Schuster, (2018)
- Resume Writing: Craft a Resume That Will Knock Their Socks Off! By [Alexander Burton](#)
- **HBR's 10 Must Reads on Emotional Intelligence (with featured article "What Makes a Leader?" by Daniel Goleman)**
- The presentation secrets of Steve Jobs by Carmine Gallo
- Talk like Ted by Carmine Gallo
- Business etiquette made easy- The essential guide to professional success- Myka Meier
- Leaders eat last- Simon Sinek
- Ted talk links
  - [https://www.ted.com/talks/larry\\_smith\\_why\\_you\\_will\\_fail\\_to\\_have\\_a\\_great\\_career?language=en](https://www.ted.com/talks/larry_smith_why_you_will_fail_to_have_a_great_career?language=en)
  - [https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?referrer=playlist-the\\_10\\_most\\_popular\\_tedx\\_talks&autoplay=true](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?referrer=playlist-the_10_most_popular_tedx_talks&autoplay=true)
  - [https://www.ted.com/talks/aimee\\_mullins\\_my\\_12\\_pairs\\_of\\_legs?language=en](https://www.ted.com/talks/aimee_mullins_my_12_pairs_of_legs?language=en)

**Movie References**

- The intern
- The Pursuit of Happiness

**E-Resources:**

The remote access link to e-resources at Presidency university:

<https://presiuniv.knimbus.com/user#/home>

<b>Catalogue prepared by</b>	Mr. Dhiraj
<b>Recommended by the Board of Studies on</b>	BOS No.: BOS Date:

<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No.: Date of the meeting:
<b>The DAC meeting number &amp; Date</b>	DAC Dated

Course Code: MBA2024	Course Title: Financial Management Type of Course: Program Core & Theory	L-T-P-C	4	0	0	4
Version No.	1.0					
Course Pre-requisites	Decision making and problem solving abilities.					
Anti-requisites	NIL					
Course Description	The purpose of this course is to enable the students to analyze the cost of capital, return on investment and hence make informed decisions. The students get a fair idea about the concept of time value of money and its implications, to ensure effective use of capital and advice business about project costs, make capital investments, and structure deals to help company's growth.					
Course Objective	This course is designed for <b>SKILL DEVELOPMENT</b> by using <b>PARTICIPATIVE LEARNING</b> Techniques.					
Course Outcomes	On successful completion of this course the students shall be able to: <ol style="list-style-type: none"> <li>1. Compute the Time Value of Money for financial decision making- <b>Application</b></li> <li>2. Analyse the Weighted Average Cost of Capital of a Business, Capital Structure and implication of Dividend Decisions- <b>Analysis</b></li> <li>3. Employ various Capital Budgeting Evaluation Techniques for project selection- <b>Application</b></li> <li>4. Calculate the Working Capital requirements of a company - <b>Analysis</b></li> </ol>					
Course Content:						



Module 1	<b>Financial Management and Time Value of Money</b>	Quiz	Understanding of Concepts	15 Hours
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Topics: Definition and Scope of Finance, Financial Manager's role, Financial Goal: Profit Maximization Vs Wealth Maximization, Agency Problems: Managers' Vs Shareholders' Goal, Ethics in Finance

**Time Value of Money:** Future Value of a single cash flow, Present value of a single cash flow, Present value of an annuity due, Present value of a perpetuity, Loan amortization schedule, Problems on each sub topics. Case study.

Module 2	<b>Cost of Capital, Capital Structure and Dividend Decisions</b>	Case Study	Application of Concept	15 Hours
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Topics:

**Long Term Sources of Funds and Cost of Capital:** Long term sources of finance: Bonds/ Debentures, Preference shares and Equity shares. Cost of Capital – Meaning, Significance, Types, Capital Asset Pricing Model, Weighted Average Cost of Capital (WACC)

**Capital Structure:** Factors Determining Capital Structure, EBIT-EPS Analysis, Leverages - Operating Leverage, Financial Leverage, Combined Leverage.

**Dividend Decisions:** Concept and Significance of Dividend Decision, Forms of Dividends: Cash Dividend, Bonus Shares, Share Split, Reverse Split, Buyback of Shares

Module 3	Capital Budgeting	Assignment –Problem Solving Technique	Decision making	15 Hours
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Topics:

Meaning and nature, Process of capital budgeting, kinds of capital budgeting decisions, Cash flow for investment analysis, Evaluation Techniques - Pay Back Period, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, NPV vs IRR, Reinvestment Assumption and Modified Internal Rate of Return (MIRR), NPV vs PI, Mutually Exclusive projects Case study.

Module 4	IV Working Capital Management	Assignments	Application of Concept	15 Hours
<p>Topics: Working Capital Management – Concepts, Kinds of working capital, Sources of Financing Commercial paper, Letter of Credit, Bill Discounting, Factoring Factors determining working capital, Operating Cycle. Working capital policies – Conservative, Moderate, Aggressive. Working Capital Estimation</p>				
<p>Targeted Application &amp; Tools that can be used:</p> <p>It has wide application in Corporate Business, Banking, Financial Services Industry. It helps businesses to balance risk and profitability.</p> <p>Basic Excel function</p>				
<p>Project work/Assignment:</p>				
<p>Project Assignment: –Mini projects on Capital Budgeting&amp;Capital Structure (Problem Solving Technique)</p> <p>Assignment: 1] Collect the data from the 5 firms and compute the cost of capital.</p> <p>Assignment 2: Prepare a compressive report on working capital technique issued by various Companies.</p>				
<p>1. I M Pandey, Financial Management, Pearson</p>				
<p>References</p> <ol style="list-style-type: none"> <li>1. Richard A. Brealey, Stewart C. Myers, Franklin Allen, and Pitabas Mohanty, Principles of Corporate Finance, McGraw-Hill Publishing.</li> <li>2. Eugene F. Brigham and Louis C. Gapenski, Financial Management: Theory and Practice, Dryden Press.</li> <li>3. Damodaran Aswath, Corporate Finance: Theory and Practice, John Wiley &amp; Sons</li> <li>4. Chandra P., “Financial Management: Theory and Practice” McGraw Hill Education.</li> </ol>				
Catalogue prepared by	Dr. Y. Venkata Rangaiah			
Recommended by the Board of Studies on				

Date of Approval by the Academic Council	
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<b>Course Code:</b> MBA2034	<b>Course Title: Fundamentals of Business Analytics</b> <b>Type of Course: School Core and Lab based</b>	<b>L</b> 2	<b>T</b> 0	<b>P</b> 0	<b>C</b> 2
<b>Version No.</b>	2.0				
<b>Course Pre-requisites</b>	Nil				
<b>Anti-requisites</b>	Nil				
<b>Course Description</b>	<p>This course is an application-driven introduction to Business analytics. Every field of study and area of business has been affected as people increasingly realize the value of the incredible quantities of data being generated. But to extract value from those data, one needs to be trained in the proper data analytics skills. The R programming language has become the de facto entry level programming language for beginners in data analytics. Its flexibility, powerful and expressive, which have made it an invaluable tool for data analyst around the world. This course will introduce students to this rapidly growing field and equip them with some of its basic principles and tools as well as its general mindset. Students will learn concepts, techniques and tools they need to deal with various facets of data analytics practice, including data collection and integration, exploratory data analysis, predictive modeling, descriptive modeling, evaluation, and effective communication. The focus in the treatment of these topics will be on breadth, rather than depth, and emphasis will be placed on integration and synthesis of concepts and their application to solving problems.</p>				
<b>Course Objectives</b>	This course is designed to improve the learners' <b>SKILL DEVELOPMENT</b> by using <b>PROBLEM SOLVING TECHNIQUES</b> like, Mini Projects and Case Study Presentations.				
<b>Course Out Comes</b>	<p>On successful completion of the course the students shall be able to:</p> <ol style="list-style-type: none"> <li>1) Define Business Analytics terms and skill sets [Knowledge]</li> <li>2) Describe latest concepts, tools used in Business Analytics [Comprehension]</li> <li>3) Apply analytical tools like R (&amp; RStudio) to solve real business problems [Application]</li> </ol>				
<b>Module 1</b>	<b>Introduction to Business Analytics</b>	Class instructions and demo of core concepts	Assignment and Quiz	<b>10 Hours</b>	
<b>Topics:</b>					

Objectives of Analytics, Types of Business Analytics, Steps of Analytics Process. Data Collection, Data Preparation, Detecting, treating outliers and missing values. Model Building, Interpretation, Measurement of Model Accuracy. Big Data basics.

<b>Module 2</b>	<b>Introduction to R programming and EDA</b>	R & R Studio fully lab-based tutorials	Refer lab manual. Use of built in and sample datasets in manual.	<b>10 Hours</b>
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Topics:

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification

<b>Module 3</b>	<b>Business Analytics basic Tools and Techniques</b>	R & R Studio fully lab-based tutorials. Project.	Refer lab manual. Use of built in and sample datasets in manual.	<b>10 Hours</b>
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Topics:

Overview and Industry Applications of Artificial Intelligence, Machine Learning, Deep Learning. Summarizing data using descriptive statistics, correlation. Simple Supervised Learning techniques: Linear (Simple and Multiple) Regression, Decision Trees. Unsupervised Learning: Clustering using KMeans. Time Series Forecasting, ARIMA.

**Targeted Application & Tools that can be used:**

Course has wide application across all business functions. Data Analysis Supportive tools like Excel/R Programming/Oracle

**Project work/Assignment: Mention the Type of Project /Assignment proposed for this course**

4. Lectures (30 Hours), review and bridging (6 Hours)
5. 3 Quizes
6. Assignment with Project Presentations

Datasets & code samples provided in the Lab Manual

**Text Book**

1. Business Analytics: The Science of Data Driven Decision Making, U. Dinesh Kumar, Wiley, 2020

Introduction to Data Science – Practical approach with R & Python: B Uma Maheswari & R Sujatha, Wiley, 2021

**Reference books & Links:**

**R1:** Data Analytics using R by Seema Acharya, McGraw Hill, 2018

**R2:** R programming for beginners: Sandip Rakshit, Mc Graw Hill Education, Year,

**R3:** Stanford Andrew Ng: <https://www.youtube.com/channel/UC5zx8Owijmv-bbhAK6Z9app>

**R4:** KrishNaik [https://www.youtube.com/channel/UCNU\\_lfiiWBdtULKOW6X0Dig](https://www.youtube.com/channel/UCNU_lfiiWBdtULKOW6X0Dig)

**R5:** Introduction to R & RStudio: <https://www.youtube.com/watch?v=IL0s1coNtRk>

R6: R Basic Syntax: <https://www.geeksforgeeks.org/introduction-to-r-studio/>

Catalogue prepared by

Recommended by the Board of Studies on

Date of Approval by the Academic Council

Prof. Krishna Durbha

### III SEMESTER

<b>Course Code:</b> MBA3052	<b>Course Title: Corporate Strategy</b> <b>Type of Course: Program Core only</b>	<b>L- T-P- C</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	[1] <b>Management</b> Concepts and Practices (MBA1015) [2] <b>Microeconomics</b> for Managers (MBA1009)					
<b>Anti-requisites</b>	<b>NIL</b>					
<b>Course Description</b>	<p>Corporate Strategy has become a significant point of the modern corporate world. The changing phases of the competition, the political and social changing faces, the invention of new techniques, and new ideas have compelled the corporate world to embrace the corporate strategy concept and come out with the success. This course (Corporate Strategy) is an integral part of the Strategic Management. Strategic Management is involved in many of the decisions that a leader makes.</p> <p>This course includes what is a strategy, corporate direction, environmental scanning, and sources of competitive advantage, BEVUCA, Neurostrategy, strategy formulation, competitive strategies in emerging industries, balanced scorecard, and International Business.</p>					
<b>Course Objective</b>	This course is designed to improve the EMLOYABILITY SKILLS by using participative learning.					
<b>Course Outcomes</b>	<p><b>On successful completion of this course the students shall be able to:</b></p> <ol style="list-style-type: none"> <li>1) Define corporate strategy</li> <li>2) Identify various factors of competitive advantage</li> <li>3) Explain various generic competitive strategies</li> </ol>					

	4) Prepare a Balanced Scorecard for an organization.			
<b>Course Content:</b>				
<b>Module 1</b>	Introduction to Strategic Management	<b>Case:</b> Strategic Analysis of Starbucks Corporation	<b>Data Analysis:</b> Analysis the different tools used in Neurostrategy based on University SCOPUS database (% analysis).	<b>12 Hours</b>
<p>Topics:</p> <p><b>Module -I Introduction to Strategic Management</b></p> <p>What is Strategic Management &amp; Stages of Strategic Management, Integrating Intuition and Analysis, Adapting to Change, Key Terms in Strategic Management, External Opportunities and Threats &amp; Internal Strengths and Weaknesses, Long-Term Objectives, Strategies and Annual Objectives &amp; Policies, The Strategic-Management Model, Benefits of Strategic Management. Corporate Strategy, Directional Strategy, Portfolio Analysis Corporate Parenting. Nero strategy</p>				
<b>Module 2</b>	Environmental Scanning and Industry Analysis	<b>Case Study:</b> Southwest Airline	<b>Data Analysis:</b> Identification of factors responsible for BEVUCA Environment through questionnaire or from literature.	<b>12 Hours</b>
<p>Capabilities and Competencies, Sources of Competitive Advantage: Position and Capability, Value Chain analysis- primary and secondary activities, Internal and External environmental analysis, SWOT, PESTEL analysis, VUCA &amp; BEVUCA, how strategy shapes structure- structuralist and reconstructionist approach- blue and red ocean strategy, Dubai strategy proposition. The Nature of an Internal Audit, Key Internal Forces, The Resource-Based View (RBV) Integrating Strategy and Culture Industry Analysis: The External Factor Evaluation (EFE) The Competitive Profile Matrix (CPM)</p>				
<b>Module 3</b>	<b>Strategy Formulation</b>	<b>Case study:</b> Class- or Mass(HBR), Idalene F. Kesner and Rockney Walters(2005).	<b>Data Analysis:</b> Application of design thinking in industry, based on themes and sub theme analysis.(Application of spreadsheet with provided database).	<b>12 Hours</b>

Generic Competitive Strategies- Cost leadership, Differentiation and focus, risk of generic strategy, The Balanced Scorecard, Types of Strategies, Levels of Strategies, Integration Strategies, Forward Integration & Backward Integration, Horizontal Integration, Intensive Strategies, Market Penetration & Market Development, Product Development, Diversification Strategies, Defensive Strategies A framework for competitor analysis- Michael Porter's Five Generic Strategies

<b>Module 4</b>	<b>Competitive Strategy and corporate advantage</b>	<b>Case study: IKEA</b> <a href="http://aeunike.lecture.ub.ac.id/files/2012/03/Case-Kel.9.pdf">http://aeunike.lecture.ub.ac.id/files/2012/03/Case-Kel.9.pdf</a>	<b>Simulation:</b> Development and simulation of BSC with the help of spreadsheet.	<b>9 Hours</b>
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Topics: Competitive Strategy in emerging Industries- the structural environment, early mobility barriers, early mobility barriers, coping with the competitors, which emerging industries to enter. Evolution of global industries, strategic alternatives in global industries, How to Become a Sustainable Company, Balanced Score Card, Digital advantage – SMAC. International Business Strategy- mode of entry in international business, political and country risk in International Business. Implementing Strategies: Management and Operations Issues, Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.

**Targeted Application & Tools that can be used:**

1. **Module no 1: Neurostrategy (Analysis of University SCOPUS database with the help of spreadsheet)**
2. **Module no 2: BECUVA (Identification of Factors through SPSS)**
3. **Module no 3: Design Thinking (Themes and sub themes analysis by VOSVIWER)**
4. **Module no 4: Balanced Score Card (Spreadsheet application)**

**Project work/Assignment:**

1. Quiz: Online quiz in University Edhitch platform (10 marks)
2. Article review
3. Identification of value creation process based on VRIO model of any organization of your choice(20 marks)

**Text Book**

Bhandari & Verma : *Strategic Management - A Conceptual Framework*, McGraw Hill  
Higher Education, New Delhi, India.

[https://highered.mheducation.com/sites/125902640x/information\\_center\\_view0/index.html](https://highered.mheducation.com/sites/125902640x/information_center_view0/index.html)

## References

R1: Strategic Management CONCEPTS AND CASES, Fred R. David Francis Marion University Florence, South Carolina, 13th ed. Pearson Education, Inc., publishing as Prentice Hall

R2: Michael E. Porter: Competitive Strategy, The Free Press, New York.

<http://www.mim.ac.mw/books/Michael%20E.%20Porter%20-%20Competitive%20Strategy.pdf>.

R3: HBR'S 10 Must Reads on Strategy. Harvard University Press, Boston, Massachusetts.

R3: Paul Leinwand; Cesare Mainardi. *Strategy that works*, Harvard University Press, Boston, Massachusetts.  
<https://www.scribd.com/document/533966997/Strategy-That-Works-How-Winning-Companies-Close-the-Strategy-To-Execution-Gap-by-Paul-Leinwand-Cesare-R-Mainardi-Z-lib-org>

**Additional reading:** Preparing your business in Post- Pandemic World(HBR)

<https://img1.wsimg.com/blobby/go/a53b688c-293a-4784-a01f-75c9461a886a/HBRs%2010%20Must%20Reads%20on%20Managing%20in%20a%20Downturn%2C%20.pdf>

Presidency University Library link:

<https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/TQM-12-2016-0109/full/html>

<b>Catalogue prepared by</b>	Dr. S.FAKRUDDIN ALI AHMED
<b>Recommended by the Board of Studies on</b>	
<b>Date of Approval by the Academic Council</b>	

<b>Course Code:</b> MBA3001	<b>Course Title: Business Law</b> <b>Type of Course: School Core Theory only</b>	<b>L-T-P-C</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	<ol style="list-style-type: none"> <li>1. Basic knowledge of functioning of a company</li> <li>2. Communication skills</li> </ol>					
<b>Anti-requisites</b>	NIL					
<b>Course Description</b>	The purpose of the course is to impart knowledge with regard to business laws. The nature of the course is to give right exposure to concerns and expectations of various stakeholders in the context of large-scale industrial change due to globalization. Law is an integral part of business. Every major area of business has a legal dimension- sales and advertisement, price and distribution and operations, finance and investment, personnel and industrial relations, export and import, and setting up and winding up of					



	<p>a business. With the increasing complexities of business, knowledge of law is becoming crucial in business management. For the successful management of an organization, it is important that the managers have a fairly good knowledge of the legal provisions affecting upon the business. The course will equip the students to enable the application of various business laws to the real-world conflicts and management challenges. To develop the legal- management skills and competencies this includes business law knowledge, planning, problem-solving and communication. It provides an understanding of the legal framework of business and the legal implications of their business decisions. The course will further equip the students with ideas, resources and tools for protecting business assets, resolving legal conflicts, and complying with the law. It guides on the best practices and tools for implementing an effective legal management system.</p>		
<b>Course Objectives</b>	<p>This course is designed to improve the learner’s EMLOYABILITY SKILLS by using participative learning through Class participation activities.</p>		
<b>Course Outcomes</b>	<p>On successful completion of this course the students shall be able to:</p> <p>CO 1. State the legal formation of contractual relationships in business.</p> <p>CO 2. Infer the concept of contract of sale and about conditions and warranties given by the companies.</p> <p>CO 3. Interpret the procedure for the formation of company, it’s functioning, managing and winding up.</p> <p>CO 4. Explain consumer rights and the procedure for settlement of a dispute in a consumer forum.</p>		
<b>Course Content:</b>			
<b>Module 1</b>	<b>The Indian Contract Act, 1872</b>	Assignment (Experiential Learning)	12 Hours
<p>Topics:</p> <p>Introduction to the global business and legal environment, Business Law: Meaning, Purpose, sources and classification of Business Law, Essentials of Contract, Classification of Contracts, Offer, acceptance and agreement, Consideration, Capacity to Contract, Free Consent, Legality of Object, Void Agreements, Performance of Contract, Discharge of contract, Remedies for Breach of Contract. Contingent Contract, Special Contracts: Bailment, contract of Indemnity and Guarantee, termination of agency-revocation and partnership Act.</p> <p>Formation of Contract of Sale, Conditions and Warranties, Transfer of property, Performance of Contract, Rights of an unpaid Seller, “Doctrine of Caveat Emptor”. <b>[12-- Hours.] [Blooms ‘level selected: Comprehension Level - 2 ----]</b></p>			
<b>Module 2</b>	<b>Legal Aspects of E-Payments</b>	Case Law (Participative Learning)	9 Hours
<p>Topics:</p>			

Meaning & Definition, Characteristics of E-payments, Types of e-commerce payment systems in use today, Credit card, Debit card, Smart card, Legal aspects of Net-banking in India, other e- payment gateways.

Sale of goods Act, IT Act provisions, Digital Signature, Electronic records, certifying authorities, Banking regulation Act 1949, FEMA Act 1999 and Fundamental of Income tax Act 1961.

**[08 Hours.] [Blooms 'level selected: Application Level – 3]**

<b>Module 3</b>	<b>The Companies Act, 2013</b>	Assignment	12 Hours
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Topics:

Definition of Company, Characteristics of a Company, Kinds of Companies, Formation of Company, Memorandum of Association, Articles of Association, Prospectus, Share Capital, Shares, Company Management, Meetings and Proceedings, Borrowing Powers, debentures and Charges, Accounts and Auditors, Prevention of Oppression and Mismanagement, Winding up a company.

**[12 Hours.] [Blooms 'level selected: Analysis Level 4]**

<b>Module 4: The Consumer Protection Act,1986 and Intellectual Property Rights - Practical case laws)</b>	<b>(Assignment- 7 Hours</b>	Assignment	12 Hours
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Topics:

Objectives of the Act, Definitions, Consumer Protection Councils, Consumer Disputes Redressal Agencies, The filing of a complaint and the procedure of Hearing in a consumer forum.

Laws related to Intellectual Property Rights: Patents, Trademarks, copyrights, trade and factory design. Geographical Indication. **[07 Hours.] [Blooms 'level selected: Synthesis Level 5]**

**Project Assignment: Case Law solving assignment- Class of 60 would be divided into 10 groups and each group has to come out with a solution to the case law given, within the time provided.**

**Assignment: 1] Writing a consumer complaint to consumer forum. – A hypothetical consumer dispute would be given to the student and they have to write a complaint to the respective court to resolve the issue.**

**Assignment 2: Companies Act.- The provisions relating to formation of a company should be drafted by every student in the class.**

**1. Kapoor N D: Elements of Mercantile Law: 38<sup>th</sup> Edition 2020- Sultan Chand & Sons. Educational Publishers, New Delhi.**

**References:**

**R1. Ravinder Kumar: Legal Aspects of Business 4e: Cengage Learning India Pvt Ltd. Delhi-110092.**

**R2. Avatar Singh – Principles of Mercantile Law, Edition 9, 2011, Eastern Book Company, New Delhi 110001**

**R3. Gulshan & G.K.Kapoor, Business Law, 2018 Edition New Age Publications, New Delhi.**

**E-RESOURCES FROM LIBRARY:**

Science Direct: <https://www-sciencedirect-com-presiuniv.knimbus.com/search?qs=%22Business%20Law%22>

Emerald: <https://www-emerald-com-presiuniv.knimbus.com/insight/search?q=%22Business+Law%22&showAll=false&p=1>

ProQuest: <https://www.proquest.com/abiglobal/results/6405E8F429B44F44PQ/1?accountid=177896>

Jstor: <https://www-jstor-org-presiuniv.knimbus.com/action/doBasicSearch?Query=%22Business+Law%22&so=rel>

EBSCO eBooks: <https://web.s.ebscohost.com/ehost/resultsadvanced?vid=2&sid=dbbf2cec-507f-4a8d-a139-be35f74c8182%40redis&bquery=%22Business+Law%22&bdata=JmRiPWUwMDB4d3cmdHlwZT0xJnNlYXJjaE1vZGU9U3RhbmRhcmQmc2l0ZT1laG9zdC1saXZl>

## WEBLINKS

### Case Laws:

1. **Balfaur v/s Balfaur**- <https://www.legalserviceindia.com/legal/article-4531-balfour-vs-balfour-case-analysis-1919-2kb-571.html>
2. **Mohori Bibi vs Dharmodas Ghose**- <https://www.legalserviceindia.com/legal/article-232-case-analysis-mohori-bibee-v-s-dharmodas-ghose.html#:~:text=Mohori%20Bibee%20V%2FS%20Dharmodas%20G>
3. **Baldry v/s Marshall** - <https://www.lawctopus.com/academike/sale-goods-domestic-international-domain/>
4. **Hadley v/s Baxendale** - <https://www.casebriefs.com/blog/law/contracts/contracts-keyed-to-farnsworth/remedies-for-breach/hadley-v-baxendale/>
5. **Salomon v/s Salomon & Co. Ltd.** - <https://www.judicere.in/salomon-v-salomon-co-judicere/#:~:text=Salomon%20v%20Salomon%20is%20the,the%20insolvency%20of%20the%20company.>
6. **Om Prakash v/s Reliance General Insurance 2017**- <https://indiankanoon.org/doc/122441541>

Catalogue prepared by	Dr. Vijay Vardhan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No.

<b>Course Code:</b> PPS3008	<b>Course Title: Personality Development - Advanced</b> <b>Type of Course: School Core</b>	<b>L-T- P- C</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Version No.</b>	1.1					
<b>Course Pre-requisites</b>	<ul style="list-style-type: none"> <li>• Students are expected to understand Basic English.</li> <li>• Students should have desire and enthusiasm to involve, participate and learn.</li> <li>• Students should possess fundamental communication and research skills</li> </ul>					
<b>Anti-requisites</b>	<b>NIL</b>					
<b>Course Description</b>	<p>This course is designed to enable students of Business management to prepare for corporate &amp; business world. The modules are planned to improve confidence, communication, decision making and networking skills to give the students a competitive advantage and increase chances of success in getting placed.</p> <p>The course will benefit learners in presenting themselves effectively through role play, activities while also learning the importance of self-awareness and team work.</p>					
<b>Course Objective</b>	The objective of the course is skill development of student by using Participative Learning techniques					
<b>Course Outcome</b>	<p><b>On successful completion of this course the students shall be able to:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate confidence and effective communication</li> <li>• Prepare professional LinkedIn account and build business networks</li> <li>• Recognize problem solving skills</li> <li>• Discuss emotional intelligence components</li> </ul>					
<b>Course Content:</b>						
<b>Module 1</b>	Self-awareness and EI	Personality training	Group Tasks		<b>05 Hours</b>	
<p><b>Topics:</b> Johari Window, Emotional intelligence components – Self-awareness, Self-regulation, social skills, empathy and motivation</p> <p><b>Activity:</b> Classroom group activity</p>						
<b>Module 2</b>	PERSONAL BRANDING	Individual Task	Personal brand building		<b>05 Hours</b>	

**Topics:**

LinkedIn profile building, network building & its significance, Class room activities.

**Activity:** Building LinkedIn account and professional networking

<b>Module 3</b>	CAMPUS TO CORPORATE	Placement training	Mock Hours	<b>05 Hours</b>
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**Topics:** Resume writing, Video resume, GD, PI, Industry expert talks videos.

**Activity:** Write, Practice in groups, Perform

<b>Module 4</b>	PRESENTATION SKILLS	PPT creation	Survey-based presentation	<b>03 Hours</b>
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**Topics:** Presentation skills. Ability to organize PPTs effectively, ability to apply their presentation skills and public speaking skills to make their presentations more effective.

**Activity:** Survey a social scenario and present that in class.

**Additional training:**

**Every session 30 min speaking activity for all students.**

Topics: Current trends, Product pitching, Revision, New job roles and opportunities, Skills required in 2023- 2030 etc.

**Workshop/Boot camp****Assignments proposed for this course**

- LinkedIn
- Presentation

**Text Book**

- **Me 2.0: Build a Powerful Brand to Achieve Career Success** by [Dan Schawbel](#)
- Jack Canfield, "The Success Principles", 8th Edition, HarperCollins Publishers India, 2015
- Shiv Khera, "You Can Win", 3d Edition, Bloomsbury India, 2014
- Stephen R Covey, "7 Habits of Highly Effective People", Simon & Schuster, (2018)
- Resume Writing: Craft a Resume That Will Knock Their Socks Off! By [Alexander Burton](#)
- **HBR's 10 Must Reads on Emotional Intelligence (with featured article "What Makes a Leader?" by Daniel Goleman)**
- The presentation secrets of Steve Jobs by Carmine Gallo
- Talk like Ted by Carmine Gallo
- Business etiquette made easy- The essential guide to professional success- Myka Meier
- Leaders eat last- Simon Sinek

- Ted talk links

- [https://www.ted.com/talks/larry\\_smith\\_why\\_you\\_will\\_fail\\_to\\_have\\_a\\_great\\_career?language=en](https://www.ted.com/talks/larry_smith_why_you_will_fail_to_have_a_great_career?language=en)
- [https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?referrer=playlist-the\\_10\\_most\\_popular\\_tedx\\_talks&autoplay=true](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?referrer=playlist-the_10_most_popular_tedx_talks&autoplay=true)
- [https://www.ted.com/talks/aimee\\_mullins\\_my\\_12\\_pairs\\_of\\_legs?language=en](https://www.ted.com/talks/aimee_mullins_my_12_pairs_of_legs?language=en)

#### Movie References

- The intern
- The Pursuit of Happiness

#### E-Resources:

The remote access link to e-resources at Presidency university:

<https://presiuniv.knimbus.com/user#/home>

<b>Catalogue prepared by</b>	Mr. Dhiraj
<b>Recommended by the Board of Studies on</b>	BOS No.: BOS Date:
<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No.: Date of the meeting:
<b>The DAC meeting number &amp; Date</b>	DAC Dated

<b>Course Code:</b> MBA3050	<b>Course Title: Current Affairs</b> <b>Type of Course: School Core</b>	<b>L-T- P- C</b>	1	0	0	1
<b>Version No.</b>	1.1					
<b>Course Pre-requisites</b>	The students should have a flair & interest for reading & keeping track of news items that are of significance at local, regional, national & global levels.					

<b>Anti-requisites</b>	<b>NIL</b>		
<b>Course Description</b>	Current Affairs are global or national events that have a substantial influence on business, finance, politics, society, & culture. They may also impact the disciplines of technology, sports, and entertainment. Maintaining awareness of current events is important in order to have a broader understanding of the world and thereby make prudent & well informed decisions. Current Affairs helps students to understand and navigate the complexities of the modern world. It also helps them in striking meaningful conversations, debates & engagement with a large number of stakeholders.		
<b>Course Objective</b>	Current Affairs course is designed to be a Skill Development course that shall prepare the students to remain abreast & informed on topics & matters of contemporary relevance & interest. This will also help the students to prepare in advance for Group Discussion & Personal Interview topics.		
<b>Course Outcomes</b>	<p><b>On successful completion of this course the students shall be able to:</b></p> <ol style="list-style-type: none"> <li>1. Beware of the opportunities and challenges for MBA students in the contemporary situation</li> <li>2. Discuss the impact of various events at local, regional, national &amp; global levels (Comprehension)</li> <li>3. Demonstrate critical points of views on matters of current affairs (Application)</li> </ol>		
<b>Course Content:</b>	<p>A total of 10 Hours are planned for the course.</p> <p>Each Session of 70 mnts duration shall be split into 2 Hours of 35 minutes each (20 sub Hours in all). Three broad buckets shall be analyzed &amp; discussed by the faculty. The buckets shall comprise:</p> <ul style="list-style-type: none"> <li>• Student life and career topics (8 Hours)</li> <li>• Media and Industry (8 Hours)</li> <li>• Governance and Macro Economics (8 Hours)</li> </ul> <p>In all, a total of 20 different topics shall be discussed in the class.</p> <p>Given below are the samples of potential topics comprising the above three buckets.</p>		
<b>Introduction to Student life and career Topics.</b>		Introduction to current affairs, its importance to student's personality & career development, challenges from new technology (students' vulnerability to fintech scams, social media scams and recruitment scams). Knowledge about Job consultancies. Global capability centers. Jobs in GCC. AI and its impact on BPO industry. Government job opportunities to MBA students. Indian Infrastructure development and job opportunities.	<b>3 Hours</b>

**Sample Topics:** case studies from news paper can be taken for discussion

<p><b>Detailed Topic discussions on media and industry</b></p>	<p>Discussion on News Papers and sources of news. news reading and understanding. Truth and false news in the media. Can India become a global semiconductor hub, Tech Industry and Big Tech Regulation etc, Cybersecurity and Digital Diplomacy, Effect of ChatGPT in the education sector, EV Adoption in India, etc.</p>	<p><b>8 3 Hours</b></p>
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**Sample Topics:** students may be asked to read newspaper and prepare for presentation on the above topics along with discussion in the classroom

<p><b>Basic General Awareness on society governance and macro economics</b></p>	<p><b>Situation Discussion (example):</b> Indian 4-layer democratic system and electoral methods. Voting responsibility. voting rights to graduates. Inflation and Monetary Policy and its impact on economy, RBI currency printing methodology. "Make in India" and "Atmanirbhar Bharat initiatives, Indian recent economic policies and its impact on job creation.</p>	<p><b>4 Hours</b></p>
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**Sample Topics:** students may be asked to read newspaper and prepare for presentation on the above topics along with discussion in the classroom

**Pedagogy / Project work /Assignment:**

- PPT based delivery of topics
- Classroom discussions
- Student presentations( both individual & group)
- JAM & GDs.
- **No internal / MT evaluation.**
- **Only End Term MCQs.**

**Teaching aid**

1. Subscriptions to BSmart app of Business Standard.
2. YouTube Videos, news clips etc.
3. Other reference material.

**References**



<b>Catalogue prepared by</b>	<b>Dr Virupaksha Goud</b>
<b>Recommended by the Board of Studies on</b>	
<b>Date of Approval by the Academic Council</b>	

#### IV SEMESTER

#### DISCIPLINE ELECTIVE COURSE

Course Code: MBA3056	Course Title: Financial Modelling using Spreadsheets Type of Course: <b>Specialization Core and Practical</b> course	L-T-P-C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	NIL. Students are expected to have numerical ability and understanding of Financial Management					
Anti-requisites	NIL					
Course Description	This course is intended for graduate students who wish to implement the concepts of finance studied in introductory and other finance courses using Microsoft Excel. The course provides students with the opportunity to develop the skills needed to build financial models. The course primarily focuses on models used for valuation, capital budgeting, cost of capital and portfolio models					
Course Objective	This course is designed to improve the learner's EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING methods including Practical Hours using Excel.					
Course Out Comes	<p>On successful completion of the course the students shall be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate how to apply basic and advanced functions in Excel</li> <li>2. Forecast the financial statements</li> <li>3. Use Excel to build models for financial, statistical and investment concepts.</li> </ol>					

	<p>4. Calculate the intrinsic value of stock and bond</p> <p>5. Implement portfolio optimization models to calculate efficient portfolios and the efficient frontier</p>			
Course Content				
Module 1	Financial Statement Analysis	Financial Statement – Experiential Learning	Ability to forecast the financial statement	12 Hours
Introduction to Excel and Basic Financial Calculations - The Basic Financial Statements - Financial Statement Analysis Tools				
Module 2	Capital Budgeting	Assignment – Participative Learning	Risk analysis in Capital Budgeting	12 Hours
The Time Value of Money- The Cost of Capital - Capital Budgeting				
Module 3	Valuation	Assignment	Ability to value stock and bond	09 Hours
Common Stock Valuation - Bond Valuation				
Module 4	Portfolio Risk and Return	Presentation- Experiential Learning	Ability to develop a portfolio	12 Hours
Portfolio Statistics and Diversification - Advanced Excel Functions				
<p>Targeted Application &amp; Tools that can be used:</p> <p>Targeted Application: Financial Statement Forecasting, Capital Budgeting and Valuation</p> <p>Tools: Excel</p>				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
<p>5. Assignment 1: Financial Statement Forecasting</p> <p>6. Assignment 2: Risk Analysis in Capital Budgeting</p> <p>7. Assignment 3: Fundamental Analysis of stock</p> <p>8. Project 1: Different methods for projecting company revenues</p>				

9. Projects 2: Loan amortization model	
10. Project 3: Cash flow modelling & sensitivity analysis	
Text Book	
T1: Financial Analysis with Microsoft Excel, 7th edition, Timothy R. Mayes and Todd M. Shank, South-Western Cengage Learning, 2012, ISBN: 978-1-285- 43227-4	
Reference Books	
R1: Financial Modeling Using Excel and VBA – Chandan Sengupta – John Wiley & Sons	
R2: Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw-Hill	
Web Links and Case Study Links	
Catalogue prepared by	Prof. Prema Sankaran
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code MBA3005	Course Title: Investment Management Type of Course: Theory only	L-T- P- C	3	0	0	3
Version No.						
Course Pre-requisites	Sound knowledge of Bank balance sheet & Basic mathematics.					
Anti-requisites	NIL					
Course Description	This course aims to acquaint the students with the concepts of investment management. The decisions taken by any investor are the allocation of the total investment in available asset classes and selection of the assets within the asset classes. The decisions of allocation and selections are based on the					

	trade-off between risk and return, availability of the risk mitigating tools, investment horizon, etc. This course helps the students to evaluate various securities in terms of risk and return and construct an optimum portfolio.			
Course Outcomes	On successful completion of this course, the students shall be able to: <ol style="list-style-type: none"> <li>1. Discuss the nuances of various investment avenues and measure the risk and return associated with individual security and portfolio of securities.</li> <li>2. Constructing optimum portfolio for investors.</li> <li>3. Analysing the securities using fundamental analysis and technical analysis.</li> <li>4. Application of various Portfolio Performance Evaluation measures.</li> </ol>			
Course Objective				
Course Content				
Module 1	Introduction to Investment and Risk and Return	Experiential Learning	Lecture and Case Study	10 Hours
Nature of investing, Asset Classes and Financial Instruments – Investment Process: Market Players - Types of Markets - Trading Mechanisms. Return Concepts: Holding period return, Realised and Expected, Other return estimation approaches. – Risk and Return: Risk and Elements of risk, measurement of Risk: Variance, Standard Deviation and Sharpe Ratio etc. Security Market Indices and Efficient Market Hypothesis: Efficient Market Hypothesis, Forms of Market Efficiency.				
Module 2	Portfolio Theory and Practice	Experiential Learning	Lecture and Discussion	10 Hours
Asset Allocation – Asset Allocation: Risky vs. Riskless, CML, SML - Optimal Risky Portfolios: Efficient Diversification and Asset Selection: Two and Multiple Risky Assets - Portfolio Optimisation: Markowitz Portfolio Optimisation Model - Optimisation of Risky Portfolios.				
Module 3	Equilibrium in Capital Markets	Experiential Learning	Lecture and Projects	9 Hours
The Capital Asset Pricing Model: The CAPM and Single-Index Market - Arbitrage Pricing Theory: APT and Portfolio Optimisation; Fama-French Three Factor Model - Multifactor Models of risk and return and Random Walk Theory: Factor models of security returns.				
Module 4	Securities Analysis	Experiential Learning	Lecture and Participative Learning	9 Hours
Market Analysis and Industry Analysis: Business Cycles and industry sectors, Sensitivity to the Business cycles, Industry structure and performance. - Fundamental Analysis: Equity & Bond Valuation: Company analysis, Accounting aspects of earnings. - Financial Statement Analysis - Technical Analysis: Price chart patterns, Elliot wave theory, Market Indicators. - Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators.				

Module 5	Portfolio Management	Experiential Learning	Lecture and Presentation	7 Hours
<p>Portfolio Performance Evaluation: Theory of Portfolio Management, Average rates of returns and Time weighted returns. - Portfolio Performance Evaluation Measures: M2 Measure, Sharpe ratio, Jensen ratio and Treynor ratio - International Diversification: Investment risk in international markets and Diversification of risk. - Hedge Funds: Hedge Fund Strategies, Portable Alpha and Style Analysis. - Active Portfolio Management: Treynor-Black and Black-Letterman Model.</p>				
<p>Books</p> <ol style="list-style-type: none"> <li>1. Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P. (2019). Investments, McGraw Hill Education, 12th edition.</li> <li>2. Reilly, F. K., &amp; Brown, K. C. (2011). Investment analysis and portfolio management. Cengage Learning.</li> <li>3. Jordan, B. D., Miller, T. W., &amp; Dolvin, S. D. (2015). Fundamentals of investments: valuation and management. McGraw-Hill Education.</li> <li>4. Hirshey, M., &amp; Nofsinger, J. (2008). Investments: Analysis and Behaviour, McGraw Hill Education.</li> </ol>				
References				
Catalogue prepared by	Dr. Prema Sankaran			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

Course Code: <b>MBA3006</b>	Course Title: Financial Markets and Services Type of Course: Discipline Elective Theory Only	L-T- P- C	3	0	0	3
Version No.	2					
Course Pre-requisites	Students should have successfully completed Corporate Finance and Financial Accounting course.					
Anti-requisites	NIL					

Course Description	Financial services sector is one the important sectors contributing towards the GDP of the country. The recent developments in technology has enabled the financial services sector to deliver products in a better and secure way, along with strong regulations as a major contributor towards growth and development of the sector. This course provides an insight of major financial services and the financial institutions through which the services are provided. It makes an evaluation of the regulators, institutions, instruments and participants. The course focuses on various financial services including Merchant banking, Investment Banking, Depositories, Mutual Funds, Financing, Portfolio Management, Venture Capital, Private Equity, Factoring and Depository services. The course helps in deciding major career options in financial markets.			
Course Outcomes	<p><b>On successful completion of the course the students shall be able to:</b></p> <p><b>CO 1 Discuss</b> current structure and regulations of the Indian financial services sector - <b>Comprehension</b></p> <p><b>CO 2 Discuss</b> concept and mechanism of financial markets and services - <b>Comprehension</b></p> <p><b>CO 3 Explain</b> the financial services and specialized financial services and their role in financial market - <b>Comprehension</b></p> <p><b>CO 4 Demonstrate</b> analytical skills to address relevant issues relating to specialized and other financial services industry - <b>Application</b></p>			
Course Objective:	The course is designed to enhance the skill through Participative Learning.			
Module 1	<b>Financial System:</b>	Assignment (Participative Learning)		9 Hours
Role of Financial system in Economic development, Financial Market & Instruments- Role of RBI,IRDA SEBI –Primary & Secondary Market operations-Regulations-Functions of Stock Exchanges-Listing-Formalities, Indian Financial System-Regulations				
Module 2	<b>Financial Markets</b>	Assignment (Participative Learning)		12 Hours
<p><b>Money Markets</b></p> <p>Topics- Importance &amp; Functions, Indian money market, Money market instruments – Treasury Bills, Bills of Exchange, Promissory Notes, Commercial Papers, Certificates of Deposit.</p> <p><b>Capital Market</b> – Importance and Functions, Indian Capital Market – Structure, Sources of supply and demand of funds Capital market instruments – Ownership securities- creditor-ship: Equity, Preference, and Gilt-edged Securities. Regulation of Capital market – SEBI- Objective, Functions and Powers Delegated to SEBI, FEMA 1999, Competition Act, Indian Companies Act, 2013, Securities Contract Rules, 1957</p>				

<p><b>Primary Market</b> – Issue Management, Initial Public Offer, Follow on Public Offer, Functions of New issues market - Underwriting &amp; Distribution, Methods of floatation of New Issues, Operators in new issue &amp; Listing of securities</p> <p><b>Secondary Market</b> – Stock Exchange, Market Index uses, Market depth &amp; impact cost, Stock broking, Custodial &amp; Depository system, advantages</p>				
Module 3	<b>Financial Services</b>	Assignment (Participative Learning)		12 Hours
<p><b>Topics- Financial Services:</b> Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulations of Merchant Banking in India</p> <p><b>Specialized Financial Services</b> – Microfinance, Private Equity, Hedge funds. Securitization concept , Credit Rating-meaning &amp; functions, Overview of Credit Information Reporting</p> <p><b>Crowd funding:</b> Concept of crowd funding, types of crowd funding platforms, crowd funding in India. Basics of Crypto currency</p>				
Module 4	<b>Other Services</b>	Assignment (Experiential Learning)		12 Hours
<p><b>Topics- Other services</b> Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital, Steps in venture capital financing Payment Services – Services providers, Process of working Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing, Factoring – Forfeiting ,Discounting. Leasing and Hire purchase</p> <p><b>Mutual Funds:</b> Concept and Objectives, Functions and Portfolio Classification, Organization and Management, SEBI Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India</p>				
<p>Targeted Application &amp; Tools that can be used:</p> <p>Exposure to the Financial Markets and Management of Financial Services</p> <p>Professionally Used Software: Quickbooks, Webull, Kissflow Finance, Zoho Finance Plus, Oracle Finance Cloud</p>				
<p>Project work/Assignment:</p>				
<p>Project/ Assignment:</p> <p>Assignment: 1] Refer to recent articles on financial markets and analyse the critical factors in financial markets. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)</p> <p>Assignment: 2] Review of status of financial services and specialized financial services in India. (This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.)</p>				

- Assignment: 3] Schedule an interview with a Financial Service Manager of an organization and infer the information and data about the organizational activities, analyzing the financial performance of that organization. Submit the summary report of the discussion (Experiential Learning).

#### Text Book

Clifford Gomez, Financial Markets, Institutions and Financial Services, PHI Learning Private Ltd

#### Reference Books:

E.Gordon & K Natarajan, Financial Markets and Services. Himalaya Publishing House

Gupta, Financial Services, Kalyani Publishers

#### References

##### Research Articles in Journals

Customer demand for Credit card services, Journal of Financial Services Research, Volume 61, Issue 3, June 22

<https://link.springer.com/article/10.1007/s10693-022-00381-4>

Research on Financial Services Innovations- A Quantitative Review and Future Review and Future Research Directions, International Journal of Bank Marketing

[https://www.researchgate.net/publication/291822155\\_Research\\_on\\_Financial\\_Services\\_Innovations\\_A\\_Quantitative\\_Review\\_and\\_Future\\_Research\\_Directions](https://www.researchgate.net/publication/291822155_Research_on_Financial_Services_Innovations_A_Quantitative_Review_and_Future_Research_Directions)

##### Case Studies:

Inter-organizational relationship and innovation – A case study on the financial services Industry

<https://www.proquest.com/abiglobal/docview/2633900999/6F16FF5FB92242DFPQ/6?accountid=177896>

Factor influencing Financial Inclusion an Empirical Study

<https://www.proquest.com/docview/2668445617/B2B6922070BE4ABEPQ/1?accountid=177896>

Liquidity Risks in Non-Banking Financial Companies: An Analysis

<https://www.proquest.com/abiglobal/docview/2633900999/6F16FF5FB92242DFPQ/6?accountid=177896>

LIC IPO: Is India's insurance giant worth \$200 billion?

<https://www.proquest.com/abiglobal/docview/2619533848/FD9290DFC1994300PQ/2?accountid=177896>

Kerala Start-Up Springer Gets Tie Angel Funding (for scaling up its crowd funding platform)

<https://www.proquest.com/docview/1468469359/888AE0FB387243E0PQ/9?accountid=177896>

Products & Markets: Money Market Funds - Money market funds hamstrung by regulations

<https://www.proquest.com/docview/1781205637/57FA6DE479434B8BPQ/4?accountid=177896>



Why Are Financial Regulations So Complex? Financial regulations are often more opaque and complex than necessary,

<https://www.proquest.com/docview/1566873597/677F2419D2934DAEPQ/3?accountid=177896>

**Videos**

**Introduction to Financial Services –YouTube**

<https://www.youtube.com/watch?v=xXStP80NwuM>

**Financial Services 101-An Introduction to Financial Industry**

<https://www.youtube.com/watch?v=-JMLdhbUbzE>

**Any company can offer Financial Services**

<https://www.youtube.com/watch?v=DjUMfhT0o64>

**Listen to Upfront-the bold new financial services podcast**

<https://www.youtube.com/watch?v=S2fKiDzxIPY>

<https://www.youtube.com/watch?v=-JMLdhbUbzE>

<https://www.youtube.com/watch?v=3GsWd6JrvbU>

**Podcast:**

Embracing Technology in Financial Services- Accenture

<https://www.accenture.com/au-en/insights/financial-services/embracing-technology-financial-services>

Women in Financial Services Podcast Andrea Smith-Podcast

<https://www2.deloitte.com/us/en/insights/multimedia/podcasts/within-reach-andrea-smith.html>

Catalogue prepared by	Dr. Yogesh Kumar Jain
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3102	Course Title: Taxation Type of Course: Discipline elective Theory Only	L- T- P- C	3	0	3
Version No.	1.1				

Course Pre-requisites	Students required to have 1) Basic computational skills and 2) Basic understanding of accounting and finance			
Anti-requisites	NIL			
Course Description	This course is the window to see the tax law. The Course will cover the direct and indirect taxes both. Under direct tax domain it will include personal income taxes and corporate taxes. Under indirect taxes domain it will include Goods and Services tax and Customs duty. It will equip students to gain a basic understanding of the tax system and procedures. The character and content of taxation knowledge will be explained to the students in a systematic manner.			
Course Outcomes	On completion of this course, the student will be able to: <ol style="list-style-type: none"> <li>1. Compute Personal taxable income and tax payable thereon [Application]</li> <li>2. Explain different types of return and assessments [Comprehension]</li> <li>3. Explain types of corporate taxes and tax rates [Application]</li> <li>4. Explain basic provisions of GST and Customs duty [Comprehension]</li> </ol>			
Course Objective:	The objective of this course is to <b>ENHANCE THE EMPLOYABILITY SKILL</b> of the students in understanding tax laws and procedures through classroom lectures and <b>PARTICIPATIVE LEARNING</b> .			
Module 1	Module 1 - Personal income taxes	Quiz	MCQ based	9 Hours
Topics: Meaning and types of taxes, Residential status of individuals and incidence of taxes, Agricultural income, Person, Assessee, Assessment year, Previous year, computation of taxable income under five heads of income and total income, Deductions, rebate and relief allowed, tax planning and management regarding personal income taxes.				
Module 2	Module 2 – Return of income and Assessments	Research paper review	Classroom Discussion	12 Hours
Return of income and its types- original return, revised return and belated return, benefits of filing income tax returns, different forms of income tax returns and documents needed to file income tax returns. Assessments under income tax and its types- Self assessment, Summary assessment, Regular assessment, Scrutiny assessment, Best judgment assessment and income escaping assessment.				
Module 3	Module 3 – Corporate taxes	Project	Data Collection and Analysis	12 Hours
Meaning of domestic and foreign company, its residential status, Taxable income and applicable tax rates, Minimum Alternative Tax (MAT) and Book profit, Dividend distribution tax (DDT), Carry-forward and set-off of Depreciation and losses for companies, Tax Planning for Amalgamation				

Module 4	Module 4 – Goods and Services tax and Customs duty	Project	Data Collection and Analysis	12 Hours
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Introduction to GST and constitutional amendments, Acts passed under GST, tax rates, Taxable event under GST, concept of supply, supply of goods vs. supply of services, Concept of Composite and Mixed supply, time of supply under GST, Input tax credit, TDS, TCS and Reverse charge, Registration and types of returns, Anti-profiteering measures under GST, Introduction of custom duty-features objects and types

Targeted Application & Tools that can be used:

Exposure to the MACRO Excel,

Professionally Used Software: NSE/BSE, CMIE Prowess IQ, CAPITALINE

Project work/Assignment:

Project/ Assignment:

ASSIGNMENT-1] MCQ based quiz will be conducted for 45min through Outlook forms covering Module I and II.

ASSIGNMENT-2] Research paper Review- Here the students will be given a research paper, they are required to review it

ASSIGNMENT: 3] Student has to collect taxation data from RBI for the last 5-10 years for direct taxes and last 4-5 years for indirect taxes from CBIC web site. The students shall analyze the trends of collection of both direct and indirect taxes and find the ground realities and problems. All the members of the group have to contribute and submit the PPT and do presentation.) (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

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Text Book

T1. Gupta, R. & Ahuja G. (2023). Practical Approach to Direct & Indirect Taxes. Commercial law publishers (India) Pvt. Ltd.; 44<sup>th</sup> edition

References

<https://presiuniv.knimbus.com/user#/home>

- Olsen, J., Kang, M., & Kirchler, E. (2018). Tax Psychology. In A. Lewis (Ed.), The Cambridge Handbook of Psychology and Economic Behaviour (Cambridge Handbooks in Psychology, pp. 405-429). Cambridge: Cambridge University Press. doi:10.1017/9781316676349.014

- J. Mathews, P. Mehta, S. Kuchibhotla, D. Bisht, S. B. Chintapalli and S. V. K. Visweswara Rao, "Regression Analysis towards Estimating Tax Evasion in Goods and Services Tax," 2018 IEEE/WIC/ACM International Conference on Web Intelligence (WI), 2018, pp. 758-761, doi: 10.1109/WI.2018.00011
- Otusanya, O.J., Liu, J. and Lauwo, S.G. (2022), "Influence of tax dodging on tax justice in developing countries: some theory and evidence from Sub-Saharan Africa", Journal of Financial Crime, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JFC-01-2022-0012>

### Magazine

The *Journal of International Accounting, Auditing and Taxation* (JIAAT)

<https://www-sciencedirect-com-presiuniv.knimbus.com/journal/journal-of-international-accounting-auditing-and-taxation>

### Website

<https://incometaxindia.gov.in/Pages/default.aspx>

<https://cbic-gst.gov.in/>

Catalogue prepared by	Dr. Pramod Kumar Pandey
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3097	Course Title: Derivatives and Risk Management Type of Course: Discipline Elective Theory Only	L- T- P- C	3	0	3
Version No.	1.1				

Course Pre-requisites	Students required to have: 1) Basic Quantitative skills and 2) Basic understanding of Investment and Financial Markets			
Anti-requisites	NIL			
Course Description	Organizations and individuals speculate on the future price movements in order to earn profits and hedge their risks. Derivative contract such as futures, forwards, swaps and options are extensively used by institutions, businesses as well as investors, to transfer risks and at the same time allow them to speculate on the future price movements. The main aim of this course is to provide a holistic understanding of types of derivative contracts and how the same can be used for both hedging risks and speculating. This course blends with theory, problems and cases to introduce the basic concepts in an engaging manner. The course will enable formulating hedging, arbitrage, and speculative strategies with derivative contracts.			
Course Outcomes	On completion of this course, the student will be able to: <ul style="list-style-type: none"> <li>5. Explain the role, nature and importance of Derivative Contracts - [Comprehension]</li> <li>6. Use Future contracts for Speculation and Hedging [Application]</li> <li>7. Employ Option strategies based on traders' expectations - [Application]</li> </ul>			
Course Objective:	The course is designed to enhance SKILL DEVELOPMENT in understanding derivative contracts through PARTICIPATIVE methods.			
Module 1	Introduction to Derivative Contracts	Quiz	MCQ based	15 Session
Topics: Meaning, Features, Importance, Cash and Derivative Markets, Reasons for trading derivative contracts. Classification of derivative contracts: Forwards, Futures, Options and Swaps. Types of Derivative markets: OTC and Exchange Traded Contracts, Contingent and Commitment contracts. Derivatives trading in India, Growth of Derivatives in India.				
Module 2	Future Contracts	Research paper review (participative learning)	Classroom Discussion	15 Session
Topics: Meaning, types, features, Advantages and Disadvantages of Futures contracts. Determining Profit and Loss, Operation of margin- Initial margin, Maintenance margin, Mark to Market margin. Speculations and hedging and with Stock, Index, Commodity and Foreign exchange Futures. Pricing of Futures.				
Module 3	Options contract	Project ( Experiential learning)	Data Collection and Analysis	15 Session

Topics: Meaning, Features, Option terminologies, Factors affecting Option prices, Call Options and Put Options. Moneyness of Options contracts: In-the-Money, At-the-Money and Out-of-the-Money. Determining Payoffs of Buyers and Sellers. Strategies in Options for up, down and stable markets. Hedging with Call Options and Put Options.

Targeted Application & Tools that can be used:

Exposure to the MACRO Excel,

Professionally Used Software: NSE/BSE, CMIE Prowess IQ, CAPITALINE

Project work/Assignment:

Project/ Assignment:

Quiz: 1] MCQ based quiz will be conducted for 45min through Outlook forms covering Module I and II.

Assignment: 2] Student has to collect options contract data from NSE for 1month, 2months and 3 months. Look at the trend and assess the payoff using different options strategies. From the payoff student has to identify 3 best options trading strategies. (This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.) (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

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Text Book

T1. S.L. Gupta, Financial Derivatives: Theory, Concepts and Problems (2015). Prentice Hall India Learning; Fifth Edition.

References

<https://presiuniv.knimbus.com/user#/home>

- Xiang, Z., Jian, Z., Ma, L., Zhang, T., & Guo, J. (2021, June). Value Strategies in Trading Derivatives: Theories and Practice in Forwards, Futures and Options. In *2021 5th International Conference on E-Education, E-Business and E-Technology* (pp. 106-119).
- Lee, J. H., & Kwon, S. S. (2008). Futures and Option Prices After the Stock Market Close: Evidence from the Korean Markets. *Journal of Derivatives and Quantitative Studies*.
- Ma, C., Xiao, R., & Mi, X. (2022). Measuring the dynamic lead-lag relationship between the cash market and stock index futures market. *Finance Research Letters*, 47, 102940.

**Magazine**

- <https://www.financederivative.com/magazine/>

**Website**

- <https://www.nseindia.com/market-data/equity-derivatives-watch>
- <https://www.mastertrust.co.in/derivative-market-trading>

Catalogue prepared by	Dr.
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code MBA3100	Course Title: International Finance Type of Course: Theory only	L- T- P- C	3	0	0	3	
Version No.							
Course Pre-requisites	The course presumes that students have knowledge of finance, accounting, business law, micro and macroeconomics, management, negotiation, new ventures, entrepreneurship, strategic planning, human resource management and risk management						
Anti-requisites	NIL						
Course Description	Businesses are operating in an increasingly competitive global environment. Managing businesses either directly or indirectly exposed to international competition requires an understanding of currency risks and international financial markets. This course aims at						

	providing students with an in-depth knowledge of these issues. The main areas covered are: currency markets, currency risks, currency derivatives and hedging decisions, cross-border financing decisions, cross-border investment decisions, international financial markets and currency investment strategies.				
Course Outcomes	On successful completion of this course, the students shall be able to: <ol style="list-style-type: none"> <li>1. To create a strong foundation of all major elements of the acquisition process</li> <li>2. To develop an in-depth understanding of how and when to apply the appropriate tools and skills to successfully complete a transaction</li> <li>3. To apply what has been learned to solving real world business problems</li> </ol>				
Course Objective	<ol style="list-style-type: none"> <li>1) To provide an introduction to international finance theory</li> <li>2) To review and synthesize the fundamental themes in international finance research and its scandals</li> <li>3) To know the practical issues faced by Multinational firms related to international financial management.</li> <li>4) Identify risk relating to exchange rate fluctuations and develop strategies to deal with them</li> </ol>				
Course Content					
Module 1		Experiential Learning	Lecture and Case Study	9 Hours	
Globalization and Multinational Firm - An overview, Importance, Nature and scope, Recent changes and challenges in IFM and Multinational Corporations. Balance of Payments (BoP) - Fundamentals of BoP, Accounting Components of BoP and BoP Identity – BoPs trends in Major countries.					
Module 2	International Monetary System	Experiential Learning	Lecture and Discussion	12 Hours	
International Monetary System - Evolution, Gold Standard, Bretton Woods system, The Flexible Exchange Rate Regime, The Current Exchange Rate Arrangements, The Economic and Monetary Union and Currency Crisis.					
Module 3	Foreign Exchange Market	Experiential Learning	Lecture and Projects	8 Hours	
The Market of Foreign Exchange – Functions and Structure of the FX market, The Spot Market and The Forward Market. International Parity Relationships and Forecasting Foreign Exchange Rates – Interest Rate Parity, Purchasing Power Parity, Fischer Effects and Forecasting Exchange Rates. Futures and Options on Foreign Exchange – Futures Contract Preliminaries, Currency Futures Markets, Eurodollar Interest Rate Futures Contract, Option Contract Preliminaries, Currency Option Markets, American and European Option Pricing Models.					
Module 4	Foreign Exchange Exposure And	Experiential Learning	Lecture and Participative Learning	8 Hours	



	World Financial Markets				
Foreign Exchange Exposure and Management – Transition Exposure, Translation Exposure, Economic Exposure and the management of these Exposures International Banking, International Bond Markets, International Markets, Interest Rate and Currency Swap.					
Module 5	Financial Management Of The Multinational Firm	Experiential Learning	Lecture and Presentation	8 Hours	
Introduction- Foreign Direct Investment - Cost of Capital and Capital Structure of a Multinational Firm - AD GDRs, ECBs - Country Risk Analysis - International Taxation - Double Taxation Avoidance Agreements.					
Books					
1. Eun and Resnik, International Financial Management, Tata Mcgraw Hill					
References					
1. Alan C.Shapiro, Multinational Financial Management, John Wiley & Sons					
2. Jeff Madura, International Financial Management, Thomson Publications					
3. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi					
Catalogue prepared by	Dr. Prema Sankaran				
Recommended by the Board of Studies on					
Date of Approval by the Academic Council					

Course Code:	Course Title: Mergers, Acquisitions and Corporate Restructuring					
MBA3073	Type of Course: Discipline Elective	L- T-P- C	3	0	0	3
	Theory Only					
Version No.	1.2					

Course Pre-requisites	Students should have successfully completed course on Financial Management			
Anti-requisites	NIL			
Course Description	The course is aimed at understanding the motives of mergers and acquisitions. It provides the students with insights on the methodology of valuation and the principles of company's integration in the post-merger stage. This course also deals the current scenario of mergers and acquisitions in India, corporate restructuring process, strategies for corporate restructuring and its strategic evaluation. It also covers legal aspects of mergers, due diligence and financing decisions. This enables the students to explore the role of mergers and acquisitions (M&A) within corporate strategy and learn to assess targets realistically, value target companies, evaluate pre and post-merger performances, assess bid tactics and avoid common pitfalls.			
Course Outcomes	<p>On completion of this course, the student will be able to:</p> <p><b>CO1</b> Explain the corporate growth strategy through mergers and acquisitions  <b>[Comprehension]</b></p> <p><b>CO2</b> Demonstrate innovative financial decisions in mergers, acquisitions and corporate restructuring.  <b>[Application]</b></p> <p><b>CO3</b> Compute business valuation using various methods. <b>[Application]</b></p> <p><b>CO4</b> Interpret the pre and post-merger performances. <b>[Application]</b></p>			
Course Objective:	The course is designed to enhance the <b>employability skills</b> of student in financial decision making and corporate growth strategy. The course uses <b>participative learning techniques</b> .			
Module 1	<b>Overview of M &amp; A</b>	Assignment	Data Collection and Analysis	09 Hours
Overview of Merger & Acquisition, understanding trends and waves, current scenario, Understanding the Concept & rationale, type of mergers, Merger motives, Understanding Strategic fit, synergy gains, Corporate Growth Strategy, Strategic Investment Choice for Inorganic Growth M & A strategic process.				
Module 2	<b>Corporate restructuring</b>	Assignment	Group Discussion	12 Hours

Understanding Corporate restructuring, types of corporate restructuring, Organization restructuring, financial restructuring, portfolio restructuring, Alliances and joint ventures, Divestitures, spin-offs, demerger, and sell-offs.				
Module 3	<b>Business Valuation and Consideration Paid in M&amp;A</b>	Assignment	Participative Learning	12 Hours
Apply business valuation concepts, to M & A – DCF, FCF, EVA, Residual income, relative valuation Consideration paid, Fundamental value and acquisition premium. Efficiency gain, synergy gain, opportunity cost, non-operating assets, Intangible asset. M & A Integration - Due diligence, Post-Merger Integration, Factors Affecting Integration, Functional Integration				
Module 4	<b>Share Exchange Ratio</b>	Assignment	Participative Learning	12 Hours
Cost and Benefit analysis of merger, Share exchange ratio- problems on calculation of pre and post-merger performances.				
Targeted Application & Tools that can be used:  Exposure to the various mergers and acquisition in past few years in India.  Post-merger integration issues.				
Project work/Assignment:				
<b>Project/ Assignment:</b>				
Assignment:				
1] Refer to recent articles on Mergers and Acquisition surveys and analyse the critical factors responsible for banking management. <b>(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)</b>				
Assignment:				
2] Identify a successful merger organization and bring out the various strategies involved in M & A business. <b>(This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.)</b>				
Assignment:				
3] Collecting the data of mergers and acquisition in the recent past. Submit the summary report of the discussion <b>(Experiential Learning).</b>				

Text Book

**Textbook(s)**

1. Textbook(s) : Mergers and Acquisitions, 2ed: Strategy, Valuation, Leveraged Buyouts and Financing by *Sheeba Kapil*

**Reference Book(s)**

2. Mergers, Acquisitions & Corporate Restructuring (Strategies & Practices) – Taxmann, Rabi Narayan Kar & Minakshi.
3. Mergers, Acquisitions and Corporate Restructuring by Prasad G Godbole

References:

**Research Articles in Journals**

<https://presiuniv.knimbus.com/user#/home>

A New Era of Mergers and Acquisitions: Towards Synergy between Industry 4.0 and Circular Economy

<https://www.emerald.com/insight/content/doi/10.1108/S1479-361X20220000021004/full/html>

The Effect of Mergers and Acquisitions on Company Financial Performance

<https://dl.acm.org/doi/10.1145/3483794.3483809>

Listed Company Mergers and Acquisitions, Private Placement and Earnings Management

<https://dl.acm.org/doi/10.1145/3452446.3452674>

The Dark Side of Executive Compensation Duration: Evidence from Mergers and Acquisitions

<https://www.cambridge.org/core/journals/journal-of-financial-and-quantitative-analysis/article/abs/dark-side-of-executive-compensation-duration-evidence-from-mergers-and-acquisitions/DB3776D3C52733A963C991347FC3062C>

Impact of Cross-Border Mergers and Acquisitions to Human Resource Management under Corporate Governance - Based on Cross-Border Mergers and Acquisitions in China Enterprises

<https://ieeexplore.ieee.org/document/6113624>

Evaluating Companies for Mergers and Acquisitions

<https://www.emerald.com/insight/content/doi/10.1108/S1876-066X20140000030016/full/html>

Advances in Mergers and Acquisitions

<https://www.emerald.com/insight/content/doi/10.1108/S1479-361X20160000015014/full/html>

**Case Study**

Managing failure in the merger process: evidence from a case study

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JBS-10-2019-0187/full/html>

Challenges and opportunities in mergers and acquisitions: three international case studies – Deutsche Bank-Bankers Trust; British Petroleum-Amoco; Ford-Volvo

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/03090590310479947/full/html>

An Australian Case Study of Stakeholder Relationships in a merger and acquisition process

<https://www.emerald.com/insight/content/doi/10.1108/S1479-361X20190000018005/full/html>

Videos:

- <https://www.youtube.com/watch?v=NsvI4psom1o>
- <https://www.youtube.com/watch?v=GgefOLddPrI>

Catalogue prepared by	Dr.Anitha.S.Yadav
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	

Course Code: MBA2026	Course Title: Cost Accounting Type of Course: Discipline elective Theory Only	L- T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Students required to have 1) Basic computational skills and 2) Basic understanding of accounting and finance					

Anti-requisites	NIL			
Course Description	A well-structured Cost Accounting system helps for providing timely and adequate information for management to take decision specifically with respect to producing a product, continuing with an existing product, outsource a production process, Import from Foreign supplier, etc. An accurate Cost information helps for taking decision at the right time and in the right direction. To support decision making there should be an effective and efficient Cost Accounting System providing managerial decision making information to the Management.			
Course Outcomes	On completion of this course, the student will be able to:			
	8. Compute Personal taxable income and tax payable thereon [Application]			
	9. Explain different types of return and assessments [Comprehension]			
	10. Explain types of corporate taxes and tax rates [Application]			
	11. Explain basic provisions of GST and Customs duty [Comprehension]			
Course Objective:	The objective of this course is to <b>ENHANCE THE EMPLOYABILITY SKILL</b> of the students in understanding tax laws and procedures through classroom lectures and <b>PARTICIPATIVE LEARNING</b> .			
Module 1	Module 1 – Cost Volume Profit	Quiz	MCQ based	9 Hours
Cost Volume Profit Analysis and Profit Planning Behaviour of cost – Variable and Fixed costs, Cost-Volume-Profit Analysis, What-if decisions using CVP; PV ratio; Break Even Analysis; Target profit Analysis, Margin of Safety, Cost structure and Operating Leverage				
Module 2	Module 2 – Relevant Costs for Decision Making	Research paper review	Classroom Discussion	12 Hours
Relevant Costs for Decision Making Special orders, Outsourcing / Make or Buy decisions, Decision to drop a product or a service, Resource Utilisation Decisions, Theory of Constraints, Joint Product & By Product Analysis, Decision making at split-off point, Further Processing Decision.				
Module 3	Module 3 – Overhead Cost	Project	Data Collection and Analysis	12 Hours
Overhead Allocation Elements of Cost, Allocation & Apportionment of Overheads, Overheads Absorption Rate, Preparation of Cost Sheet for Product & Service Industries, Valuation of Inventories, Introduction to Activity Based Costing.				
Module 4	Module 4 – Budgeting and	Project	Data Collection and Analysis	12 Hours

	Standard Costing			
<p>Budgeting &amp; Control Sales Budget, Production Budget, Procurement Budget, Labour budget, Overhead &amp; expenses budget, Cash budget, Zero based budgeting. Standard Costing and Variance Analysis Standard Costs, Sales Variance, Direct Material variance, Direct Labour variance, Variable Manufacturing Cost Variance, Variable Overhead variance, Fixed Overhead Variance, Interpreting Variance analysis</p>				
<p>Targeted Application &amp; Tools that can be used:</p> <p>Exposure to the MACRO Excel,</p> <p>Professionally Used Software: NSE/BSE, CMIE Prowess IQ, CAPITALINE</p>				
<p>Project work/Assignment:</p>				
<p>Project/ Assignment:</p> <p>ASSIGNMENT-1] MCQ based quiz will be conducted for 45min through Outlook forms covering Module I and II.</p> <p>ASSIGNMENT-2] Research paper Review- Here the students will be given a research paper, they are required to review it</p> <p>ASSIGNMENT: 3] Student has to collect taxation data from RBI for the last 5-10 years for direct taxes and last 4-5 years for indirect taxes from CBIC web site. The students shall analyze the trends of collection of both direct and indirect taxes and find the ground realities and problems. All the members of the group have to contribute and submit the PPT and do presentation.) (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)</p> <ul style="list-style-type: none"> <li>•</li> </ul>				
<p>Text Book</p> <p>MCCT – MANAGERIAL COST ACCOUNTING – FOUR LETTER BOOKS SERIES – CENGAGE LEARNING – 2 Edition</p>				
<p>References</p> <p><a href="https://presiuniv.knimbus.com/user#/home">https://presiuniv.knimbus.com/user#/home</a></p> <ol style="list-style-type: none"> <li>1. Managerial Accounting – James Jiambalvo - Wiley Student edition</li> <li>2. Management Accounting : Text, Problems &amp; Cases – M Y Khan &amp; P K Jain</li> </ol>				

3. Management & Cost Accounting - Colin Drury

4. Introduction to Management Accounting – Horngren, Sundaram, Schatzberg, Burgstahler

**Magazine**

The *Journal of International Accounting, Auditing and Taxation* (JIAAT)

<https://www-sciencedirect-com-presiuniv.knimbus.com/journal/journal-of-international-accounting-auditing-and-taxation>

**Website**

<https://incometaxindia.gov.in/Pages/default.aspx>

<https://cbic-gst.gov.in/>

Catalogue prepared by

Dr. Prema Sankaran

Recommended by the Board of Studies on

BOS NO:

Date of Approval by the Academic Council

Academic Council Meeting No. :

Course Code: MBA3087	Course Title: Financial Analytics Type of Course: <b>Specialization Core and Practical</b> course	L-T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Students are expected to have the numerical acumen and an understanding of Business Statistics, Business Forecasting, Investment Management, Introduction to Business Analytics and Python /R					
Anti-requisites	NIL					



Course Description	To cater to the technology-intensive finance industry's rising demand, this course equips the learners to be financial analysts thereby nurturing their financial, statistical and coding talents to fulfill the needs of banking, insurance and investments. Further, this course enables the aspirants to analyze finance using data-driven algorithms. This course applies Machine Learning techniques and upskills the aspirants in processing data, making inferences using tools of financial analytics to assist in making decisions		
Course Objective	This course is designed to improve the learner's decision-making abilities by analyzing various financial data		
Course Outcomes	On successful completion of the course, the students should be able to: 1) Apply portfolio analysis for optimizing the returns [Application] 2) Employ risk analytics to optimize portfolios. [Application] 3) Demonstrate regression analysis to make decisions.[ Application] 4) Forecast financial metrics. [Application]		
Course Content			
Module 1	PORTFOLIO ANALYSIS		12 Hours
Machine Learning in Finance – Installation – Financial Analysis in Python /R - Capital Asset Pricing Modelling – Analysis using Alpha, Beta and Sharpe Ratio – Case study with real time data.			
Module 2	RISK ANALYTICS		12 Hours
Measuring Risk: Assessment of risk - Risk analysis under different scenarios – Case for risk reduction – Portfolio Diversification: Role of diversification – Case Study for portfolio diversification – Risk Mitigation: Strategies to mitigate risk and evaluation – Exercise with dataset using Python/R			
Module 3	REGRESSION ANALYSIS IN FINANCE		12 Hours
Simple Regression Analysis: Case analysis – Analysis of parameters using financial dataset – Model evaluation - Multiple Regression Analysis in Finance: Case studies in multivariate and model evaluation.			
Module 4	FORECASTING IN FINANCE		09 Hours
Time Series- Visualization and Preparation in <i>Pandas</i> – comparison of time-series – Exercise in pandas using financial data– Autocorrelation: Examination of ACF and inferences - Exercises using financial data for forecasting – Case studies			
Targeted Applications & Tools that can be used:  Tools: R or Python			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course			

<ol style="list-style-type: none"> <li>1. Assignment 1: Applying portfolio analysis in selected stocks</li> <li>2. Assignment 2: Applying multi-linear regression on alpha, beta &amp; Sharpe ratio.</li> <li>3. Assignment 3: Forecasting profits by analyzing financial statements</li> </ol>	
<b>Text Book</b> Machine Learning using Python, by Manaranjan Pradhan and U Dinesh Kumar, ISBN-978-81-265-7990-7, Wiley Publication, 2019	
<b>Reference Books</b> R1: Machine Learning Applications using Python - Cases Studies from Healthcare, Retail and Finance, by Puneet Mathur, ISBN-978-1-484-24714-3, Apress, 2019 R2: Hands on Python for Finance, by Krish Naik, ISBN-978-1-789-346374 Packt Publishing Ltd, 2019 R3: Python for Probability, Statistics and Machine Learning (2e), Dr Jose Unpingco, ISBN-978-3030185442, Springer, 2019	
<b>Web Links and Case Study Links</b> <a href="http://www.nseindia.com">www.nseindia.com</a> , <a href="http://www.moneycontrol.com">www.moneycontrol.com</a> , <a href="http://www.bseindia.com">www.bseindia.com</a> , <a href="http://www.analyticvidhya.com">www.analyticvidhya.com</a> .	
Catalogue prepared by	Dr Krishnan Hariharan
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3082	Course Title: FinTech Type of Course: Specialization Theory Only	L- T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	NIL					

Anti-requisites	NIL			
Course Description	This course is for students wishing to explore the ways in which new technologies are disrupting the financial services industry—driving material change in business models, products, applications and customer user interface. Amongst the significant technological trends affecting financial services into the 2020's, the class will explore AI, deep learning, blockchain technology, and open APIs.			
Course Outcomes	On completion of this course, the student will be able to: <ol style="list-style-type: none"> <li>1. Have a broader overview of Fintech and the key technologies and interface</li> <li>2. Understand the basics of Blockchain and Cryptocurrency</li> <li>3. Analyse the potential areas of disruption across payments</li> </ol>			
Course Objective:	The aim of this course is to develop employability skills of the students based on the shifting nature of the financial sector and gain a holistic understanding of the technologies set to shape the future of finance and business.			
Module 1	Fintech Introduction	Pre reading based on the topics and thereafter classroom discussion		9 Hours
<b>Topics:</b> BFSI Value chain- How FinTech changed BFSI- Modern Banking Landscape- Introduction to BankTech- Introduction to InsureTech. Introduction to the Fintech landscape- FinTech Architecture- FinTech Technologies- Latest Trends and future of FinTech- Applications of FinTech- Use cases of FinTech in banks- Fintech startups- Fintech unicorns and business models. Introduction to Machine Learning - Introduction to Cloud Computing				
Module 2	Blockchain for fintech & applications		Case Study	12 Hours
<b>Topics:</b> Blockchain Foundations- Blocks and Blockchain, the Chain, Nodes and Network- Blockchain in Use, Concepts of Blockchain, Types – Private, Public and Federated blockchain, Cryptography in Block chain - Encryption, Key, Decryption, Cryptography - Application to Blockchain- Hash Functions- Public Key Cryptography and Signing - Use cases and applications. Understand smart contracts - Computational model of Smart contracts- Ethereum and Working with Smart Contracts - Hyperledger Architecture- Hyperledger Blockchain Technology - Use cases of Smart contracts				
Module 3	Payments, cryptocurrencies & alternative finance	Project	Credit Risk Modelling/Credit Card Fraud Detection	12 Hours

<p>Topics: Cryptocurrencies Introduction- Bitcoin and Applications- Cryptocurrencies and Digital Crypto Wallets- Types of Cryptocurrencies- Cryptocurrencies and Applications- What is an ICO? - Importance of ICO in Alternative Finance- Regulations for Cryptos and tokens, Central Bank Digital Currency (CBCD). Global Payment Ecosystem- Payments Architecture and Setup- Innovation in Consumer and Retail payments- Popular Payments Technology- Blockchain and Cryptocurrencies in Payments- Payment Stacks in India- Innovative Products in Mobile based, Credit Cards, POS based ecosystem. P2P and Marketplace Lending- P2P Infrastructure and technologies- Concept of Crowdfunding.</p>				
Module 4	Banktech, Insurtech & Regtech	Project	Risk based pricing – Algorithm based	12 Hours
<p>BANKTECH- Regulatory Framework for Product Pricing, loan origination and servicing- Social media-based profiling, comparison tools and aggregators- Dynamic credit rating, Risk management &amp; underwriting- Using Credit Counsellor Robo/Bot for faster approvals &amp; funding- Utilizing data science tools and machine learning for data mining/ cross sale- Hybrid Lending Products. INSURTECH- How does InsurTechwork- Business model disruption- Aggregators- AI/ML in InsurTech- IoT and InsurTech - Risk Modeling- Fraud Detection-Processing claims and Underwriting- REGTECH- Evolution of RegTech- RegTechEcosystem- Smart Regulation</p>				
<p>Targeted Application &amp; Tools that can be used:</p> <p>Exposure to the payment business models.</p>				
<p>Project work/Assignment:</p>				
<ol style="list-style-type: none"> <li>1. Credit Risk Modelling/Credit Card Fraud Detection</li> <li>2. Crypto currency Trading</li> <li>3. Risk based pricing using ML</li> </ol>				
<p>Text Book</p> <p>T1. Disrupting Finance: FinTech and Strategy in the 21st Century, Edited by Theo Lynn · John G. Mooney, Pierangelo Rosati · Mark Cummins</p>				
<p>References</p> <ol style="list-style-type: none"> <li>1. Fintech Innovation by Paolo Sironi, Wiley Publications</li> <li>2. FinTech: The impact and influence of Financial Technology and Banking and the Finance Industry. By Richard Hayen</li> <li>3. FinTech and Blockchain by Jacob William</li> <li>4. The FinTech Book: The financial technology handbook for investors, entrepreneurs and visionaries. B Susanne Chishti and JanosBarberis</li> </ol>				

5. Blockchain: The ultimate guide to understanding Blockchain, Fintech, Bitcoin and other cryptocurrencies by Anthony Tu. Published by Createspace Independent publishing platform.

**Digital Articles:**

<https://assets.kpmg.com/content/dam/kpmg/pdf/2016/06/FinTech-new.pdf>

<https://www.linkedin.com/pulse/fintech-booms-india-factors-driving-growth-disruption-t-nihar-prasad/>

<https://www.tradefinanceglobal.com/posts/5-factors-driving-rise-fintech-financial-services-industry/>

<https://www.leewayhertz.com/blockchain-development-key-concepts/>

<https://www.geeksforgeeks.org/cryptography-in-blockchain/>

<https://strategicmanagementinsight.com/tools/vrio/>

<https://home.kpmg/xx/en/home/insights/2022/01/top-fintech-trends-in-h2-2021.html>

[https://www.ey.com/en\\_in/consulting/seven-key-trends-shaping-the-future-of-fintech-industry](https://www.ey.com/en_in/consulting/seven-key-trends-shaping-the-future-of-fintech-industry)

<https://www.pwc.in/assets/pdfs/consulting/financial-services/fintech/point-of-view/pov-downloads/evolving-business-models-in-the-payments-industry.pdf>

<https://www.adb.org/sites/default/files/publication/885336/adb-brief-245-managing-fintech-risks.pdf>

<https://www2.deloitte.com/us/en/pages/regulatory/articles/fintech-risk-management-regulation.html>

<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/regulatory/us-aers-the-evolving-fintech-regulatory-environment.pdf>

**Case Studies:**

<https://paytm.com/blog/investor-relations/our-business-model-explained/>

<https://lumosbusiness.com/business-model-canvas-payments/>

**Videos**

**What is fintech?**

[https://www.youtube.com/watch?v=-EoNrg\\_DR3s](https://www.youtube.com/watch?v=-EoNrg_DR3s)

**How FinTech is Shaping the Future of Banking**

<https://www.youtube.com/watch?v=pPkNtN8G7q8>

**The future with FinTech, Crypto and AI | Ruzbeh Bacha | TEDxAveiro**

<https://www.youtube.com/watch?v=ft75f3laa-s>

**Podcast:**

<https://indiafintechdiaries.com/2022/11/42-techfin-in-conversation-with-anup-nayar-ceo-domestic-in-solutions-global/>

<https://indiafintechdiaries.com/2022/09/39-fintech-investments-in-conversation-with-sandeep-patil-partner-qed-investors/>

Catalogue prepared by	Dr Leena George
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code MBA3069	Course Title: Commercial Banking Type of Course: Elective & Theory only	L-T- P- C	3	0	0	3
Version No.						
Course Pre-requisites	Knowledge of basic Mathematics. Information Processing and Analytical Thinking.					
Anti-requisites	Nil					
Course Description	<p>The reform measures implemented during the post- liberalization phases of Indian economy heralded several epoch-making changes in the financial sector. This resulted in the integration of various financial markets and institutions so that financial institutions were made more resilient, competitive and customer friendly.</p> <p>Banking being the wheel of financial system, this sector plays an important role in the growth and progress of the economy. Understanding the nuances of banking, the operational complexity and the long run sustainability is a prerequisite for the finance professionals today.</p> <p>This course is presented from the perspective of both bank management and regulators in order to provide an overview of the interrelated operations of a commercial banking organization.</p>					

Course Outcomes	<p>Students will be able to –</p> <ol style="list-style-type: none"> <li>1. know the role and nature of services offered by banks and the operational details of commercial bank functioning. <b>(Understand)</b></li> <li>2. use the tools used in interpreting and evaluating performance, productivity and efficiency of the banking organizations.</li> </ol> <p><b>(Apply)</b></p> <ol style="list-style-type: none"> <li>3. dissect the product structure and social imperatives in the Indian banking sector. <b>(Analyze).</b></li> <li>4. Keep abreast of the regulatory framework for banking system in India.</li> </ol> <p><b>(Analyze)</b></p>			
Course Objective	<p>The objectives are to familiarize the students with and able to know:</p> <ul style="list-style-type: none"> <li>• What is a bank and what are its functions.</li> <li>• Regulatory conditions for Bank Operations in India.</li> <li>• The techniques of efficient Management of Banks for long-run sustainability.</li> </ul>			
Course Content				
Module 1	Understanding Banks as a financial institution, the Global and Indian Banking systems.	L Case Study	Analysis of banking systems	9 Hours
Module 2	Decoding Financial statements of Banks operating in India. Assets, Liabilities, Profit & Loss and Key Performance indicators.  Banking risk & Capital Adequacy.  NPA and it's Management.	L Case Study	Bank performance metrics & measuring efficiency	12 Hours
Module 3	Deposit & Lending Products.  Social banking & Financial Inclusion. The Priority Sector, Rural and Agricultural banking.  Banking Product innovations and customer operational flexibilities.	L Case study	Operational details of Banking services across the spectrum	12 Hours

Module 4	Banking Laws and Regulation. Legal structure to handle bank vs customers. Corporate Governance in Banks., bank failures & bank mergers in India. Banking sector consolidation by the government and its effect on all stakeholders in the Indian economy.	L Case study	Current regulatory institutions & measures to maintain solvency & sustainability of Commercial banks in India	12 Hours
Books				
1. Principles and Practices of Banking - IIBF, McMillan.				
References				
<ol style="list-style-type: none"> <li>1. Modern Commercial Banking -H.R.Machiraju</li> <li>2. Commercial banking management - Kanhaiya Singh and Vinay Dutta- McGraw Hill Education</li> <li>3. An Introduction to Commercial Banking – T.S.Kavitha et all</li> <li>4. Management of Financial Institutions: Meera Sharma- PHI</li> <li>5. The Oxford handbook of Banking – OXFORD, 2<sup>nd</sup> edition</li> </ol> <ul style="list-style-type: none"> <li>• Trends and Progress in Banking- RBI . <a href="http://www.rbi.org.in">www.rbi.org.in</a></li> <li>• <a href="http://www.bis.org">www.bis.org</a></li> <li>• <a href="http://www.fimmda.org/">http://www.fimmda.org/</a></li> <li>• <a href="http://www.cilindia.com/">http://www.cilindia.com/</a></li> </ul>				
Catalogue prepared by	Dr. Bishnu Prasad Mishra			



Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code MBA3101	Course Title: Project Finance and Appraisal  Type of Course: Elective & Theory only	L-T-P-C	3	0	0	3
Version No.						
Course Pre-requisites	Knowledge of Balance Sheet Analysis and Cashflow.  Basic mathematics.					
Anti-requisites	Nil					
Course Description	<p>Corporate Executives are expected to take financial decisions for selecting, analysing alternatives, zeroing on viable projects as a strategy for expansion and diversification of business opportunities. Hence knowledge of project appraisal, financing and continuing with successful business strategy is the kernel for corporate growth.</p> <p>Project Finance &amp; Appraisal aims to clarify the facets of capital expenditure decisions (individual and multiple projects) and due diligence of business opportunities/ formulation of projects. It also speaks about appraisal practices and the methodology applied by financial institutions, both for general and infrastructure projects.</p>					
Course Outcomes	<p>The student will be able to –</p> <ol style="list-style-type: none"> <li>1. Know the facets of capital expenditure decisions (Individual Projects &amp; Multiple Projects) and due diligence of business opportunities. <b>(Understand)</b></li> <li>2. Identify and assess project appraisal tools and techniques in decision making for project viability. <b>(Apply)</b></li> <li>3. Have practical exposure to project structuring, risk assessment and management of projects. <b>(Analyze)</b></li> <li>4. Grasp the analytical aspect of financing and valuation of PPP projects in various infrastructure sector. <b>(Analyze)</b></li> </ol>					

Course Objective	<ul style="list-style-type: none"> <li>• To develop the skill of the students for identification, screening, appraisal and financing of individual projects both green-field or brown- field /standalone or expansion projects.</li> <li>• Project Finance differs quantitatively and qualitatively in many ways as compared to the traditional corporate finance. This course will provide an exposure to this innovative financing method - Project Finance, its applicability and utility across industries.</li> <li>• The objective is to provide an understanding and appreciation of a financing technique that is widely used to finance projects today.</li> </ul>			
Course Content				
Module 1	Projects-Definition, Types and issues. Corporate Investment Decisions making- From initiation of Project ideas to actual execution with cost estimation and viability as part of business planning.	Case study & L	Project Concepts & Initiation/finalization	10 Hours
Module 2	Non-Corporate private projects planning, appraisal, funding and investment decisions, where the viability examination is done either on cashflow or balance sheet strength.	Case Study & L	Prepare viable cash flow budgets	12 Hours
Module 3	Corporate projects-Greenfield and Brownfield (Standalone or Collaborative)- appraisal, viability, funding options.  Risk assessment through credit rating.  DTA and Real Option techniques of appraisal.	Case study & L	Corporate Projects of new /expansion/ Collaborative Projects Implementation	12 Hours
Module 4	Public Projects for infrastructure. financing methods- Public vs PPP.  Public Private Partnership (PPP)- structure, bankability & financing, Risk analysis and Risk management, Auctioning and model Concession Agreements, Social Cost benefit analysis.	Case study	Projects of infrastructure development through PPP financing for sustainable economic growth	11 Hours

	Evaluation of current status of Project finance structure in India.			
<b>Books</b> 1. Project Planning -Analysis Selection Implementation & Review – By Prasanna Chandra, McGraw Hills 10 <sup>th</sup> ed 2. Project Finance in theory and Practice- By Stefano Gatti -Academic Press				
<b>References</b> 1. International Project Analysis & Financing - Gerald Pollio 2. Project Report & Appraisal - H P S Pahwa 3. Practical Techniques for Effective Project Investment- Tiffin Ralph				
Catalogue prepared by	Dr. Bishnu Prasad Mishra			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

Course Code: MBA3092	Course Title: Technology for BFSI Type of Course: Specialization Theory Only	L-T-P-C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	NIL					
Anti-requisites	NIL					
Course Description	This course is for students wishing to explore the ways in which new technologies are disrupting the financial services industry—driving material change in business models, products, applications and customer user interface. Amongst the significant technological trends affecting financial services into the 2020's, the class will explore AI, deep learning, blockchain technology, and open APIs.					

Course Outcomes	On completion of this course, the student will be able to:			
	<ul style="list-style-type: none"> <li>4. Have a broader overview of Fintech and the key technologies and interface</li> <li>5. Understand the basics of Blockchain and Cryptocurrency</li> <li>6. Analyse the potential areas of disruption across payments</li> </ul>			
Course Objective:	The aim of this course is to develop employability skills of the students based on the shifting nature of the financial sector and gain a holistic understanding of the technologies set to shape the future of finance and business.			
Module 1	Fintech Introduction	Pre reading based on the topics and thereafter classroom discussion		11 Hours
<b>Topics:</b> BFSI Value chain- How FinTech changed BFSI- Modern Banking Landscape- Introduction to BankTech- Introduction to InsureTech. Introduction to the Fintech landscape- FinTech Architecture- FinTech Technologies- Latest Trends and future of FinTech- Applications of FinTech- Use cases of FinTech in banks- Fintech startups- Fintech unicorns and business models. Introduction to Machine Learning - Introduction to Cloud Computing				
Module 2	Blockchain for fintech & applications		Case Study	12 Hours
<b>Topics:</b> Blockchain Foundations- Blocks and Blockchain, the Chain, Nodes and Network- Blockchain in Use, Concepts of Blockchain, Types – Private, Public and Federated blockchain, Cryptography in Block chain - Encryption, Key, Decryption, Cryptography - Application to Blockchain- Hash Functions- Public Key Cryptography and Signing - Use cases and applications. Understand smart contracts - Computational model of Smart contracts- Ethereum and Working with Smart Contracts - Hyperledger Architecture- Hyperledger Blockchain Technology - Use cases of Smart contracts				
Module 3	Payments, crypto-currencies & alternative finance	Project	Credit Risk Modelling/Credit Card Fraud Detection	12 Hours
<b>Topics:</b> Cryptocurrencies Introduction- Bitcoin and Applications- Cryptocurrencies and Digital Crypto Wallets- Types of Cryptocurrencies- Cryptocurrencies and Applications- What is an ICO? - Importance of ICO in Alternative Finance- Regulations for Cryptos and tokens, Central Bank Digital Currency (CBCD). Global Payment Ecosystem- Payments Architecture and Setup- Innovation in Consumer and Retail payments- Popular Payments Technology- Blockchain and Cryptocurrencies in Payments-				

Payment Stacks in India- Innovative Products in Mobile based, Credit Cards, POS based ecosystem. P2P and Marketplace Lending- P2P Infrastructure and technologies- Concept of Crowdfunding				
Module 4	Banktech, Insurtech & Regtech	Project	Risk based pricing – Algorithm based	10 Hours
BANKTECH- Regulatory Framework for Product Pricing, loan origination and servicing- Social media-based profiling, comparison tools and aggregators- Dynamic credit rating, Risk management & underwriting- Using Credit Counsellor Robo/Bot for faster approvals & funding- Utilizing data science tools and machine learning for data mining/ cross sale- Hybrid Lending Products. INSURTECH- How does InsurTechwork- Business model disruption- Aggregators- AI/ML in InsurTech- IoT and InsurTech - Risk Modeling- Fraud Detection-Processing claims and Underwriting- REGTECH- Evolution of RegTech- RegTechEcosystem- Smart Regulation				
Targeted Application & Tools that can be used: Exposure to the payment business models.				
Project work/Assignment:				
<ol style="list-style-type: none"> <li>4. Credit Risk Modelling/Credit Card Fraud Detection</li> <li>5. Crypto currency Trading</li> <li>6. Risk based pricing using ML</li> </ol>				
Text Book T1. Disrupting Finance: FinTech and Strategy in the 21st Century, Edited by Theo Lynn · John G. Mooney, Pierangelo Rosati · Mark Cummins				
References <ol style="list-style-type: none"> <li>1. Fintech Innovation by Paolo Sironi, Wiley Publications</li> <li>2. FinTech: The impact and influence of Financial Technology and Banking and the Finance Industry. By Richard Hayen</li> <li>3. FinTech and Blockchain by Jacob William</li> <li>4. The FinTech Book: The financial technology handbook for investors, entrepreneurs and visionaries. B Susanne Chishti and JanosBarberis</li> </ol>				

5. Blockchain: The ultimate guide to understanding Blockchain, Fintech, Bitcoin and other cryptocurrencies by Anthony Tu. Published by Createspace Independent publishing platform.

**Digital Articles:**

<https://assets.kpmg.com/content/dam/kpmg/pdf/2016/06/FinTech-new.pdf>

<https://www.linkedin.com/pulse/fintech-booms-india-factors-driving-growth-disruption-t-nihar-prasad/>

<https://www.tradefinanceglobal.com/posts/5-factors-driving-rise-fintech-financial-services-industry/>

<https://www.leewayhertz.com/blockchain-development-key-concepts/>

<https://www.geeksforgeeks.org/cryptography-in-blockchain/>

<https://strategicmanagementinsight.com/tools/vrio/>

<https://home.kpmg/xx/en/home/insights/2022/01/top-fintech-trends-in-h2-2021.html>

[https://www.ey.com/en\\_in/consulting/seven-key-trends-shaping-the-future-of-fintech-industry](https://www.ey.com/en_in/consulting/seven-key-trends-shaping-the-future-of-fintech-industry)

<https://www.pwc.in/assets/pdfs/consulting/financial-services/fintech/point-of-view/pov-downloads/evolving-business-models-in-the-payments-industry.pdf>

<https://www.adb.org/sites/default/files/publication/885336/adb-brief-245-managing-fintech-risks.pdf>

<https://www2.deloitte.com/us/en/pages/regulatory/articles/fintech-risk-management-regulation.html>

<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/regulatory/us-aers-the-evolving-fintech-regulatory-environment.pdf>

**Case Studies:**

<https://paytm.com/blog/investor-relations/our-business-model-explained/>

<https://lumosbusiness.com/business-model-canvas-payments/>

**Videos**

**What is fintech?**

[https://www.youtube.com/watch?v=-EoNrg\\_DR3s](https://www.youtube.com/watch?v=-EoNrg_DR3s)

**How FinTech is Shaping the Future of Banking**

<https://www.youtube.com/watch?v=pPkNtN8G7q8>

**The future with FinTech, Crypto and AI | Ruzbeh Bacha | TEDxAveiro**

<https://www.youtube.com/watch?v=ft75f3laa-s>

**Podcast:**

<a href="https://indiafintechdiaries.com/2022/11/42-techfin-in-conversation-with-anup-nayar-ceo-domestic-in-solutions-global/">https://indiafintechdiaries.com/2022/11/42-techfin-in-conversation-with-anup-nayar-ceo-domestic-in-solutions-global/</a>  <a href="https://indiafintechdiaries.com/2022/09/39-fintech-investments-in-conversation-with-sandeep-patil-partner-ged-investors/">https://indiafintechdiaries.com/2022/09/39-fintech-investments-in-conversation-with-sandeep-patil-partner-ged-investors/</a>	
Catalogue prepared by	Dr Leena George
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code MBA3071	Course Title: Treasury Operations and Management  Type of Course: Elective ,Theory only	L-T-P-C	3	0	0	3
Version No.						
Course Pre-requisites	Sound knowledge of Bank balance sheet & Basic mathematics.					
Anti-requisites	NIL					
Course Description	<p>The term “treasury management” refers to all of the procedures and actions necessary to manage the money of a bank. This encompasses daily operations in a bank like investing as well as tasks such as risk evaluation and cash flow prediction. Understanding what treasury administration is and how it can be beneficial is important because it is a core part of every banking corporation.</p> <p>This course covers foreign exchange market, money market, bond market operations and related financial products. It therefore analyses the international finance environment within which banks, other intermediaries and companies operate. Sound treasury management utilizes the right financial products and tools for minimizing risk. The course examines</p>					

	<p>alternative strategies and techniques that can be employed to manage the risks associated with bank's international business transactions and other treasury operations. It also provides an overview of the structure and key functions of the banking treasury.</p>			
Course Outcomes	<p>On successful completion of this course, the students shall be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the complexities of foreign exchange and treasury management operation. <b>(Knowledge)</b></li> <li>2. manage cash and liquidity in banking organization and make short term investment decisions at the whole bank level. <b>(Apply)</b></li> <li>3. Be able to link money market and Forex market. <b>(Understand)</b></li> <li>4. know the ethical and compliance issues in treasury operations of banks in India. <b>(Knowledge)</b></li> </ol>			
Course Objective	<ol style="list-style-type: none"> <li>1. Provides Explanations on Treasury Management and consequently the asset &amp; liabilities management in Banks.</li> <li>2. Provides Explanations on Regulatory Controls in Treasuries of Banks.</li> <li>3. Explains Deal Procedure in Treasury's operations.</li> <li>4. Know and Understand about Risk Identification with examples.</li> <li>5. Know about Risk Management Audit.</li> </ol>			
Course Content	<p>Significance, Functions and Scope of Treasury Management, Relationship between Treasury Management and Financial Management; Role and Responsibilities of Chief Finance Officer Tools of Treasury Management; Internal Treasury, Controls; Environment for Treasury Management, Liquidity Management, Regulation, Supervision and Control of Treasury Operations, Implications of Treasury on International, Banking</p>			
Module 1	<p>Treasury management -what it is, why it is important, the key functions and benefits, type of services of the treasury management department in banks. The benefits of treasury management and some of the key challenges of treasury management. The difference</p>	Quiz	Treasury operational Issues	09 Hours



	between cash and treasury management.			
Module 2	Investments – Treasury bills – Money markets instruments such as CDs, CPs, IBPs; Securitization and Forfaiting; Refinance and rediscounting facilities.	Case Study	Understand treasury investments	12 Hours
Module 3	Balance Sheet Management & ALM. Interest rate and liquidity Risk Management. Off-Balance Sheet Activities. Counterparty Exposures and Capital Requirements. Management of Settlement/Pre-Settlement Credit Risk. Management of Foreign Exchange Exposure.	Case study	Issues in treasury management	12 Hours
Module 4	Treasury Controls and Measures- Internal Controls. Trading Limits. Monitoring and Control of Dealing Operations. Internal Audit Role. Conflict of Interest. RBI regulation and FEDAI treasury guidelines.	Case study	Reporting and disposition of Variances	12 Hours
Books				
Treasury management -Indian Institute Finance and Banking (IIFB), McMillan				
References				
<ul style="list-style-type: none"> <li>• <a href="#">Treasury Management: The Practitioner’s Guide</a> Steven M Bragg</li> <li>• <a href="#">Essentials of Managing Treasury</a> Karen A. Horcher</li> <li>• <a href="#">The Handbook of Global Corporate Treasury</a> Rajiv Rajendra</li> <li>• <a href="#">Treasury Fundamentals</a> Antonio Morelli</li> </ul>				

- [Treasury Operations Handbook](#)

Philip J. L. Parker

Catalogue prepared by	Dr. Bishnu Prasad Mishra
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code MBA3070	Course Title: Retail Banking Type of Course: Elective & Theory only	L- T- P- C	3	0	0	3
Version No.						
Course Pre-requisites	Knowledge of basic mathematics. Basics of commercial banking.					
Anti-requisites	NIL					
Course Description	<p>Banks have become ubiquitous and absolute payment delivery platforms at physical/digital financial market places. Competition, increasingly has squeezed earning opportunities for Indian banks leading to margin pressure. Sensing an opportunity for growth and sustainability, every bank has made rapid strides from “class to mass banking”. Hence, Retail banking has emerged as a pivotal segment for both public and private banking entities.</p> <p>India has structurally changed from manufacturing to services sector translating to larger option for consumers resulting in larger demand for financial products and customization. So, the banks have to necessarily shifted their focus to retail banking.</p>					

Course Outcomes	<p>On successful completion of this course, the students shall be able to:</p> <ol style="list-style-type: none"> <li>1. understand modern-day retail banking and the forces responsible for its rapid expansion. <b>(Knowledge)</b></li> <li>2. critically examine the worthiness of borrower's credit request to book good business with responsible lending techniques. <b>(Apply)</b></li> <li>3. capture the different focus by bankers in rural context for enhancing business and financial inclusion. <b>(Analyse)</b></li> <li>4. have broad ideas of regulations of retail business of Commercial banks, FIs &amp; NBFIs. <b>(Knowledge)</b></li> </ol>		
Course Objective	<p>This course attempts to acquaint and orient the students for the ever-expanding retail banking segment of Indian banks which requires a large number of professionals. The knowledge of Retail banking will help the students to get gainful employment and to exploit the expanding opportunities both in urban and rural space.</p>		
Course Content	<p>Retail banking- Evolution, Systems, Functions &amp; Classification, nature &amp; scope. Asset &amp; liabilities products of retail segments in general, Special content in relation to the current Rural banking. Regulation and regulatory compliances. Customer awareness, Grievances handling and structure put up by banks to handle emerging issues.</p>		
Module 1	<p>Retail banking- Evolution, Systems, Functions &amp; Classification, nature &amp; scope. Sources of bank Funds-Deposit products and pricing. Design of deposit schemes. Non-deposit funding sources. Banking operation -Branch functioning, fund transfer, Clearing house &amp; Operation of Currency chest Business correspondent and business facilitators. Financial inclusion.</p>	Quiz	<p>Retail banking Operational structure In general</p> <p>12 Hours</p>
Module 2	<p>The Retail Lending: Features of retail credit, Role and gains from lending operation. Types of Lending, the credit process, fund and non-fund based &amp; asset-based lending, Credit appraisal. Loan pricing and customer profitability. Legal aspect of lending. Capital allocation for retail credit risks and its management.</p>	Case Study	<p>Retail Lending details of banks</p> <p>12 Hours</p>

<b>Module 3</b>	Rural Retail banking: RRBs and Commercial bank Rural Branches, Banking Touch points, Bank Mitras.  Deposits-Jandhan Yojana, Agriculture direct & indirect financing-crop, term loans, and allied agricultural Activities. Service Area approach. Credit to Micro and SMEs. Micro finance & financing of Govt sponsored schemes. Farmers Club, SHGs and Producers Companies.	Case study	Retail lending Operational structure in rural banking	12 Hours
Module 4	RBI, NABARD & other Regulations - compliances. Improving profitability. Loan recovery & NPA. Debt reliefs and legal structure for Protecting bank interest. Banks customer grievances disposal systems.	Case study	Regulatory compliance and customer protection	09 Hours
Books				
Modern Commercial Banking -H.R. Machhiraju				
References				
<ol style="list-style-type: none"> <li>1. Principles and practice of banking- IIBF -McGraw Hill</li> <li>2. Commercial bank Management -Kanhaiya Singh &amp; Vinay Dutta McGraw Hill Education</li> <li>3. An Introduction to Commercial banking -Dr.T.S.Kavitha et al, Notion Press</li> <li>4. Rural banking Operations- IIBF -Taxman</li> </ol>				
Catalogue prepared by	Dr. Bishnu Prasad Mishra			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

Course Code MBA3072	Course Title: <b>Marketing of Financial Services</b> Type of Course: <b>Elective &amp; Theory only course</b>	L- T-P- C	3	0 0	3
Version No.					
Course Pre-requisites	<ol style="list-style-type: none"> <li>1. Fundamentals of Marketing</li> <li>2. Fundamentals of Sales</li> <li>3. Fundamentals of commercial Banking</li> </ol>				
Anti-requisites	N.A.				
Course Description	<p>In the dynamic landscape of financial services, effective marketing strategies play a crucial role in driving customer engagement, loyalty, and business growth. This course delves into the intricacies of marketing within the financial sector, exploring the unique challenges and opportunities faced by organizations offering banking, insurance, investment, and other financial services. Students will gain a comprehensive understanding of the principles, theories, and best practices of marketing tailored specifically to the financial industry.</p> <p>Through a combination of theoretical frameworks, case studies, and practical applications, students will explore topics such as market segmentation, product positioning, branding, customer relationship management, and digital marketing strategies. Emphasis will be placed on the regulatory environment, ethical considerations, and risk management practices inherent in marketing financial services.</p>				
Course Outcomes	<p><b>On successful completion of the course the students shall be able to:</b></p> <p><b>CO1: Distinguish</b> between concept of marketing of goods and services. <b>(Understand)</b></p> <p><b>CO2: Identify</b> gaps in customer expectations of services. <b>(Analysis)</b></p> <p><b>CO3: Corelate</b> the concepts of marketing principle to financial services. <b>(Knowledge)</b></p> <p><b>CO4: Analyze</b> the right financial services price and promotion dynamics</p>				

	<b>(Analysis)</b>			
Course Objective	By the end of the course, students will be equipped with the knowledge and skills to develop and implement effective marketing strategies that align with the goals and objectives of financial service organizations. They will also gain insights into emerging trends and innovations shaping the future of marketing in the banking sector.  The course aims at EMPLOYABILITY with respect to Marketing of Services with PARTICIPATIVE learning activities.			
Course Content				
Module 1	Introduction to services – Concepts - Service Sector and Indian Economy - Characteristics of Services - A different approach for Marketing of Services - The services Marketing Triangle -The Services Marketing mix - The expanded Marketing Mix (People, Process and Physical Evidence) - Services compared to goods	Case study	<b>Fundamentals for Services Marketing</b>	12 Hours
Module 2	Customer expectations of service - Factors that influence customer expectations - Sources of desired service expectations - Sources of adequate service expectations and sources of both desired and predicted expectations. Consumer Choice - Consumer experience - Post experience Evaluation - Zone of tolerance - GAPS Model of Service Quality.	Case Study	<b>Focus on the customer</b>	12 Hours
Module 3	Relevance of marketing to banking, Marketing Mix of a banker, Marketing Plan and objective, marketing segmentation, product mix.  Product Management, Non-Fund Based business: Meaning- Importance – Implication – Need–Types. Scope.	Case study	<b>Marketing and financial services linkages</b>	12 Hours
Module 4	Price Mix: Meaning, Importance, Factors affecting price of a product, pricing objectives  Promotion Mix: Meaning, Objectives, Methods, Factors affecting Promotion Mix of	Case study	<b>Basics of Price and promotion of</b>	09 Hours

	a Banker: Personal Promotional Efforts, Direct Marketing Public Relations, Societal Banking, Customers Meets, Customer Service.		<b>financial services</b>	
Books				
1. <b>Services Marketing: Integrating Customer Focus Across the Firm</b> , by Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Ajay Pandit, 5 <sup>th</sup> , Tata McGraw Hill, International edition.				
2. Marketing of Financial Services -V.A. AVADHANI (2 <sup>nd</sup> ed)				
References				
<b>R1:</b> Services Marketing: The Indian Context, R Srinivasan, 4th Edition, Prentice Hall of India.				
<b>R2:</b> Services Marketing: Text & Cases, Harsh V Varma, Pearson Education.				
<b>R3:</b> Services Marketing: Text and Cases – Dr. Rajendra Nargundkar, 3 <sup>rd</sup> Edition, Tata McGraw Hill, International Edition.				
<b>R4.</b> Financial Services marketing -CHRI				
<b>R5.</b> Marketing of Banking services.				
Catalogue prepared by	Dr. Bishnu Prasad Mishra & Dr. Aurobindo KiriyaKere			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

Course Code MBA3089	Course Title: Forex Management and International Banking Type of Course: Elective Theory only	L-T- P- C	3	0	0	3
Version No.						
Course Pre-requisites	Comprehension, Decision making and problem-solving abilities. Basic mathematical knowledge.					

Anti-requisites	NIL			
Course Description	<p>“Multinationality” is an important facet of modern business and it is important for bankers to understand international financial development and acquire specific knowledge and skills to function in a multinational business environment. In this course we shall discuss about the foreign exchange market and instruments, about balance-of-payments and determination of exchange-rates. The rates themselves are subject to change and it has profound effects on assets &amp; liabilities and wellbeing of the banks. Political barriers provide additional opportunities and risk when engaging in overseas borrowing and investment. This course has the core focus in respect of the problems bankers face from these currency and country divisions and the associated opportunities and risks.</p>			
Course Outcomes	<p>On successful completion of this course, the students shall be able to:</p> <ol style="list-style-type: none"> <li>1. understand the currency exchange rate determination and its rationale. <b>(knowledge)</b></li> <li>2. have an idea about how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures/ risks. <b>(Analyze)</b></li> <li>3. Formulate and assess international finance strategies for international capital budgeting and investment decision-making. <b>(Apply)</b></li> <li>4. formulate critical decision in consonance with regulatory provisions to manage multinational business. <b>(Apply)</b></li> </ol>			
Course Objective	<p>Businesses are operating in an increasingly interconnected global environment. Most businesses today are either directly or indirectly exposed to international competition. Managing such businesses requires understanding of currency risks and global financial environment. The objective of this course is to provide students with an in-depth knowledge of these issues.</p>			
Course Content	<p>Nature, Significance and Scope of Forex Management, Foreign Exchange Market and its Structure, Foreign Exchange Rates and its Determination, Exchange Rate Quotes; Types of Exchange Rates; Forex Trading; Currency Futures and Options, Foreign Exchange Risk Exposures and their Management; Exchange Rate Forecasting; Risk in Foreign Exchange Business Practical Problems and Case Studies. Techniques of international investments &amp; capital budgeting decision making,</p>			
Module 1	<ul style="list-style-type: none"> <li>• Domestic Economy and World Trade. BOP</li> <li>• Introduction to Exchange rates and the world of International Finance -</li> </ul>	Quiz	Forex market overview Exchange rate Concepts	09 Hours



	<ul style="list-style-type: none"> <li>• Exchange Rate quotations -</li> <li>• International Parity Conditions</li> <li>• Determination of Exchange Rates-</li> </ul>			
Module 2	<ul style="list-style-type: none"> <li>• Measuring and Managing Foreign-Exchange Exposures-</li> <li>• Country risk analysis &amp; Ratings</li> <li>• Exchange Rate Risk management- Forex derivatives</li> </ul>	Case Study	Exposure & risk management instruments	12 Hours
Module 3	<ul style="list-style-type: none"> <li>• Risk in International Capital Budgeting &amp; International Funding</li> <li>• Risk in International Investment – Syndication, participation, Swaps &amp; Risk diversification-</li> <li>• International Trade finance- fund &amp; non-fund based</li> </ul>	Case study	Forex Risk analysis & mitigation	12 Hours
Module 4	Indian Regulatory provisions for Forex risk management (FEMA, Trade Policies ECGC,UCPDC,FEDAI etc)	Case study	Regulatory compliances	12 Hours
Books				
International Financial Management by Shapiro, Moles, and Seal (Wiley).				
References				
<ol style="list-style-type: none"> <li>1. International Financial Management by Eun and Resnick (Mc Graw Hill).</li> <li>2. Fundamentals of Multinational Finance by Mofett, Stoneman, and Eiteman (Pearson)</li> <li>3. International Corporate Finance: Madura ( Tenth Edition), Cenage Learning</li> </ol>				
Catalogue prepared by	Dr. Bishnu Prasad Mishra			

Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3148	Course Title: <b>Business Valuation and Equity Research</b> Type of Course: <b>Specialization Core and Theory Only</b> course	L- T-P- C	3	00	3
Version No.	1.0				
Course Pre-requisites	Basics of Banking and IT				
Anti-requisites	NIL				
Course Description	This interdisciplinary course prepares future managers in banking, finance, and systems. It focuses on developing a strong technology background to meet the challenges faced by the banking and financial sectors.				
Course Objective	<ol style="list-style-type: none"> <li>1. <b>Explore</b> the core banking system. (Understanding)</li> <li>2. <b>Develop</b> digitized delivery channels and payment systems. (Applying)</li> <li>3. <b>Contrast</b> various networks. (Analyzing)</li> <li>4. <b>Evaluate</b> risk management systems. (Analyzing)</li> </ol>				

Course Outcomes	On successful completion of the course the students shall be able to:			
	<ol style="list-style-type: none"> <li>1. Have an understanding of the Core Banking System.</li> <li>2. Apply knowledge to develop delivery channels.</li> <li>3. Analyzing the various networks.</li> <li>4. Evaluate the various risk management systems.</li> </ol>			
Course Content				
Module 1	<b>Valuation Standards</b>	Experiential Learning	<b>Simulation of Operational Aspects of CBS Environment</b>	9 Hours
Valuation Standards, Approaches and Methodologies- Valuation Standards, Approaches and Methodologies -Income Approach – Discounted Cashflow Method- Cost of Capital, Discount Rate, Valuation Premiums & Discounts - Market Approach – Comparable Company and Transaction Multiple Method- Cost Approach- Key insights from International Valuation Standards				
Module 2	Equity Research & Valuation	Participative Learning	Case Study on Digital Payment Systems	12 Hours
Equity Research & Valuation of Listed Companies –essential tools and techniques such as football field analysis, Altman Z score, red flag analysis, credit analysis, DuPont analysis, peer comparative analysis, etc.				
Module 3	Data Communication Network and EFT Systems	Participative Learning	Case Study on Networks	12 Hours
Valuation of Listed Companies having Diverse Businesses, Complex Structures, Multinational Operations.				
Module 4	Equity Research Report	Experiential Learning	Real Time Exposure on security system in banks	12 Hours
Equity Research Report Writing to prepare an analytical, objective, professional report rather than a summary of factual information primarily containing data tables and charts and Valuation of Unlisted Companies- Valuation of Definite-life Projects- LBO Modeling -Preparation of a Pitch Book and Information Memorandum				
Targeted Application & Tools that can be used: Open-Source Tools				

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Text Book

1. Financial Services Information Systems-Jessica Keyes Auerbach publication

Reference Books

1. Kaptan SS & Choubey NS., E-Indian Banking in Electronic Era, Sarup& Sons, 2013.
2. Vasudeva,E-Banking, Common Wealth Publishers, New Delhi, 2010
3. Turban Rainer Potter, Information Technology, John Wiley& Sons Inc,2012.
4. Banking Technology – Indian Institute of Bankers Publication,2010.

Web Links and Case Study Links

**Digital Articles:**

<https://kissflow.com/solutions/banking/banking-technologies/>

<https://www2.deloitte.com/us/en/pages/consulting/articles/buy-vs-build-banking-technology.html>

<https://www2.deloitte.com/us/en/insights/industry/financial-services/financial-services-industry-outlooks/banking-industry-outlook.html>

<https://www.deloitte.com/global/en/Industries/financial-services/perspectives/bank-of-2030-the-future-of-banking.html>

**Case Studies:**

<https://hbr.org/2021/07/case-study-will-a-banks-new-technology-help-or-hurt-morale>

<https://www.fintechfutures.com/2018/12/top-ten-banking-tech-case-studies-in-2018/>

<https://paytm.com/blog/investor-relations/our-business-model-explained/>

<https://lumosbusiness.com/business-model-canvas-payments/>

**Videos**

**What is fintech?**

[https://www.youtube.com/watch?v=-EoNrg\\_DR3s](https://www.youtube.com/watch?v=-EoNrg_DR3s)

**How FinTech is Shaping the Future of Banking**

<https://www.youtube.com/watch?v=pPkNtN8G7q8>

**The future with FinTech, Crypto and AI | Ruzbeh Bacha | TEDxAveiro**

<https://www.youtube.com/watch?v=ft75f3laa-s>

Catalogue prepared by	Ms. Leena George
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3149	Course Title: <b>Credit Risk Management</b> Type of Course: <b>Specialization Core and Theory Only</b> course	L- T-P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Basics of Banking and IT					
Anti-requisites	NIL					
Course Description	This interdisciplinary course prepares future managers in banking, finance, and systems. It focuses on developing a strong technology background to meet the challenges faced by the banking and financial sectors.					
Course Objective	<ol style="list-style-type: none"> <li>1. <b>Explore</b> the core banking system. (Understanding)</li> <li>2. <b>Develop</b> digitized delivery channels and payment systems. (Applying)</li> <li>3. <b>Contrast</b> various networks. (Analyzing)</li> <li>4. <b>Evaluate</b> risk management systems. (Analyzing)</li> </ol>					

Course Outcomes	On successful completion of the course the students shall be able to:			
	<ul style="list-style-type: none"> <li>5. Have an understanding of the Core Banking System.</li> <li>6. Apply knowledge to develop delivery channels.</li> <li>7. Analyzing the various networks.</li> <li>8. Evaluate the various risk management systems.</li> </ul>			
Course Content				
Module 1	<b>Credit Assessment Methods</b>	Experiential Learning	<b>Simulation of Operational Aspects of CBS Environment</b>	9 Hours
Credit Assessment Methods - Expected Losses and Unexpected Losses - Controlling Credit Risk - The Credit Policy Manual				
Module 2	QUALITATIVE AND QUANTITATIVE METHODS FOR EVALUATING CREDIT RISK	Participative Learning	Case Study on Digital Payment Systems	12 Hours
Expert and Rating Systems - Introduction - Credit Evaluation - Qualitative Credit Assessment Processes - Credit Ranking - Behavioural Ranking				
Module 3	Credit Scoring and Modelling Default	Participative Learning	Case Study on Networks	12 Hours
Introduction - Statistical Basis for Modelling Credit - Applying Scoring Models to Firms - Consumer Credit Scoring - Behavioural Scoring Models - Advantages and Limitations of Credit Appraisal and Default Prediction Methods				
Module 4	Market-Based Credit Models	Experiential Learning	Real Time Exposure on security system in banks	12 Hours
Introduction - Credit Risk Portfolio Model - The Economic Factors Model. Introduction - Debt and the Option to Default - The Insurance Approach: CreditRisk- The Differences between the Models - Credit Derivatives				
Targeted Application & Tools that can be used: Open-Source Tools				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Text Book				

1. Financial Services Information Systems-Jessica Keyes Auerbach publication

Reference Books

1. Kaptan SS & Choubey NS., E-Indian Banking in Electronic Era, Sarup& Sons, 2013.
2. Vasudeva,E–Banking, Common Wealth Publishers, New Delhi, 2010
3. Turban Rainer Potter, Information Technology, John Wiely& Sons Inc,2012.
4. Banking Technology – Indian Institute of Bankers Publication,2010.

Web Links and Case Study Links

**Digital Articles:**

<https://kissflow.com/solutions/banking/banking-technologies/>

<https://www2.deloitte.com/us/en/pages/consulting/articles/buy-vs-build-banking-technology.html>

<https://www2.deloitte.com/us/en/insights/industry/financial-services/financial-services-industry-outlooks/banking-industry-outlook.html>

<https://www.deloitte.com/global/en/Industries/financial-services/perspectives/bank-of-2030-the-future-of-banking.html>

**Case Studies:**

<https://hbr.org/2021/07/case-study-will-a-banks-new-technology-help-or-hurt-morale>

<https://www.fintechfutures.com/2018/12/top-ten-banking-tech-case-studies-in-2018/>

<https://paytm.com/blog/investor-relations/our-business-model-explained/>

<https://lumosbusiness.com/business-model-canvas-payments/>

**Videos**

**What is fintech?**

[https://www.youtube.com/watch?v=-EoNrg\\_DR3s](https://www.youtube.com/watch?v=-EoNrg_DR3s)

**How FinTech is Shaping the Future of Banking**

<https://www.youtube.com/watch?v=pPkNtN8G7q8>

**The future with FinTech, Crypto and AI | Ruzbeh Bacha | TEDxAveiro**

<https://www.youtube.com/watch?v=ft75f3laa-s>

Catalogue prepared  
by

Dr. Prema Sankaran

Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3150	Course Title: <b>Technology in Banking</b> Type of Course: <b>Specialization Core and Theory Only</b> course	L-T- L-T-P- C	3	0	0	3
3Version No.	1.0					
Course Pre-requisites	Basics of Banking and IT					
Anti-requisites	NIL					
Course Description	This interdisciplinary course prepares future managers in banking, finance, and systems. It focuses on developing a strong technology background to meet the challenges faced by the banking and financial sectors.					
Course Objective	5. <b>Explore</b> the core banking system. (Understanding) 6. <b>Develop</b> digitized delivery channels and payment systems. (Applying) 7. <b>Contrast</b> various networks. (Analyzing) 8. <b>Evaluate</b> risk management systems. (Analyzing)					
Course Outcomes	On successful completion of the course the students shall be able to: 9. Have an understanding of the Core Banking System. 10. Apply knowledge to develop delivery channels. 11. Analyzing the various networks. 12. Evaluate the various risk management systems.					
Course Content						
Module 1	<b>Operational Aspects of CBS Environment</b>	Experiential Learning	<b>Simulation of Operational Aspects of CBS Environment</b>	9 Hours		



Core Banking, Data Warehousing and Data Mining -Functions Performed by CBS- Flow of Transactions in CBS- The Accounting of Transactions in CBS- End of Day (EOD) And Begin of Day (BOD) Operations-End of Day (EOD) Operations-Password Control- Parameter/Master File-Logical Access Control- Operational Aspects of Security Control in CBS- Role and Responsibilities of the Bank Under CBS

Module 2	Alternate Delivery Channels and Digital Payment	Participative Learning	Case Study on Digital Payment Systems	12 Hours	
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**Alternate Delivery Channels-** Automated Teller Machines (ATMs)- Electromagnetic Cards- Electronic Banking Customer Protection-Limiting Liability of Customers in Unauthorised Electronic Banking Transactions-Harmonization of Turn Around Time (TAT) and Customer Compensation for Failed Transactions Using Authorised Payment Systems  
**Digital Payment Systems** - NPCI -Electronic Clearing Systems in India, National Payment Corporation of India (NPCI), Digital Initiatives by the Government of India

Module 3	Data Communication Network and EFT Systems	Participative Learning	Case Study on Networks	12 Hours	
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**Data Communications Networks-** Network Scenario in India: Major Networks, Emerging Trends in Communications Networks for Banking, Evolution of EFT Systems, Structured Message Transfer System Using SWIFT, Automated Clearing Systems, Two-Level Funds Transfer System, Emergence of Electronic Payment Systems in India. **Trends in Technology Developments** -Role and Uses of Technology Upgradation, Global Trends in Banking Systems, Impact of Information Technology on Banks, Emerging technology trends in Banking- e-RUPI, Fintech - RegTech, SupTech, Hashtag Banking etc. e-RUPI, Fintech/Reg Tech/Sup Tech, Social Media Banking, Hashtag Banking, Account Aggregators, Open Banking

Module 4	Security Considerations and Mitigation Measures in Banks	Experiential Learning	Real Time Exposure on security system in banks	12 Hours	
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Risk Concern Areas, Different Types of Threats, Control Mechanism, Computer Audit, Information System Audit (IS Audit), Information System Security (IS Security), Modus Operandi of Online Frauds and Cyber Security Awareness, IT Resources Evaluation Requirements, Disaster Recovery Management Objective, Legal Framework for Electronic Transactions Information Technology Act, G. Gopalakrishna Committee Report, Cyber Security Framework in Banks, Integrated Ombudsman Scheme, 2021 by RBI

Targeted Application & Tools that can be used: Open-Source Tools

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course	
Text Book 1. Financial Services Information Systems-Jessica Keyes Auerbach publication	
Reference Books 1. Kaptan SS & Choubey NS., E-Indian Banking in Electronic Era, Sarup& Sons, 2013. 2. Vasudeva,E-Banking, Common Wealth Publishers, New Delhi, 2010 3. Turban Rainer Potter, Information Technology, John Wiely& Sons Inc,2012. 4. Banking Technology – Indian Institute of Bankers Publication,2010.	
Web Links and Case Study Links <b>Digital Articles:</b> <a href="https://kissflow.com/solutions/banking/banking-technologies/">https://kissflow.com/solutions/banking/banking-technologies/</a> <a href="https://www2.deloitte.com/us/en/pages/consulting/articles/buy-vs-build-banking-technology.html">https://www2.deloitte.com/us/en/pages/consulting/articles/buy-vs-build-banking-technology.html</a> <a href="https://www2.deloitte.com/us/en/insights/industry/financial-services/financial-services-industry-outlooks/banking-industry-outlook.html">https://www2.deloitte.com/us/en/insights/industry/financial-services/financial-services-industry-outlooks/banking-industry-outlook.html</a> <a href="https://www.deloitte.com/global/en/Industries/financial-services/perspectives/bank-of-2030-the-future-of-banking.html">https://www.deloitte.com/global/en/Industries/financial-services/perspectives/bank-of-2030-the-future-of-banking.html</a> <b>Case Studies:</b> <a href="https://hbr.org/2021/07/case-study-will-a-banks-new-technology-help-or-hurt-morale">https://hbr.org/2021/07/case-study-will-a-banks-new-technology-help-or-hurt-morale</a> <a href="https://www.fintechfutures.com/2018/12/top-ten-banking-tech-case-studies-in-2018/">https://www.fintechfutures.com/2018/12/top-ten-banking-tech-case-studies-in-2018/</a> <a href="https://paytm.com/blog/investor-relations/our-business-model-explained/">https://paytm.com/blog/investor-relations/our-business-model-explained/</a> <a href="https://lumosbusiness.com/business-model-canvas-payments/">https://lumosbusiness.com/business-model-canvas-payments/</a> <b>Videos</b> <b>What is fintech?</b> <a href="https://www.youtube.com/watch?v=-EoNrg_DR3s">https://www.youtube.com/watch?v=-EoNrg_DR3s</a> <b>How FinTech is Shaping the Future of Banking</b> <a href="https://www.youtube.com/watch?v=pPkNtN8G7q8">https://www.youtube.com/watch?v=pPkNtN8G7q8</a> <b>The future with FinTech, Crypto and AI   Ruzbeh Bacha   TEDxAveiro</b> <a href="https://www.youtube.com/watch?v=ft75f3laa-s">https://www.youtube.com/watch?v=ft75f3laa-s</a>	

Catalogue prepared by	Ms. Leena George
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3038	Course Title: TEAM DYNAMICS  Type of Course: Open Elective and Theory Only course	L- P- T- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Basic understanding of organization and organizational functions.					
Anti-requisites	NIL					
Course Description	Teams, teamwork and collaboration are essential to any modern organization. This course is being packed with information from psychology, sociology and business management helps the students to master the art of being a team member as well as a team leader. The purpose of the course is to impart all the necessary skills in team building, leading and motivating teams, bringing out the best team performance. This course, more specifically explains how to form, lead, motivate and assess teams. We live and work in an interconnected and integrated economies and business thus, it is very much necessary to have an understanding on the characteristics of multicultural and virtual teams. This course offers the same to enable students to work with and manage a highly diversified and geographically dispersed teams.					
Course Out Comes	<p><b>On successful completion of the course the students shall be able to:</b></p> <p>CO1: Describe the basic concepts of teams and team work. (Understanding)</p> <p>CO2: Examine the process of team building and development. (Applying)</p>					

	CO3: Analyze the challenges of team leadership and team empowerment. (Analyze) CO4: Assess the skills required to assess team performance and manage work behaviors in the diversified teams. (Evaluate)			
Course Objectives	Objective of this course is to enhance <b>Employability Skills</b> using <b>Participative Learning</b> Methods.			
Course Content:				
Module 1	<b>Introduction to teams</b>	Assignment	Participative Learning	09 Hours
Topics: Understanding Teams – Definition, Types of teams, teams vs groups, Components of a team, benefits and problems from teams, What makes teams unique; Understanding team work – Team work, Decision making process, The role and importance of shared identity, trust, collaboration, Ethics and values in teams; Team life cycle. <b>(Bloom’s Level- Understanding)</b>				
Module 2	<b>Team building</b>	Assignment	Class activity	12 Hours Hours
Topics: Team composition; Team cohesion; Team development theories – The Tuckman team model, Punctuated equilibrium model, Taxonomy of team process; Team building interventions; Multiteam systems and temporal dynamics; Creating shared values, identity, trust and collaboration; individual and collective team behaviour; Creating high-performance, synergy, collaboration, knowledge sharing. <b>(Bloom’s Level- Applying)</b>				
Module 3	<b>Team Leadership</b>	Data Analysis	Case study	12 Hours Hours
Topics: Leadership qualities; Changing landscape of leading teams; Transition and Action phase leadership function; Challenges of team leadership; 3D team leadership – Individual, Team, Subteam; Leading and motivating team members; Individual and team empowerment; Team leadership across culture; Leadership in virtual teams. <b>(Bloom’s Level- Analyze)</b>				
Module 4	<b>Analysing Team performance</b>	Assignment	Participative Learning	12 Hours Hours
Topics: - Assessing team performance; Developing & applying effective communication methods & practices; Teams and Organization politics; Role of culture in team development; Benefits of cultural diversity to teams; Nine Belbin team roles; Social Loafing and other counterproductive work behaviors, Reasons for a team failure. <b>(Bloom’s Level- Evaluate)</b>				
Targeted Application & Tools that can be used:  This course help the students to learn the skills to be a good team player as well as team leader and empower them to work with and manage a highly diversified and geographically dispersed teams.				

Tools: Resources that employers use to improve team development and collaboration. Employee Engagement Platforms, Brainstorming & Collaboration Team Building, Goal Setting, Virtual Meeting Platforms, Joint Calendars, Paperless Post, Activities, Intentional Encouragement & Google Forms.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course: Participative Learning

Assignment 1(Individual): Identify any two organizations and compare the team structures with detailed analysis between those organizations and submit a report.

Assignment 2: (Group) Prepare a poster presentation on effective team building theme with your group by working on creative ideas and submit. Presentation is mandatory from entire group.

Assignment 3: Refer to any one research article from the list in the reference and write a review report on the referred article and submit. (Review of e-resource from Presidency University – Link is mentioned in references section. Mandatory to submit screenshot of accessing digital resource. Otherwise, it will not be evaluated).

#### Text Book

T1: Levi, Daniel (2020). Group Dynamics for Teams, Fifth edition, SAGE Publications India Pvt Ltd, New Delhi

#### References

R1: Eduardo Salas (2017). Team Dynamics over time, e-Book, Bingley: Emerald Publishing Limited.

R2: Bradley L. Kirkman (2017). 3D Team Leadership, e Book, Stanford, California: Stanford Business Books.

Catalogue prepared by

Dr.R.Sethumadhavan

Recommended by the Board of Studies on

Mention the BOS Number and the Date of BOS

Date of Approval by the Academic Council

Mention the Academic Council Meeting

No. & the date of the meeting: .: PU/AC-21.17/SOM16/MBA/2024-26

	<b>Course Title: Game Theory in Business</b>	<b>L – T – P – C</b>
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<b>Course Code:</b> MBA3046	<b>Type of Course:</b> Discipline Core Theory Only Course		3 – 0 – 0 - 3
<b>Version No.</b>	1.0		
<b>Course</b>	Economics Statistics for Research		
<b>Pre-requisites</b>	Quantitative Techniques		
<b>Anti-requisites</b>	NIL		
<b>Course Description</b>	<p><b>Game theory</b> is the study of <b>strategic decision-making</b> used to analyze competitive and cooperative scenarios among individuals or organizations. This course provides students with the tools to <b>evaluate</b> and <b>strategize</b> interactions involving multiple decision-makers, emphasizing its practical applications in <b>business contexts</b> such as <b>market competition, negotiations, pricing strategies, and decision-making under uncertainty.</b></p>		
<b>Course Outcomes</b>	<p><b>On successful completion of this course, students will be able to:</b></p> <p>CO1: <b>Explain</b> fundamental concepts of game theory and their applications in business (Knowledge Level).</p> <p>CO2: <b>Analyze</b> and solve strategic decision-making scenarios using game theory principles (Analysis Level).</p> <p>CO3: <b>Develop</b> optimal strategies in complex and uncertain environments using tools such as Nash equilibrium and Bayesian games (Application Level).</p> <p>CO4: <b>Critically</b> evaluate cooperative and competitive interactions to improve business outcomes (Evaluation Level).</p>		
<b>Course Objective</b>	<ol style="list-style-type: none"> <li>1. Introduce students to the fundamental concepts and tools of game theory.</li> <li>2. Enhance students' analytical and strategic thinking abilities to evaluate complex business interactions.</li> <li>3. Provide experiential learning opportunities through case studies and simulations to apply game theory in real-world business contexts.</li> </ol>		
<b>Module 1</b>	<b>Strategic Thinking and Simultaneous Games</b>	Assignment (Participative Learning)	Hands-on learning  <b>09 Hours</b>

**Topics:**

Introduction to strategic thinking, Interdependence in decision-making, Types and elements of games, Simultaneous-move games (Prisoner's Dilemma, Dominated Strategies), Best Responses, and Iterated Elimination.

Case Studies: Analyzing market competition scenarios.

Delivery: Lecture, Case Study Analysis, Group Activities.

<b>Module 2</b>	Games of Coordination	Assignment (Participative Learning)	Hands-on projects	<b>12 Hours</b>
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**Topics:**

Topics: Coordination challenges, Sharing the Pie, Assurance Game, Payoff Dominant Equilibria, Cooperative Games, Chicken Game, Hawk-Dove Game. Application of game theory in pricing strategies and resource sharing.

Hands-On Activities: Role-playing games to understand payoff structures.

<b>Module 3</b>	<b>Randomized Strategies and Mixed Strategies</b>	Assignment (Participative Learning)	Workshops	<b>12 Hours</b>
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Topics: Randomized Strategies in games, Expected Value Calculation, Mixed and Pure Strategy Equilibria, Strategic Randomization,

Monitoring Games, War of Attrition. Case Studies: Game-based decision-making under uncertainty.

<b>Module 4</b>	<b>Dynamic Sequential-Move and Bayesian Games</b>	Assignment (Participative Learning)	Simulation exercises	<b>12 Hours</b>
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Topics: Game Tree Structures, Subgame Perfect Nash Equilibrium, Sequential-Move Games, Bayesian Games, Risk Sharing,

Limit Pricing Strategies. Application in business scenarios such as market entry and pricing wars.

Activities: Simulation exercises and real-world application projects.

**Targeted Application & Tools that can be used:**

Students would be encouraged to take up live projects and through experiential learning activities in the classroom.

**Professionally Used Software: N/a**

**Delivery Procedure:** This course follows a student-centric pedagogy involving interactive Hours, case-based learning, and experiential projects.

Methods include:

1. Conceptual Lectures: Introduction to theoretical frameworks.
2. Case Studies: In-depth analysis of real-world applications.
3. Group Discussions: Collaborative learning and problem-solving.
4. Simulation Exercises: Hands-on activities to practice game theory applications.
5. Project Work: Individual projects focusing on competitive strategies using game theory.

**Project work/Assignment:**

**Assignment 1:**

Ptalk.com conducted;

- ) Ad campaign of  $180 \times 150$  banner size to its client Whitefield Volkswagen Bangalore and the Cost per 1000 impression is Rs.25 and the impressions to be served is 600000, what will be the actual cost to the advertiser?
- ) Ptalk.com did an Ad campaign having  $728 \times 90$  banner size having served 20000 impressions and has generated 200 clicks, calculate the CTR of that Ad?
- ) Ptalk.com is ready to spend Rs.20000 for Display Ad campaign having  $160 \times 600$  size banner with number of clicks the Ad generated is 200, so what will be the Cost per Click?
- ) If Ptalk.com PPC is worth Rs.10, number of Impressions is 20000, CTR is 6% and CR is 3%. Calculate the CPA to an advertiser?
- ) Ptalk.com spends Rs.10,000 and media buy at Rs.10 CPM, to serve 500000 impressions and CTR on the ad is 0.1% with Landing Page Conversion Rate = 10%, calculate the number of leads and CPL? **Assignment 2:**

Amazon.com conducted a Ad campaign of  $200 \times 180$  banner size to its client Whitefield Volkswagen Bangalore and the Cost per 5000 impression is Rs.15 and the impressions to be served is 900000, what will be the actual cost to the advertiser?

- ) Amazon.com did an Ad campaign having  $900 \times 100$  banner size having served 40000 impressions and has generated 500 clicks, calculate the CTR of that Ad?
- ) Amazon.com is ready to spend Rs.80000 for Display Ad campaign having  $260 \times 900$  size banner with number of clicks the Ad generated is 900, so what will be the Cost per Click?
- ) Amazon.com PPC is worth Rs.40, number of Impressions is 80000, CTR is 8% and CR is 5%. Calculate the CPA to an advertiser?
- ) Amazon.com spends Rs.50,000 and media buy at Rs.50 CPM, to serve 500000 impressions and CTR



on the ad is 0.5% with Landing Page Conversion Rate = 50%, calculate the number of leads and CPL?

**Text Books:**

T1: Display Advertising (An Hour a Day) By David Booth and Corey Koberg, John Wiley & Sons, Inc. 2013.

**References:**

R1. Chadha A. (2016). Game Theory for Managers: Doing Business in a Strategic World. PHI Learning.

R2. Barron E.N. (2014). Game Theory: An Introduction. Wiley India Pvt Ltd.

**Online Resources:**

<https://presiuniv.knimbus.com/user#/home> **Research Articles:**

- Abedian, M., Amindoust, A., Maddahi, R. and Jouzdani, J. (2022), "A game theory approach to selecting marketing-mix strategies", Journal of Advances in Management Research, Vol. 19 No. 1, pp. 139-158. <https://puniversity.informaticsglobal.com:2068/10.1108/JAMR-10-2020-0264> Download as .RIS
- <https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/JAMR-10-2020-0264/full/html>
- <https://webpages.math.luc.edu/~enb/gamebook.pdf>
- [https://mathematicalolympiads.files.wordpress.com/2012/08/martin\\_j-osborne-an-introduction-to-game-theory-oxford-university-press-usa2003.pdf](https://mathematicalolympiads.files.wordpress.com/2012/08/martin_j-osborne-an-introduction-to-game-theory-oxford-university-press-usa2003.pdf)
- [http://www.ru.ac.bd/wp-content/uploads/sites/25/2019/03/405\\_01\\_Thie\\_An\\_Introduction\\_to-linear-programming-and-game-theory.pdf](http://www.ru.ac.bd/wp-content/uploads/sites/25/2019/03/405_01_Thie_An_Introduction_to-linear-programming-and-game-theory.pdf)
- <https://www.nature.com/articles/s41598-022-11654-2>

**Case Studies:**

The right Game: Use Game Theory to Shape Strategy (HBR).

<http://thuvien.bkc.vn/Ebook/Ebook-2/Kinh-Te-Quan-Tri/Tieng%20Anh/Harvard%20-%20Business%20-%20Game%20Theory%20-%20Using%20Game%20Theory%20to%20Shape%20Strategy.pdf>.

Ma Making game theory work for Manager (McKinsey & Company,2009).

<http://thuvien.bkc.vn/Ebook/Ebook-2/Kinh-Te-Quan-Tri/Tieng%20Anh/Harvard%20-%20Business%20-%20Game%20Theory%20-%20Using%20Game%20Theory%20to%20Shape%20Strategy.pdf>.

F From Strategy to Business Models and to Tactics (HBR, Working Paper).

<https://www.hbs.edu/ris/Publication%20Files/10-036.pdf>

<b>Catalogue prepared by</b>	Dr. Rajib Sanyal
<b>Recommended by the Board of Studies on</b>	BOS NO: BOS held on 13-01-2024
<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No., Dated

<b>Course Code:</b> MBA3047	<b>Course Title: Data Story Telling (with Tableau and PowerBI)</b>	L	P	T	C
	<b>Type of Course: Program Core-Lab (Theory with Embedded Lab)</b>	3	0	0	3
<b>Version No.</b>	1.1				
<b>Course Pre-requisites</b>	<ul style="list-style-type: none"> <li>Should have basic mathematics and statistics knowledge</li> <li>Should have completed Fundamentals of Business Analytics (FBA) Sem2</li> </ul>				
<b>Anti-requisites</b>	NIL				
<b>Course Description</b>	One of the key skills of Managers is to be able to collate, analyse and present data to accurately reflect the state of the business, take decisions based on data and finally present highly impactful visualizations of the state of business and its future. The course will aim to provide necessary skills to students of Analytics to be able to collate, clean data, derive insights and present compelling visualizations, dashboards using industry				

	top software like Tableau and PowerBI. These are very valuable skills for any Business Analytics professional today. All participants who successfully complete this course will get a certificate of participation by KPMG.			
<b>Course Out Comes</b>	On successful completion of the course the students shall be able to: CO1) Identify right business issues & data required to solve these <b>[Knowledge]</b> CO2) Describe relevant aspects of business for management action. <b>[Comprehension]</b> CO3) Prepare impactful management reports, dashboards using Tableau and PowerBI. <b>[Apply]</b> CO4) Evaluate various business solutions using data and recommend action. <b>[Analyze]</b>			
<b>Course Content:</b>				
<b>Module 1</b>	<b>Data Visualization and Charts using PowerBI</b>	<b>Report – E review</b>	<b>12 Hours</b>	<b>Knowledge</b>
Introduction to PowerBI Interface, Connecting data sources in PowerBI and Key components, filters - visual level, page level and report level, Charts- Line and stacked column chart, Line and clustered column chart, Doughnut chart, Heat map, Histogram, pareto, Box and Whiskers, Scatter plot, bubble chart, Text tables, Scatter chart, Map, Filled Map, Gauge, Card				
<b>Module 2</b>	<b>Data cleansing and Dashboard using PowerBI</b>	<b>Assignment</b>	<b>10 Hours</b>	<b>Comprehension</b>
Data cleaning in power BI, report building using Power BI, DAX expression and Dashboard Creation in PowerBI				
<b>Module 3</b>	<b>Data Visualization, Charts using Tableau</b>	<b>Practical</b>	<b>12 Hours</b>	<b>Application</b>
Introduction and Importance of Data Visualization, Introduction to Tableau Interface, creating user profiles and cloud interface, Connecting data sources in Tableau. Types of charts in visualization (Line and stacked column chart, Line chart, Area chart, Histogram)				
<b>Module 4</b>	<b>Building Advance Charts&amp; Dashboard using Tableau</b>	<b>Assignment</b>	<b>11 Hours</b>	<b>Analysis</b>
Types of charts in visualization (pareto, Box and Whiskers, Scatter plot, bubble chart, Text tables), Basic and advanced filters in Tableau, Creating calculated fields, Parameters, sets and groups in Tableau, Data joins and Data blending, Dashboard Creation in Tableau (Layout, Designs, Elements, Objects, filters on dashboard) Story cards in Tableau				
<b>List of Laboratory Tasks:</b>				

Experiment No 1: Connect to data and edit the connection properties

Level 1: with connections to a flat file using live connection and rename the canvas connection

Level 2: with connection to a flat file using extract and rename through edit connection

Experiment No 2: For the given business data related to sales of cycles across the world

Level 1: Create a calculated field on single sheet-based data from within data source

Level2: Create a calculated field based on a multiple data source

**Targeted Application & Tools that can be used:** Tableau Desktop, Tableau Public, Tableau online, Tableau and PowerBI. *Please note – only free trial versions will be installed in lab computers and not paid versions. IT support and help must be provided to ensure effective delivery of the course using authorized software.*

**Project work/Assignment: Mention the Type of Project /Assignment proposed for this course**

1. Assignment1: Collect data from open source data sites for a typical business event and apply visualization and analytics techniques
2. Assignment2: Prepare Dashboard report on stock profitability for a given stock exchange
3. Analyzing data for Customer Analytics, Pricing Analytics, Churn etc.
4. Presentation on effective dashboards using Tableau and PowerBI.

#### **Text Book**

T1. *Information Dashboard Design*, 2<sup>nd</sup> e, Stephen Few, Analytics Press, 2013

T2. *Mastering Tableau* – David Baldwin, November 2016, Packt Publishing, ISBN: 978-1-78439-769-2

#### **References**

1. *Practical Tableau* - Ryan Sleeper, 2018, O'Reilly Media Inc, ISBN 978-1-491-97731-6
2. *Tableau Your Data* - Danieal G Murray, 2013, John Wiley & Sons, ISBN 978-1-18-61204-0
3. *Introducing Microsoft PowerBI* -Alberto Ferrari and Marco Russo 2016, Microsoft Press, ISBN: 978-1-5093-0228-4

#### **Online Resources:**

##### **Articles**

##### **University E Resources**

Jensen, R.W., Limbu, Y.B. and Spong, Y. (2015), "Visual Analytics of Twitter Conversations about Corporate Sponsors of FC Barcelona and Juventus at the 2015 UEFA Final", *International Journal of Sports Marketing and Sponsorship*, Vol. 16 No. 4, pp. 3-9.

<https://presiuniv.knimbus.com/openFullText.html?DP=https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJSMS-16-04-2015-B002/pdfplus/html>.

Carrizosa, E., Guerrero, V. & Romero Morales, D. On mathematical optimization for clustering categories in contingency tables. *Adv Data Anal Classif* (2022)

<https://link.springer.com/article/10.1007/s11634-022-00508-4>

Hoang, T.B.N., Mothe, J. Prediction of brand stories spreading on social networks. Adv Data Anal Classif (2021)

<https://link.springer.com/article/10.1007/s11634-021-00450-x>

#### Case study link

<https://www.datasciencecentral.com/how-a-good-data-visualization-could-save-lives/>

#### Datasets and Codes for Experiential learning

<https://www.kaggle.com/datasets/heptapod/titanic>

<https://www.kaggle.com/datasets/pavansubhasht/ibm-hr-analytics-attrition-dataset>

<https://www.kaggle.com/code/mysarahmadbhat/eda-on-netflix/notebook>

<https://www.kaggle.com/code/aayushmishra1512/netflix-data-analysis-and-visualization/notebook>

[https://fraud-detection-handbook.github.io/fraud-detection-handbook/Chapter\\_3\\_GettingStarted/SimulatedDataset.html](https://fraud-detection-handbook.github.io/fraud-detection-handbook/Chapter_3_GettingStarted/SimulatedDataset.html)

Excellent visualization & reports. <https://www.gapminder.org/>

#### Videos and Podcast

<https://www.youtube.com/watch?v=loYuxWSsLNc>

<https://podcasts.google.com/feed/aHR0cHM6Ly9kYXRhdml6dG9kYXkubGlic3luLmNvbS9yc3M>

<b>Catalogue prepared by</b>	Dr. Varalakshmi Dandu
<b>Recommended by the Board of Studies on</b>	Mention the BOS Number and the Date of BOS
<b>Date of Approval by the Academic Council</b>	Mention the Academic Council Meeting No. & the date of the meeting:

<b>Course Code:</b> MBA3048	<b>Course Title: Environmental Sustainability and Value Creation</b>					
	<b>Type of Course: Open Elective &amp; Theory only</b>	L- P- T-C	3	0	0	3
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	<b>Knowledge of basic concepts of Economics and business management is an advantage.</b>					
<b>Anti-requisites</b>	<b>NIL</b>					
<b>Course Description</b>	This course provides an overview of topics related to business sustainability with a focus on how environmentally sustainable approaches can create value for the firm. We will explore trends in corporate practices and consider specific examples to examine the interactions between the firm and the environment. This course has three objectives: to increase students' knowledge of sustainability practices and their impact on firm performance; to teach students to think strategically and act entrepreneurially on environmental issues; to help students design business approaches to improve environmental outcomes, while simultaneously creating value.					
<b>Course Objectives</b>	This course is designed to improve the learners' <b>ENTREPRENUERSHIP SKILLS</b> by using <b>PARTICIPATIVE LEARNING</b> techniques.					
<b>Course Outcomes</b>	On successful completion of this course the students shall be able to:  (1) Discuss important topics associated with Sustainability, Business and Policies for sustainable business  2) Apply the environmental impact assessment on real-time problems  3] Estimate climate-based risk to the business sector and strategize adaptation and resilient measures  4] Summarize the circular economy concept for eco-entrepreneurship					
<b>Course Content:</b>						
<b>Module 1</b>	Sustainability, Business, and Public Policy	Assignment (Participative Learning)	Track your carbon footprint for a week.	<b>10 Hours</b>		
Topics: Basic concept of Sustainability, Sustainable business, policy initiatives at the international and national level, Definition of sustainability in the business context, Triple Bottom Line (TBL): Economic, Environmental, and Social Sustainability, The global sustainability agenda: UN SDGs and the role of business, Concepts and approaches for accessing the sustainability of Business, Sustainability Metrics, Sustainable competitive advantage: theory and practice, The role of leadership in driving sustainability						

<b>Module 2</b>	Measuring the Environment	Off class room activity (Experiential Learning)	Zero Trash Day and evaluate the value proposition	<b>10 Hours</b>
<p>Topics:</p> <p>Understanding the environmental impact of business operations, Concepts in measuring the environment value. Benefit-Cost Analysis, Contingent Valuation Method: Travel Cost Method, Hedonic Price method, Preventive Expenditure method, Surrogate Markets, Property Value method, Wage-differential Approach, and Opportunity Cost Method, Assessing environmental risk and the cost of inaction, Sustainable competitive advantage: theory and practice, Companies successfully using sustainability as a competitive tool.</p>				
<b>Module 3</b>	Managing Climate Risks	QUIZ	Climate adaptation strategy	<b>13 Hours</b>
<p>Topics:</p> <p>Climate change preparedness and Business sector, Types of risks, resource depletion, and biodiversity loss Economic risk of climate change, Climate Adaptation and Resilience, Crisis Management and Communication, Managing climate risks, Enterprise risk management, Financial risk management, climate risk mitigation strategies, Adaptation strategies, Policy engagement and advocacy, KPI's for managing climate risks, Tools and frameworks for managing climate risks.</p>				
<b>Module 4</b>	The Circular Economy	Mini Project (Experiential Learning)	<b>Eco-entrepreneurship Business Idea challenge</b>	<b>12 Hours</b>
<p>Topics: Basic Concepts of circular economy and business reality, Linear Vs circular economy model, Value propositions generation and creation, Design Innovation and Eco-entrepreneurship, Challenges of eco-entrepreneurship. Opportunities for eco entrepreneurship, Sustainable Business Model- Product-service systems, cradle-to-cradle, and B Corp models, Sustainable competitive advantage: theory and practice, Value creation through eco-efficiency and innovation, Corporate Social Responsibility (CSR) and its evolution to strategic sustainability.</p>				
<p><b>Targeted Application &amp; Tools that can be used:</b></p> <p>Application Area is SMEs, Large corporates and Social Entrepreneurship</p>				
<p><b>Project work/Assignment:</b></p>				

**Project Assignment:** Track your carbon footprint for a week: [carbonfootprint.com](http://carbonfootprint.com) - [Carbon Footprint Calculator](#)

Zero Trash Day and evaluate the value proposition

Climate Variability and Business -Quiz

Eco-entrepreneurship Business Idea challenge

Corporate Sustainability: Samuel O. Idowu & Rene´ Schmidpeter, Springer

## References

1) <https://www.goodreads.com/book/show/21913812-this-changes-everything>

2) <https://www.goodreads.com/book/show/56268863-the-book-of-hope>

3) <https://www.goodreads.com/book/show/54870131-the-day-the-world-stops-shopping>

Towards the Circular Economy: Business Rationale for an Accelerated Transition, Ellen MacArthur Foundation, 2015

[Sustainability's deepening imprint | McKinsey](#)

[A Road Map for Natural Capitalism \(hbr.org\)](#)

[How Do Economists Really Think About the Environment? \(rff.org\)](#)

[\(66\) How to be a sustainable entrepreneur Part 1 - YouTube](#)

[\(66\) The Story of EcoPreneurship - YouTube](#)

[\(66\) Eco preneurship Opportunities & Challenges By Prof Manoj Kumar Pandey - YouTube](#)

[\(66\) Explaining the Circular Economy and How Society Can Re-think Progress | Animated Video Essay - YouTube](#)

[THE 17 GOALS | Sustainable Development \(un.org\)](#)

## Case Studies:

<https://www.patagonia.com/activism/>

<https://www.unilever.com/files/92ui5egz/production/16cb778e4d31b81509dc5937001559f1f5c863ab.pdf>

[https://ijefm.co.in/v5i12/10.php#:~:text=Tesla%20is%20considered%20the%20leading,2\)%20Armstrong%2C%20M.%20](https://ijefm.co.in/v5i12/10.php#:~:text=Tesla%20is%20considered%20the%20leading,2)%20Armstrong%2C%20M.%20)



**Videos:**

Unilever : <https://www.youtube.com/watch?v=OaIF6p5sLSA>

Tesla : [https://www.youtube.com/watch?v=GQ\\_ff6kFQlk](https://www.youtube.com/watch?v=GQ_ff6kFQlk)

IKEA: <https://www.youtube.com/watch?v=FY9H-Jxxn0o>

University Library links

[The Tragedy of the Commons on JSTOR](#)

<b>Catalogue prepared by</b>	Dr.Akhila R Udupa
<b>Recommended by the Board of Studies on</b>	
<b>Date of Approval by the Academic Council</b>	

<b>Course Code:</b> MBA3049	<b>Course Title: Industry 4.0</b>	<b>L-P-T-C</b>	3	0	0	3
	<b>Type of Course: Open Elective – Theory Only Course</b>					
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	No prior technical background is required.					
<b>Anti-requisites</b>	NA					
<b>Course Description</b>	The world is on the verge of the Fourth Industrial Revolution, which will be fueled by advances in decision-making and process automation. Advances in information and communication technology (ICT) have resulted in significant increases in computational capacity and move towards complete digital transformation, as well as improved capabilities in connecting the dots in an increasingly networked society. Cloud-based digital platforms are ideal for developing new business models and using intelligent algorithms to analyze data and derive information for usage by Cyber-Physical Systems (CPS), Internet of Things (IoT), and Industrial IoT. This course covers					

	the role of data, production systems, various Industry 4.0 technologies, applications, and case studies, among other topics which will enhance and enable the students to understand the need for business analysis and observation in the current industrial revolution 4.0. In particular, to understand the opportunities and challenges brought about by Industry 4.0, as well as how organizations and knowledge workers may better prepare to benefit from this transformative revolution.			
<b>Course Out Comes</b>	On successful completion of the course the students shall be able to:			
	<ol style="list-style-type: none"> <li>1. Understand the drivers and enablers of Industry 4.0 <b>[Comprehension Level]</b></li> <li>2. Demonstrate the knowledge on smart manufacturing, smart products, and services, while making complex business decisions <b>[Application Level]</b></li> <li>3. Recognise the opportunities, challenges brought about by Industry 4.0 and how organizations and individuals should prepare to reap the benefits <b>[Comprehension Level]</b></li> <li>4. Formulate the deep insights on how smartness is being harnessed from data and appreciate what needs to be done to overcome some of the challenges. <b>[Application Level]</b></li> </ol>			
<b>Course Objective</b>	The main objective of the course is to develop both employability and entrepreneurial skills through participative learning and experiential learning using case study and article reviews.			
<b>Module 1</b>	<b>Introduction and pavement to Industry 4.0</b>	Quiz	Smart Business Transformation, Internet of Things (IoT), Industrial Internet of Things (IIoT)	09 Hours
<p><b>1.1</b> Concepts of Various Industrial Revolutions, Digitalization and the Networked Economy, Drivers, Enablers, Compelling Forces of Industry 4.0, The Journey so far: Developments in India, USA, China, European and other countries.</p> <p><b>1.2</b> Trends on Smart Business Transformation, Internet of Things (IoT), Industrial Internet of Things (IIoT), Internet of Services (IoS), Internet of People (IoP), Internet of Everything (IoE), Smart Manufacturing, Smart Logistics, Smart Devices / Goods and Services, Smart Cities, Smart Cities and Geospatial Technology.</p>				
<b>Module 2</b>	<b>Systems and Technologies Enabling Industry 4.0</b>	Articles & Case Study Discussion	Link in the Reference description below	12 Hours
<p><b>2.1</b> Concepts of Cyber-Physical Systems (CPS), Internet of Things (IoT) Architecture &amp; Infrastructure, Cloud Computing (Fundamentals), Collaborative Platform and Product Lifecycle Management in Industry 4.0</p> <p><b>2.2</b> Digital Technologies - Robotics, Robotic Process Automation, Data Analytics, Artificial Intelligence and Machine Learning, Blockchain, Augmented Reality (AR) and Virtual Reality (VR), 3D Printing, 5G Net, and Cyber Security, Disruptive Inventions supporting Industry 4.0 - Digital and Social Media Services, Internet &amp; Mobile, Industry 4.0 Value Creation &amp; Value Innovation.</p>				

<b>Module 3</b>	<b>Role of Data, Information, and Knowledge in Industry 4.0 World and Application Domains of Industry 4.0</b>	Assignment	Report Writing on Application Domains of Industry 4.0 with reference to any industry as specified below.	12 Hours
<p><b>3.1</b> Concepts of Resource-Based View of a Firm, Data, and Information as a Resource for Organizations, Harnessing and Sharing Knowledge in Organizations, Linked with Cloud Computing.</p> <p><b>3.2</b> Application Domains of Industry 4.0: Engineering, Design and Development, Sales, Inventory Management, Quality Control, Plant Safety and Security, Facility Management and Customer Service.</p>				
<b>Module 4</b>	<b>Opportunities, Challenges and Strategies in Industry 4.0 and Future Industrial Revolution 5.0</b>	Experiential Learning	Interacting with industry technology experts and submitting report on Strategies for Competing in an Industry 4.0 World, Skills for Workers in the Industry 4.0 & 5.0	12 Hours
<p><b>4.1</b> Opportunities and Challenges, Strategies for Competing in an Industry 4.0 World, Skills for Workers in the Industry 4.0</p> <p><b>4.2</b> Concept on Future Industrial Revolution (Industry 5.0), Future of Works and Skills for Workers in the Industry 5.0 era</p>				
<p><b>Targeted Application &amp; Tools that can be used:</b></p> <p>This course helps in understanding contemporary aspects of innovation for business to sustain in the market.</p>				
<p><b>Project work/Assignment: Mention the Type of Project /Assignment proposed for this course</b></p>				
<p>Assignment based on self-study topics (Articles &amp; Case Analysis as shown in the course handouts)</p>				
<p><b>Text Book</b></p> <p>T1: Alp Ustundag and Emre Cevikcan (2018). <i>Industry 4.0: Managing the Digital Transformation</i>. Springer Publishers.</p>				
<p><b>References</b></p> <p>R1: Klaus Schwab (2017). <i>The Fourth Industrial Revolution</i>. Portfolio Penguin Publisher</p> <p>R2: Alasdair Gilchrist (2016). <i>Industry 4.0: The Industrial Internet of Things</i>. Apress Publishers,</p> <p>R3: Sudip Misra, Anandarup Mukherjee and Chandana Roy (2020). <i>Introduction to Industrial Internet of Things and Industry 4.0</i>. CRC Press</p>				

**(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment)**

### **Research Articles in Journals**

<https://presiuniv.knimbus.com/user#/home>

Research Articles & Case Study References

Sources: Presiuniv.knimbus.com, Sage Publications, SCI Elsevier & HBR

1. Moving from Industry 2.0 to 4.0 in India  
<https://www.sciencedirect.com/science/article/pii/S235197891830209>
  
2. Opportunities of Sustainable Manufacturing in Industry 4.0  
<https://www.sciencedirect.com/science/article/pii/S221282711600144X>
  
3. Pros & Cons of Implementing Industry 4.0 for the Organizations  
<https://www.tandfonline.com/doi/full/10.1080/21693277.2020.1781705?cookieSet=1>
  
4. A Complexity View of Industry 4.0  
<https://journals.sagepub.com/doi/full/10.1177/2158244016653987>
  
5. Industry 4.0: The Future of Productivity & Growth in Manufacturing Industries  
[https://www.bcg.com/publications/2015/engineered\\_products\\_project\\_business\\_industry\\_4\\_future\\_productivity\\_growth\\_manufacturing\\_industries](https://www.bcg.com/publications/2015/engineered_products_project_business_industry_4_future_productivity_growth_manufacturing_industries)
  
6. Characteristics and Skills of Leadership in the Context of Industry 4.0  
<https://www.sciencedirect.com/science/article/pii/S2351978920307472>
  
7. Renault - An Industry 4.0 Case Study  
<https://www.thedigitaltransformationpeople.com/channels/the-case-for-digital-transformation/renault-an-industry-4-0-case-study/>

8. Revisiting Industry 4.0 with a Case Study  
<https://ieeexplore.ieee.org/document/8726697>
9. Industry 4.0: Optimize Operations and Shape Future Innovation Industry 4.0: Optimize Operations and Shape Future Innovation.  
<https://www.ptc.com/en/solutions/digital-manufacturing/industry-4-0#:~:text=Industry%204.0%20is%20the%20application,additive%20manufacturing%2C%20and%20IoT%20analytics.>
10. Challenges and Driving Forces for Industry 4.0 Implementation  
<https://www.mdpi.com/2071-1050/12/10/4208>
11. How Leaders are Navigating the Fourth Industrial Revolution  
<https://hbr.org/sponsored/2019/03/how-leaders-are-navigating-the-fourth-industrial-revolution>
12. Manufacturing Next  
[https://hbr.org/sponsored/2019/11/manufacturing-next#:~:text=Manufacturing%20is%20in%20the%20midst,internet%20of%20things%20\(IoT\).](https://hbr.org/sponsored/2019/11/manufacturing-next#:~:text=Manufacturing%20is%20in%20the%20midst,internet%20of%20things%20(IoT).)

**Videos for Reference:**

- What is the Fourth Industrial Revolution? | CNBC Explains  
<https://www.youtube.com/watch?v=v9rZOa3CUC>
- Industry 4.0 – KPMG  
<https://www.youtube.com/watch?v=IMmnSZ7U1qM>

<b>Catalogue prepared by</b>	Dr. Aurobindo K S
<b>Recommended by the Board of Studies on</b>	BOS NO: xxth. BOS held on dd/mm/yyyy
<b>Date of Approval by the Academic Council</b>	Academic Council Meeting No. 14, Dated dd/mm/yyyy

<b>Course Code:</b> MBA3170	<b>Course Title:</b> PYTHON  <b>Type of Course:</b> OPEN ELECTIVE <b>(Theory with Embedded Lab)</b>	<b>L- P-T-C</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Version No.</b>	1.0					
<b>Course Pre-requisites</b>	Fundamentals of Business Analytics is inclusive pre-requisite for this Course. In addition, Critical thinking, reasoning, and analytical skills are required.					
<b>Anti-requisites</b>	NIL					
<b>Course Description</b>	The course "Python" is designed to equip participants with essential Python programming skills tailored for data-driven decision-making. This comprehensive course spans from fundamental programming concepts to advanced analytical techniques, enabling learners to effectively utilize Python in a business analytics context. Participants will gain hands-on experience with Python's data handling and visualization libraries, building a strong foundation in data structures, control statements, functions, and packages. The curriculum includes data wrangling, exploratory data analysis, and visualization techniques, empowering learners to interpret complex datasets and present insights effectively. Additionally, the course delves into specialized topics such as web scraping, API integration, sentiment analysis, and time-series trend modeling, preparing participants to tackle real-world challenges in data analytics. Through a blend of theory, practical exercises, and real-world case studies, participants will develop competencies to analyze trends, extract actionable insights, and create impactful visualizations. The course culminates in a capstone project, providing an opportunity to integrate learned concepts and showcase practical skills in a business scenario.					
<b>Course Objectives</b>	The Python course develops EMPLOYABILITY SKILLS through EXPERIENTIAL LEARNING methods					
<b>Course Out Comes</b>	On successful completion of the course the students shall be able to:  CO1 Demonstrate basic programming skills in Python for business analytics. CO2 Solve messy data problems across data structures using Pandas and Numpy CO3 Develop Visualization using Python CO4 Solve a business problem using NLP					
<b>Course Content:</b>						
<b>Module 1</b>	<b>Introduction to Python</b>	Quiz	<b>Data types and Decision statements</b>	<b>9 Hours</b>		
Python and Programming concepts, Exploring IDE , Syntax, semantics and tokens, Data types and operations, Data structures and CRUD, Execution flow control statement, Loop and Loop control statement, Functions, Packages.						

<b>Module 2</b>	<b>Packages For Data Handling</b>	Assignment and Case Study	<b>Data Wrangling</b>	<b>12 Hours</b>
<p>Introduction to Numpy and Pandas, Numpy Fundamentals, Pandas Basics, Data Wrangling with Pandas, Advanced Numpy for Data handling, Exploratory data analysis with pandas</p> <p>Data Wrangling and transformation, Integrating Numpy and Pandas, Real World case studies and projects on sales data</p>				
<b>Module 3</b>	<b>Packages For Data Visualization</b>	Experiential Learning	<b>Modelling Project</b>	<b>12 Hours</b>
<p>Matplot lib plotting functions, modules and toolkits, plots and charts using matplotlib lib Matplot lib exercises, Pandas plotting functions, modules and extensions, plots and charts using matplotlib lib, Pandas plotting exercises, Introduction to Seaborn, plots and charts using Seaborn, Plotly and other packages.</p>				
<b>Module 4</b>	<b>Packages For Trends And Sentiments</b>	Experiential Learning	<b>Capstone Project</b>	<b>12 Hours</b>
<p>Data Collection using webscraping, API integration, surveys and feedbacks, Natural Language Processing, Emotion detection, Sentiment Analysis, Time series analysis , understanding trends for predictive modelling, Case study on website traffic trend, Capstone project</p>				
<p><b>List of Experiments (Embedded Lab - Student's self-study): These experiments can be done using Python - NumPy, Pandas and Matplotlib</b></p> <p>Lab Experiments are to be conducted on the following topics</p> <p>Experiment1: Understanding data types</p> <p>Experiment2:The basics of Numpy Arrays</p> <p>Experiment3:Computation on arrays</p> <p>Experiment4:Introduction to pandas</p> <p>Experiment5:Data indexing and selection</p> <p>Experiment6:Working with Strings, Date and Time</p> <p>Experiment7:Data Wrangling</p> <p>Experiment8:Modelling</p> <p>The Experiments can be reorganized as per requirements. If Project based learning is implemented the above sequence acts as a scope and not actual experiment</p>				
<p><b>Targeted Application &amp; Tools that can be used:</b></p> <p>Using NumPy, Pandas, Matplotlib, Seaborn, SciPy, Scikit learn or any other relevant Libraries to arrive at a model, students can employ the dataset which shall either be publicly available or primary in nature. The learners can use any algorithm for modelling</p>				

**Project work/Assignment: Mention the Type of Project /Assignment proposed for this course**

The MT & ET evaluations will be based on the two Individual Projects on modelling with presentation. The Project and the Presentation will have 70:30 split in the evaluation in this respect.

The Project should be original and should be using any dataset either secondary or primary source. However, the process of analysis and the conclusions should be original. The Project shall foot on either classification or regression problems. Project can include self-learning components depending on the project but should be related to Business and Analytics domain. Students are encouraged to choose topics relevant to their specialization and are not allowed to take up any project that is not related to Business.

**Text Book**

**T1:** Python for Data Science: A Hands-On Introduction, Yuli Vasiliev, 2022, no starch press, ISBN-13: 9781718502208,

**References:**

**R1** Machine Learning with Python Cookbook: Practical Solutions from Preprocessing to Deep Learning-Chris Albon, ISBN 978-1491989388

**R2** Python for Probability, Statistics and Machine Learning (2e), Dr Jose Unpingco, ISBN-978-3030185442, Springer, 2019

**Online Resources:**

**Articles**

**University E Resources**

Yentl Van Tendeloo, Hans Vangheluwe, Romain Franceschini, December 2019 ,WSC '19: Proceedings of the Winter Simulation Conference Pages 1415–1429 , An introduction to modeling and simulation with (Python(P))DEVS

<https://presiuiv.knimbus.com/openFullText.html?DP=http://dl.acm.org/doi/10.5555/3400397.3400511>

Carrizosa, E., Guerrero, V. & Romero Morales, D. On mathematical optimization for clustering categories in contingency tables. Adv Data Anal Classif (2022)

<https://link.springer.com/article/10.1007/s11634-022-00508-4>

Hoang, T.B.N., Mothe, J. Prediction of brand stories spreading on social networks. Adv Data Anal Classif (2021)

<https://link.springer.com/article/10.1007/s11634-021-00450-x>

**Case study link**



<https://www.futurelearn.com/info/courses/data-analytics-python-data-wrangling-and-ingestion/0/steps/186670>

<https://livebook.manning.com/book/think-like-a-data-scientist/chapter-4/17>

<https://www.projectpro.io/article/python-projects-for-data-science/462>

#### **Datasets and Codes for Experiential learning**

<https://www.kaggle.com/datasets/heptapod/titanic>

<https://www.kaggle.com/datasets/pavansubhasht/ibm-hr-analytics-attrition-dataset>

<https://www.kaggle.com/code/mysarahmadbhat/eda-on-netflix/notebook>

<https://www.kaggle.com/code/aayushmishra1512/netflix-data-analysis-and-visualization/notebook>

[https://fraud-detection-handbook.github.io/fraud-detection-handbook/Chapter\\_3\\_GettingStarted/SimulatedDataset.html](https://fraud-detection-handbook.github.io/fraud-detection-handbook/Chapter_3_GettingStarted/SimulatedDataset.html)

#### **Videos and Podcast**

<https://www.youtube.com/watch?v=G9NmACvXh8w>

<https://podcasts.google.com/feed/>

[aHR0cHM6Ly9yZWZscHI0aG9uLmNvbS9wb2RjYXN0cy9ycHAvZmVIZA](https://podcasts.google.com/feed/aHR0cHM6Ly9yZWZscHI0aG9uLmNvbS9wb2RjYXN0cy9ycHAvZmVIZA)

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<b>Recommended by the Board of Studies on</b>	
<b>Date of Approval by the Academic Council</b>	

