



LINGAYA'S VIDYAPEETH
Nachauli, Jasana Road, Faridabad

A Deemed to be University u/s 3 of UGC Act, 1956)

Approved by MHRD/UGC/AICTE/PCI/BCI/COA/NCTE Government of India

(NAAC Accredited)

SCHOOL OF COMMERCE & MANAGEMENT STUDIES

Learning Outcomes-based Curriculum Framework
For
Commerce

MBA - Year (2022-24)

LINGAYA'S VIDYAPEETH

Session: 2022-2024

Management							Batch:2022-2024						
Department: Commerce and Management							Year: 1						
Course: MBA							Semester: I						
S. N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								ABQ	MS E	ES E	IP	EXP	
1	PCC	MBA-101	Foundation of Management	3	1	-	4	15	25	60	-	-	100
2	PCC	MBA-103	Managerial Economics	3	1	-	4	15	25	60	-	-	100
3	PCC	MBA-105	Accounting for Managers	3	1	-	4	15	25	60	-	-	100
4	PCC	MBA-107	Human Resource Management	3	1	-	4	15	25	60	-	-	100
5	PCC	MBA-109	Design Thinking for Innovation	3	1	-	4	15	25	60	-	-	100
6	PCC	MBA-111	Marketing Management	3	1	-	4	15	25	60	-	-	100
7	PCC	MBA-113	Business Research	3	1	-	4	15	25	60	-	-	100
Total							28						



Sumit
22/9/22

Y. J.
26.9.22



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LINGAYA'S VIDYAPEETH
SCHEME OF STUDIES

Session: 2022-2024

School: School of Commerce and Management

Batch: 2022-2024

Department: Commerce and Management

Year: 1

Course: MBA

Semester: I

Course: MBA				Semester: I			Credits	Evaluation Scheme					Subject Total Marks
S. N	Category	Course Code	Course Name	Periods				Theory			Practical		
				L	T	P		ABQ	MSE	ESE	IP	EXP	
1	PCC	MBA-101	Foundation of Management	3	1	-	4	15	25	60	-	-	100
2	PCC	MBA-103	Managerial Economics	3	1	-	4	15	25	60	-	-	100
3	PCC	MBA-105	Accounting for Managers	3	1	-	4	15	25	60	-	-	100
4	PCC	MBA-107	Human Resource Management	3	1	-	4	15	25	60	-	-	100
5	PCC	MBA-109	Design Thinking for Innovation	3	1	-	4	15	25	60	-	-	100
6	PCC	MBA-111	Marketing Management	3	1	-	4	15	25	60	-	-	100
7	PCC	MBA-113	Business Research	3	1	-	4	15	25	60	-	-	100
Total							28						

18/8/22



18/08/22

ABBREVIATIONS

MBA:	Masters in Business Administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
AECC	Ability Enhancement Compulsory Course	ESE:	End Semester Examination
PEC	programme Elective Course	L:	Lecture
		T:	Tutorial
		P:	Practical
		IP:	Internal Practical
		EXP:	External Practical

School: School of Commerce and Management							Batch:2022-2024						
Department: Commerce and Management							Year: 1						
Course: MBA							Semester: II						
S. N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								ABQ	MS E	ESE	IP	EXP	
1	PCC	MBA-102	Business Analytics for Decision Making	3	1	-	4	15	25	60	-	-	100
2	PCC	MBA-104	Compensation and Reward Management	3	1	-	4	15	25	60	-	-	100
3	PCC	MBA-106	Production and Operation Management	3	1	-	4	15	25	60	-	-	100
4	PCC	MBA-108	Corporate Finance & Indian Financial System	3	1	-	4	15	25	60	-	-	100
5	PCC	MBA-110	Digital Marketing in E-Commerce	3	1	-	4	15	25	60	-	-	100
6	PCC	MBA-112	Project Management	3	1	-	4	15	25	60	-	-	100
7	SEC	MBA-114	Legal Environment for Business	3	1	-	4	15	25	60	-	-	100
8	PROJ	MBA-152	Mini Project -I	0	0	4	2	-	-	-	40	60	100
			Total				30						

ABBREVIATIONS

MBA:	Master's in Business Administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
SEC	Skill Enhancement Course	ESE:	End Semester Examination
PROJ	Mini Projects	L:	Lecture
		T:	Tutorial
		P:	Practical
		IP:	Internal Practical
		EXP:	External Practical

Note: Immediately after the completion of Second Semester, the students shall proceed for their Summer Vacation Training (SVT). The summer training report prepared after the completion of training shall be assessed in the third semester as a compulsory course. The SVT will be submitted by the candidate in the manner as specified in the ordinance.

Marketing													
6	DSE	MBA-207 A	Sales & Retail Management	3	1	-	4	15	25	60	-	-	100
		MBA-207 B	Consumer Behavior & Marketing Communication	3	1	-	4	15	25	60	-	-	100
		MBA-207 C	Advertising & Branding	3	1	-	4	15	25	60	-	-	100
Specialisation - 3													
Finance													
7	DSE	MBA-209 A	Financial Planning & Tax Management	3	1	-	4	15	25	60	-	-	100
		MBA-209 B	Investment Analysis & Portfolio Management	3	1	-	4	15	25	60	-	-	100
		MBA-209 C	Financial & Credit Risk Analytics	3	1	-	4	15	25	60	-	-	100
Specialisation - 4													
International Business													
8	DSE	MBA-211 A	Export & Import Documentation	3	1	-	4	15	25	60	-	-	100
		MBA-211 B	International Business Management	3	1	-	4	15	25	60	-	-	100
		MBA-211 C	International Trade Laws	3	1	-	4	15	25	60	-	-	100
Specialisation - 5													
Information Technology													
9	DSE	MBA	Data	3	1	-	4	15	25	60	-	-	100

		-213 A	Visualization										
		MBA -213 B	Data Science using R	3	1	-	4	15	25	60	-	-	100
		MBA -213 C	ERP	3	1	-	4	15	25	60	-	-	100
Specialisation - 6													
Operations & Management													
10	DSE	MBA -215 A	Operations Planning and Control	3	1	-	4	15	25	60	-	-	100
		MBA -215 B	Supply Chain & Logistics Management	3	1	-	4	15	25	60	-	-	100
		MBA -215 C	Sustainable Operation Management	3	1	-	4	15	25	60	-	-	100
			Total				29						

ABBREVIATIONS			
MBA:	Master's in Business Administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
AECC	Ability Enhancement Compulsory Course	ESE:	End Semester Examination
PROJ	Summer Vacation Training report & Presentation	L:	Lecture
DSE	Discipline Specific Elective	T:	Tutorial
		P:	Practical
		IP:	Internal Practical
		EXP:	External Practical

School: School of Commerce and Management							Batch:2022-2025						
Department: Commerce and Management							Year: 2						
Course: MBA & BMI							Semester: IV & VIII						
S. N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								ABQ	MS E	ESE	IP	EXP	
1	PCC	MBA-202	Business Process & Re-Engineering	3	1	-	4	15	25	60	-	-	100
2	PROJ	MBA-252	Research Project Report & Presentation	0	0	1 2	6	-	-	-	-	100	100
Students will opt any two Specialisation areas and from each area select any two specialised subjects													
Specialisation - 1													
Human Resource													
3	DSE	MBA-204 A	HR Analytics	3	1	-	4	15	25	60	-	-	100
		MBA-204 B	Diversity and Inclusion of HR Professionals	3	1	-	4	15	25	60	-	-	100
		MBA-204C	Compensation Management	3	1	-	4	15	25	60	-	-	100
Specialisation - 2													
Marketing													
4	DSE	MBA-206 A	Service Marketing	3	1	-	4	15	25	60	-	-	100
		MBA-206 B	Marketing Analytics	3	1	-	4	15	25	60	-	-	100
		MBA-206 C	Social Media & Web	3	1	-	4	15	25	60	-	-	100

8	DSE	MBA-214 A	Management of Manufacturing System	3	1	-	4	15	25	60	-	-	100
		MBA-214 B	Project & Sourcing Management	3	1	-	4	15	25	60	-	-	100
		MBA-214 C	Production Management	3	1	-	4	15	25	60	-	-	100
			Total				26						

ABBREVIATIONS

MBA:	Master's in Business Administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
DSE	Discipline Specific Elective	ESE:	End Semester Examination
PROJ	Research Project Report & Presentation	L:	Lecture
		T:	Tutorial
		P:	Practical
		IP:	Internal Practical
		EXP:	External Practical

Total Credits of MBA

113

Vision, Mission and Core Values of the Vidyapeeth

Vision

Traditionally believing that God is the Source of all Truth, Goodness and Beauty, Lingaya's Vidyapeeth, wishes to develop in students a wisdom that translates academic achievements into responsible citizenship, sincere professional service and a deep respect for life and beauty in God's Creation and Recreation.

Mission

1. To impart knowledge and skills in the field of Engineering/ Technology, Management, Education, Science & Arts and related areas;
2. To dedicate itself for improvement of social and economic status and enhancement of the quality of life for all;
3. To strive for maximizing human welfare through education;
4. To produce effective knowledge workers, practitioners and educators who will be guided by vision, compassion, knowledge, discipline, discovery with deep respect for human values;
5. To provide an individual engineering and other professional learning experience for each student;
6. To develop critical thinking, analytical ability and creative skills;
7. To supplement the curricula, team work, leadership, communication skills, project management, social concerns and ethics and
8. To establish interaction with industries for Technology, Research & Development.

In line with above vision and mission statements, Lingaya's Vidyapeeth has the following special characteristics:

- Lingaya's Vidyapeeth is an Institution for providing a student with opportunity for all round development and education with the aim of effective living as a good citizen.
- It has special strength in the field of Engineering and Technology with emphasis on practice and problem solving skills.
- Its activities and course curriculum concentrate on design, self-learning and research, which are the unique features of the Vidyapeeth.
- The primarily value of knowledge and skill imparted by Lingaya's Vidyapeeth resides in its utility in creating an infrastructure for the physical welfare of the general public, in sustaining good health of individual and the community.
- Lingaya's Vidyapeeth facilitates and promotes creativity and critical thinking capabilities in its students.
- The education in Lingaya's Vidyapeeth enhances the inherent capacity of a student with honesty, courage and fairness.

VIDYAPEETH

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Vision and Mission of the School

***Vision of School**

To be a School committed to develop globally competent management professions who are responsible citizens and have respect for life and sensitivity towards the environment.

***Mission of School**

- 1. To develop managers and leaders who have the right attitude and aptitude to serve the society.**
- 2. To develop and maintain state-of-the-art infrastructure and research facilities to enable, create, apply and disseminate knowledge.**
- 3.**
- 4. To foster linkages with all stakeholders for continuous improvement in academics in management.**
- 5. To develop human potential to its fullest extent so that intellectually capable and imaginatively gifted leaders can emerge who have deep respect for human life and values.**

Programme Educational Objectives (PEO)

PEO1 : Develop into socially responsible and value driven people who are committed to long term development.

PEO2 : To make managerial decisions, develop a creative, imaginative and entrepreneur mentality.

PEO3 : Ability to adapt to a rapidly evolving, dynamic market climate and a desire to learn new skills.

PEO4 : Provide advanced management skills for work and lifelong learning



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Mapping of PEOs with Mission Statements

PEO Statements	School Mission 1	School Mission 2	School Mission 3	School Mission 4
PEO1:	2	2	1	2
PEO2:	3	2	-	1
PEO3:	1	2	2	-
PEO4:	2	3	2	1

Enter correlation levels 1, 2, or 3 as defined below:

1. **Slight (Low)** 2. **Moderate (Medium)** 3. **Substantial (High)**

If there is no correlation, put “-“

Program Outcomes (PO's)

PO's - MBA

PO1-

Market Climate and domain knowledge: Indian businesses economic, legal and social environment. Graduates will be able to increase their understanding and knowledge of how global and local business operates. This aids in the recognition of business operations, the identification of future business opportunities, the evolution of business enterprises and the exploration of business opportunities.

PO2-

Competencies in quantitative and qualitative approaches for critical thought, business analysis, problem solving and innovative solutions. Graduates should be able to analyze business data, apply applicable research and solve problems in a variety of functional fields including marketing, business management and human resources.

PO3-

Demonstrate a global perspective and the ability to recognize facets of global business and cross-cultural understanding.

PO4 –

Developing responsiveness to contextual social issues / problems and finding solutions, learning business ethics and overcoming ethical dilemmas are all examples of social responsiveness and ethics. Graduates should be able to recognize current social issues, explore possibilities for social entrepreneurship, design business solutions and illustrate ethical practices in the workplace.

PO5-

Effective communication: Graduates should be able to communicate effectively orally and in writing, especially in business settings, using appropriate technology (business presentations, digital communication, social media platforms).

PO6-

Understanding leadership: Graduates should be able to work and lead teams across organizational borders, demonstrate leadership qualities and optimize the use of team members diverse skills in the background.

PSO's - MBA

PSO1 – Having the ability to specialize in a management discipline.

PSO 2- Demonstrate sufficient expertise, skills and experimental learning in the field of management

Mapping of Program Outcome with Program Educational Objectives MBA

	PEO 1	PEO 2	PEO 3	PEO 4
PO1	1	3	2	3
PO2	1	3	2	2
PO3	1	2	3	2
PO4	3	1	2	1
PO5	1	1	2	2
PO6	1	2	3	2
PSO1	1	3	2	2
PSO2	1	2	1	2

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)

SEMESTER -1



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MBA-101	Foundation of Management	L-T-P:3-1-0
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Objective:

This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Unit I

Introduction:

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers:

Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F.W.Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning:

Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management:

Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making:

Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing:

Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization.

Line &Staff:

concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. Delegation: concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, Staffing, importance and process. Coordination: Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study:

Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques:

an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Management*, New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisationalbehaviour*, Tata McGraw Hill.
- Bateman, T. S., and Snell, S. A. (2008). *Management* TMH

CO 1 Recognize the concepts, need and importance of management and application of the various principles of management.

CO 2 Know the different types of plans, how to plan & various decision making techniques

CO 3 Understand about organizing –using the appropriate organization structure & factors influencing organization structures.

CO 5 Know the techniques of control to improve the performance.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	1	-	2	-	-	3	1
CO2	3	2	-	1	-	1	2	2
CO3	1	-	2	2	-	-	3	2
CO4	2	1	-	1	1	1	1	1

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MBA-103	Managerial Economics	L-T-P:3-1-0
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Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Unit-I

Introduction to Managerial Economics: Managerial Economics:

Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function.

Theory of Cost: Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory Cost, Relationship between cost and production function. **Revenue Curve:**

Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue, Relationship between Total Revenue ,Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves.

Pricing: Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of

Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories Causes, Effects and Control, Unemployment Trade off, Trade Cycles: Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D.M.Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, TataMcGraw Hills
- Geetika, *Managerial Economics*, Tata McGraw Hills
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi. 2.
- Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition,
- Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, *Macro Economics*, Galgotia Publications.
- H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, *Managerial Economics*, Tata McGraw Hill.
- Goel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K.Dewett, *Modern Economic Theory*, S. Chand Publication

CO 1 Capable to analysis fundamentals of managerial economics such as demand, Opportunity Cost, Demand forecasting of new product.

CO 2 Understand the concept of various production functions.

CO 3 Examine the concepts of cost, production, price & output decisions of firms under the various market structure and their relationship to business operations.

CO 4 Determine the concepts money market, national income, consumption function, inflation and trade cycles.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	2	-	2	1	1	2	2
CO2	1	2	-	1	-	-	2	1
CO3	1	2	-	1	-	-	2	2
CO4	2	1	1	1	-	-	2	2

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MBA-105	Accounting for Managers	L-T-P:3-1-0
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Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter- relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis;** Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances-Materials and Labor Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis-Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV

Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Suggested Readings:

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.

- Ramchandran, 'Financial Accounting for Management', Tata McGraw

Jawahar Lal, 'Accounting for Management', Himalaya Publishing

- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I*', Taxmann Publications
- Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II*, S. Chand and Co.
- Horngren, C. T., Sundem, G. L. and Stratton, W. O., '*Introduction to Management Accounting*', Pearson Education
- Elliott, B. and Elliott, J., '*Financial Accounting and Reporting*', Pearson
- Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)*', South-Western Publications
- Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall
- Bhattacharya, S.K. and John Dearden, "Accounting for Management – Text and Cases", Vikas Publishing House.
- Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

CO1 Understand the branches, principles & standards of accounting and also analyze the role of accounting in organizations.

CO2 Know the practical applications for managerial Decision making with special reference to pricing, and selection of Sales-Mix.

CO3 Knowledge about funds flow and cash flow analysis by preparing Funds Flow Statement and Cash Flow Statements

CO4 Analyze the recent developments in accounting and financial Reporting and Regulation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	3	1	-	-	1	2	2
CO2	2	2	1	-	-	1	2	2
CO3	2	2	1	-	-	-	2	2
CO4	2	2	1	-	-	-	2	2

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MBA-107	Human Resource Management	L-T-P:3-1-0
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Objective:

To teach relevant, practical and applicable human resource management skills to equip the student with the foundation competencies for working as HR practitioners in business. To highlight the important challenges facing managers and employees in today's business climate. To introduce contemporary theory and practice in modern human resource management and the range of tools and methods available to address HR challenges and problems.

Unit I

Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM functions, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Line & Staff Roles and Responsibilities of HR Manager/Departments, HR as a factor of Competitive Advantage.

Unit II

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs analysis, Evaluation, Capacity Building.

Unit III

Career Planning & Development. Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management. Employee Separations, Downsizing & Outplacement, HRIS, Purposes of Performance Management, Performance Appraisal Methods, limitations and problems, Punishment and Promotion, Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits.

Unit IV

Talent Management, Competency Mapping, Industrial Relations – Health & Safety issues, grievance handling, D Work Life Balance, Quality of Work Life, HRD in India, International HRM

Text Books:

1. Aswathappa.K, Human Resource Management, Text and Cases, Tata McGraw Hill, New Delhi. 2014
2. Gupta. S.C, Advanced Human Resource Management, Strategic Perspective, ANE Books Pvt. Ltd, New Delhi. 2009.
3. V.S.P. Rao, Human Resource Management, Taxmann Publications Pvt. Ltd, 18-Aug-20
- Angela Baron and Michael Armstrong, Human Capital Management (Achieving Added Value through People), Kogan Page Limited, United States. 2007
4. Anuradha Sharma and Aradhana Khandekar Strategic Human Resource Management. Response Books, New Delhi. 2006
5. Beer et al, Managing Human Assets, The Free Press: Maxwell Mac Millan Inc, New York. 1984

CO1: Understand the role of human resources management and HR as a factor of Competitive Advantage.

CO2: Demonstrate knowledge of practical application of training and employee development.

CO3: Understand the role of Career Choices and Preferences of employees.

CO4: Ability to analyze and manage work life balance, quality of work life.

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MBA-109	Design Thinking & Innovation	L-T-P:3-1-0
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Course Objective:

To transform creative thinking into design thinking in every stage of your problem.

To apply design thinking to your real life problems/ situations in order to evolve innovative and workable solutions.

Unit-1:

Innovation and Creativity: Meaning of Innovation and Creativity. Difference between innovation and creativity, and its role in Industry and Organizations, dynamics of creative thinking, Process of Design Thinking, Implementing the process in driving innovation.

Unit-2:

An exercise in design thinking & implementing design thinking through workshop & exercise case studies in design thinking, design thinking process.

Unit-3:

Design thinking in various sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, Design thinking case studies in banking, Design thinking case studies in management decisions.

Unit-4:

Invention and Discovery Process, Typology- Innovation in action like lateral thinking, out of the box thinking, Disruptive ideas. Case studies on innovation business ideas like RED BUS, Flipkart, Ola, Big-Basket.

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MBA-111	Marketing Management	L-T-P:3-1-0
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Objectives:

To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge. To understand the core concepts in marketing concepts, critical thinking, problem solving and Analysis.

Unit I

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts- Company Orientation toward marketplace-Marketing and Customer Value-Marketing Environment- Micro and Macro Environment.

Unit II

Consumer Markets: Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets -Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

Unit III

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning for competitive advantage, Positioning Strategies.

Unit IV

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions, Place.

Text Book

Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 20 2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw-Hill-Vijaynicole, First edition, 2010.

Lamb, Hair and McDaniel, Marketing, 8th Edition, Thomson Learning, 2005, Rajan Saxena, Marketing management, TMH, 2006.

Keith Blois, Marketing, Oxford University Press, 2005.

Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006.

CO1 Understand the concepts of marketing, marketing environment and planning

CO2 Gain understanding of model of consumer behavior.

CO3 Recognize the levels and bases for segmentation, targeting and positioning.

CO4 To analyze how facets of marketing mix interact and in turn lead to creation of customer value.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	3	1	2	-	3	2
CO2	3	3	3	1	1	-	3	2
CO3	3	3	3	1	1	-	3	2
CO4	3	3	3	1	1	-	3	2

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents:

Unit 1:

Introduction to Research Methodology: Research-Meaning, Nature. Scope Objectives and Types; Research Process. Hypothesis:- Qualities of Good Hypothesis, Scientific Method of Research. Recent Trends in Usage of Research in Indian Corporate Sector.

Unit -II

Research Design- Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments & Test Markets.

Unit -III

Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors. Scaling & Measurement Techniques

Data Editing, Coding and Tabulation, Analysis & Interpretation of Data Business Research Reports-Format, Criterion for Judgment of good research report

UNIT- IV

Advance Techniques of Data Analysis: Factor analysis. Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression.

Suggested Readings:

1. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.
2. Cooper, Business Research Methods, 11th edn McGraw Hill Education.
3. Boyd & Westfall: Marketing Research, Prentice Hall.
4. Kothari, C. R.: Research Methodology, New Age International Publishers.
5. Shekharan & Uma: Business Research Methods-A Skill- Building Approach, 7th ed., New York, John Willy, 2002.
6. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Willy, 2002
7. Sandhi and Chawla: Research Methodology-Concepts and cases, 1st Edition, Vikas
8. Nargundkar, Marketing Research - Text and Cases 3rd edn, McGraw Hill Education

Business Research									
CO 1	Discuss the significance and process of research for the diverse business problems.								
CO 2	Examine contemporary research trends and recommend appropriate research designs for business problems								
CO 3	Gather the required data using appropriate sampling and scaling techniques.								
CO 4	Analyse and interpret data collected for the problem and prepare report for the same								
CO 5	Use advance data analysis tools and techniques using data analysis software.								
CO-PO & CO-PSO Mapping									
Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	2	3	1	2	2	3	2	2	1
CO 2	3	3	1	2	2	2	2	3	2
CO 3	3	3	1	2	2	2	3	2	2
CO 4	3	3	1	2	2	3	2	3	3
CO 5	3	3	1	2	2	2	2	3	3

International Contract Management

1. The students would be able to determine the feasibility of contracts.

CO1: Students will improve upon their conceptual skills, understanding and application of tools and techniques of Project management in business practices in real time.

CO2: The student would be able to identify the risks related to Project Management.

CO3: The student would be having knowledge of various contracts associated with Project Management

CO4: Concept to ensure customer co-operation

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

SEMESTER II

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MBA-102	Business Analytics for Decision Making	L-T-P:3-1-0
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Objective:

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To become familiar with the processes needed to develop, report, and analyze business data.

Unit I Introduction to Analytics, Davenport article - Competing on Analytics, LaValle et al. article - Analytics: The New Path to Value.

Unit II Visualization/ Data Issues, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification, Davenport and Harris article - The Dark Side of Customer Analytics.

Unit III Introduction to Data Mining, Introduction to Data Mining, Data Mining Process, Data mining tool XLMiner, Loveman article – Diamonds in the Data Mine, Market Basket Analysis – Shmueli Classification and Regression Trees – Shmueli.

Unit IV Introduction to Decision Modeling, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Decision Making under Uncertainty Simulation Introduction to Risk, Types of problems: inventory management, capital investment analysis, market share estimation, sensitivity analysis.

Text Books:

1. Business Analytics, James Evans, 10 February 2012.
2. Business Analytics: Data Analysis & Decision Making, Wayne Winston, South-Western College Publishing, 1 January 2014,
3. Business Analytics: Text and Cases, Arindam Banerjee and Tanushri Banerjee, 15 December 2019
4. Fundamentals Of Business Analytics, R. N. Prasad and Seema Acharya, August 2011

CO 1 Develop understanding related to analytics and davenport article .

CO 2 Create appropriate knowledge about dealing with missing or incomplete data.

CO 3 Recognize the concept of Loveman article – Diamonds in the Data Mine,

CO 4 Understand the basis optimization use of excel to solve business problems.

Pos Cos	PO1	PO2	PO13	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	1	-	-	-	3	2
CO2	3	3	1	-	-	-	1	2
CO3	3	3	1	-	-	-	1	2
CO4	3	3	1	-	-	-	1	2

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MBA-104	Compensation & Reward Management	L-T-P:3-1-0
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Course Objective:

To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and trackable).

Unit 1:

Introduction to Performance Management System: Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI).

Unit 2:

Managing Performance: Methods of managing performance of all the levels of Management (including labour), 360-degree Performance Appraisal, Performance Feedback & Counselling methods, Performance analysis for Individual and organizational development.

Unit 3:

Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations, Advantage & Disadvantage of online appraisal.

Unit 4:

Reward System: Compensation- Meaning, Function, Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials.

Unit 5:

Compensation: Method of pay and Allowances, pay structure: Basic Pay, DA, HRA, Gross Pay, take home pay etc. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling etc. Regulatory compliance: Introductions, Wage and Pay commissions, Overview of minimum wages Act 1948 and Equal Remuneration Act-1976. Profit Sharing options.

Suggested Reading:

1. T V Rao: Performance Management: Towards organizational Excellence (SAGE Publishing)
2. Michael, Armstrong Performance Management. Kogan Page.
3. Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh, Compensation and Reward Management, Excel Book

CO1: Understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.

CO2: Articulate the benefits of using a performance development plan and the consequences of not having one in place.

CO3: Distinguish the elements of an effective, integrated performance development system.

CO4: Familiarize the students with the concept of competency mapping and understanding its role in career development.

CO5: Familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	3	3	3	1	2	-
CO2	-	2	2	2	-	-	1	-
CO3	2	1	-	-	2	1	-	-
CO4	1	-	1	-	2	-	2	3

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MBA-106	Production and Operations Management	L-T-P:3-1-0
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Objectives: To know the basic concept and function of Production and Operation Management. To understand the Production process and planning

Unit I Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organisation, Factors that affect System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.

Unit II: Production System and Related Concepts, Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

Unit III: Scheduling and measuring Production Activities, Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

Unit IV: Material and Inventory Management, An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management. Quality in Prod. & Ops Management: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Text Books:

1. Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi
2. Ajay Garg, Production and Operations Management, TMH, Delhi
3. Richard B Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and
4. Supply Management TMH, Delhi
5. R Panneerselvam Book, Production and Operations Management, PHI New Delhi
6. Joseph Martinich, Production and Operations Management, TMH, Delhi
7. K Aswathappa, Production and Operations Management, TMH, Delhi

CO1: Recognize the factors that affect system and concept of production and operation management.. CO2: Develop understanding of production planning and control in mass production, batch production.

CO3: Know the various scheduling and measuring production activities.

CO4: Describe various material and inventory controls.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	1	-	-	-	3	2
CO2	2	3	1	-	-	-	3	2
CO3	2	3	1	-	-	-	2	2
CO4	2	3	1	-	-	-	2	2

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MBA-108	Corporate Finance & Indian Financial System	L-T-P:3-1-0
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Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide practical and problem insight for effective financial decision-making.

Unit-I Introduction to Financial Management and Corporate Finance: Meaning, nature, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, environment of corporate finance, functions and role of financial manager. **Time Value of Money**-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

Unit-II Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. **Capital Budgeting Decision:** Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

Unit-III Dividend Decision:- Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends. **Management of Working Capital:** Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

Unit-IV Introduction to Financial System: Overview, evolution of Indian financial system. Structure and functions of Indian financial system. Financial sector reforms-major reforms in the last decade. **Financial Institutions:** Introduction to Reserve Bank of India, Securities and Exchange Board of India, Insurance Regulatory and Development Authority of India, Introduction to commercial banks, co-operative banks, NBFCs, insurance companies, mutual funds, stock exchanges, commodity exchanges, and Depositories. **Financial Markets:** Introduction, evolution, capital market and money market, functions and operations of primary market and secondary market. **Financial Instruments:** Shares, Debentures,

Bonds, Money Market Instruments, Derivatives, Global Depository Receipts, Foreign Currency Convertible Bonds.

Text Books:

1. Corporate Finance and Indian Financial System, Mehta Solutions, 2021-22
2. Corporate Finance & Indian Financial System, Gupta Shashi K., Sharma R.K., Gupta Neeti, Kalyani Publisher
3. Corporate Finance and Indian Financial System, Shweta Sharma
4. Indian Financial System, Pathak Bharti, Pearson Education

CO 1 Enlighten the with the Concepts and Practical dynamics of Financial Services.

CO 2 Examine the Capital Structure Decision-Capital Structure Theories.

CO 3 Analyze the methods for financing of working capital.

CO 4 Recognize the Financial sector reforms-major reforms in the last decade.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	2	-	-	-	2	3
CO2	3	3	2	-	-	-	2	3
CO3	3	3	2	-	-	-	2	2
CO4	3	3	2	-	-	-	2	1

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MBA-110	Digital Marketing in E-Commerce	L-T-P:3-1-0
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Objective: This course attempts to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns.

Unit I

Introduction to Digital Marketing: Digital Marketing: Origin of digital marketing; Traditional Vs Digital Marketing; Internet Users in India; Graham's 4Ps of digital marketing; The consumer decision journey; The P-O-E-M Framework; The digital landscape; Digital Marketing Plan.

Unit II

Display Advertising and email Marketing: Concept of Display Advertising; Types of display Ads; Buying Models; Display Plan; Targeting – Contextual targeting- Placement Targeting-Remarketing- Interest categories- Geographic Language Tagging; What makes a good Ad? Programmatic digital advertising; Analytics tools – viewability, on target reach, Ad fraud, Brand Health.

E-mail Marketing – Building a List- Content Strategies – e-mail newsletter – Automating e-mail marketing- Analytics

Unit III

Social Media Marketing: How to build a successful social media strategy? Facebook Marketing- Facebook for Business-Anatomy of an Ad campaign – Adverts - Facebook Insights

LinkedIn Marketing – LinkedIn Strategy- Sales lead generation – Content Strategy – LinkedIn Analytics – Targeting – Ad Campaign

Twitter Marketing – Getting started with Twitter – Building a content strategy – Twitter Ads – Twitter Analytics

Instagram Marketing – Objectives – Content Strategy – Style guidelines – Hash tags – Videos- Sponsored Ads – Apps – Generate leads

Unit IV

Search Engine Advertising and Search Engine Optimization: Why pay for Search Advertising? Understanding Ad Placement; Understanding Ad ranks; Creating the first Ad campaign; Enhancing the Ad campaigns; Performance reports. Google AdSense.

Search Engine Optimization – How search engine works? SEO Phases; On page Optimization; Off-page Optimization; Social Media Reach; Maintenance

Mobile Advertising – Mobile Marketing toolkit – Mobile Marketing Features – Mobile Analytics

Web Analytics – Key Metrics – Making web analytics actionable – Types of tracking codes

Suggested Readings:

1. Seema Gupta. (2018). Digital Marketing (1st Ed). Tata Mc Graw Hill
2. Evans. D. & Bratton, S. (2008). Social Media Marketing: An Hour a Day (2nded.). Wiley.
3. Ryan, D. & Jones, C. (2012). Understanding digital marketing: Marketing strategies for engaging the digital generation. Kogan Page.
4. Teixeira, J. (2010). Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer. Wiley.

CO1 DEFINE various concepts related to Digital Marketing.

CO2 EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.

CO3 MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.

CO4 ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO 1	3	2	1	-	1	1	2	1
CO 2	-	2	3	-	1	3	1	2
CO 3	1	2	1	1	-	2	2	3
CO 4	-	3	2	-	1	2	2	2

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MBA-112	Project Management	L-T-P:3-1-0
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Objective: To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Unit I:

Introduction

Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies.

Unit II:

Project Preparation

Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects.

Unit III:

Project appraisal

Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate.

Unit IV:

Issues in Project Planning and Management

Cost and Time Management issues in Project planning and management.

Suggested Readings:

1. Chandra. Prasanna, Project Preparation Appraisal and Implementation. Tata McGraw Hill.
2. Gray, Clifford .F. Project Management. McGraw Hill.

Note: Latest edition of text books may be used.

CO 1: Analyze the concept of project planning .

CO 2: Recognize the tax considerations and fund requirements.

CO 3: Understand the liquidity and profitability.

CO 4: Understand the various issues .in project planning

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	1	-	-	-	2	2
CO2	2	2	-	1	-	-	2	2
CO3	2	2	-	2	2	1	2	2
CO4	2	2	-	-	-	-	2	2

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MBA-114	Legal Environment for Business	L-T-P:3-1-0
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Objectives: To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country.

Unit 1: Foundational Principles, The Legal System, Distinguishing Law, Legal Reasoning, Law and Business, Alternate Dispute Resolution (ADR), Torts Section.

Unit 2: Law of Contracts, Contracts and Components, Legality and Unconscionability, Breach of Contract and Remedies Section.

Unit 3: Business and Ethics, Ethical Foundations, Ethical Misconduct, The Ethical Organization Section

Unit 4: Forms of Business Organizations, Forms of Organizations, Managing the Corporation Section, Global Legal Environment, Going Global, Global Dispute Settlement, Global Business and Taxation, International Trade.

Suggested Readings:

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd.New Delhi, 2012. 6. Relevant Acts.

CO 1: Analyze the concept of Law and Business, .

CO 2: Recognize the law of Contracts.

CO 3: Understand the ethical foundations, ethical misconduct.

CO 4: Understand the various forms of Business Organizations.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	-	-	-	-	2	2
CO2	2	2	-	-	-	-	2	2
CO3	2	2	-	-	-	-	2	2
CO4	2	2	-	-	-	-	2	2

SEMESTER III

Objectives: To understand the behavior of the employees working in the organization. To highlight the significance of Challenges and Opportunities of OB, perception, attribution, learning, organizational change, organizational culture, motivation, leadership and conflict management.

Unit-1 Organisational Behaviour: Meaning, Foundations, Contributing Disciplines to OB, Challenges and Opportunities for OB, **Individual Behaviour:** Foundations of Individual Behaviour, Determinants of Individual Behaviour, **Learning and Reinforcement:** Theories of Learning, Schedules of Reinforcement, Behaviour Modification, **Emotions and Moods:** Types and Sources of Emotions, Emotional Intelligence, Managing Emotions at Work Place.

Unit-2 Personality: Determinants of Personality, The Myers-Briggs Type Indicator Model of personality, Traits of Personality, **Attitudes & Values:** Sources and Types of Attitude, Cognitive Dissonance Theory, Types of Attitudes at Work Place, **Perception:** Factors Influencing Perception, Process of Perception. **Motivation:** Early and Contemporary Theories of Motivation, Application of Motivation Process, **Leadership:** Nature and Significance of Leadership, Theories of Leadership, Behavioural Styles of Leaderships, Leadership Traits.

Unit-3 Understanding Organisations: Meaning and Importance of Organisations, Organisational Theory, Organizational Life Cycle, **Organization and Environment:** General vs Specific Environment, Actual vs Perceived Environment, Environmental Uncertainty.

Unit-4

Organisational Design: Meaning, Factors Influencing Organisational Design: Organizational Strategy, Size, Technology, Environment. Dimensions of Organizational Design: Complexity, Formalization, Centralization. Common Organizational Designs: Traditional Designs and Contemporary Designs. Organisational Structure: Meaning and Types of Organisational Structures, **Conflict Management:** Meaning, Types and Sources of Conflict, Process of Conflict Management, Approaches to Conflict Management, **Learning Organizations:** Meaning of Learning Organisations, Creating Learning Organisations, **Power and Politics in Organizations:** Nature & Concepts, Sources and Types of Power, Tactics and Techniques of Politics.

Text Books:

1. Organizational Behaviour and Design, Derek Lodge
2. Organizational Behavior, Theory, and Design in Health Care, **Nancy Borkowski**
3. Organization Theory and Design, Richard L. Daft, **Cengage Learning**
4. Organizational Behaviour, Stephen P. Robbins, Pearson
5. Organisational Behaviour: Text, Cases & Games, Aswathappa K, Himalaya Publishing House.

Course Outcome

CO1: Able to relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace.

CO2: To apply the frameworks & tools effectively to analyze & approach various Organizational situations.

CO3: Able to modify their own beliefs, assumptions, and behaviors with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness.

CO4: To Analyze the behavior of individuals and groups in organizations. **CO5:** To develop conceptual understanding of change and its implementation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	1	1	-	2	1
CO2	2	2	2	2	2	2	2	2
CO3	1	3	2	2	1	2	3	2
CO4	2	2	1	2	1	2	1	2
CO5	3	3	2	1	2	1	2	1

Objectives: To identify and how to obtain appropriate marketing information for strategic and tactical marketing decisions. To develop analytical skills and critical thinking to properly interpret the results of a marketing research exercise.

Unit-I Marketing Research: Definition, Nature and Scope for Marketing Decision Making. Marketing Research Process. Types of Research – Descriptive Research, Exploratory Research and Causal Research, **Sources of Data:** Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

Unit-II Casual Research Designs: Basic Designs – After-Only Design, Before-After design, After only with control Group Design, Before-After with Control Group Design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomised Design, Randomised Block Design, **Observation Research:** Direct Observation, Indirect Observation, Observational Variables, **Developing Research Proposal:** Purpose, Nature and Evaluation, Content and Format.

Unit-III Questionnaire Design: Principles of Writing Questionnaire, **Reliability and Validity:** Basic Concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalisability.

Unit-IV Data Preparation: Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic Computations of Descriptive Statistics, **Basic Data Analytic Techniques:** Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis, **Advanced Data Analytic Techniques:** Correlation Analysis, Factor Analysis, Regression Analysis.

Text Books:

1. Fundamentals in Marketing Research, Scott Smith and Gerald Albaum
2. Research Methods for Business Students, Mark Saunders, Philip Lewis and Adrian Thornhi
3. Business Research Methods, Emma Bell, Alan Bryman and Bill Harley.
4. Management & Business Research, Mark Easterby-Smith, Richard Thorpe, Paul R. Jackson and Lena J. Jaspersen
5. Marketing Research: An Applied Orientation, Naresh K.
6. Marketing Research: Text and Cases, Rajendra Nargundkar

CO 1 : Discuss the significance of concepts & theories of marketing research.

CO 2 : Analyse the concepts of various marketing designs.

CO 3 : Demonstrate analytical skills in identification of types of questionnaire and designing them.

CO 4 : Evaluate and interpret the data preparation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	1	2	1	1	2	3
CO2	2	3	1	2	1	2	1	3
CO3	2	3	1	2	1	1	3	3
CO4	2	2	2	3	1	3	2	3

ELECTIVES

GROUP-I

HR

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-205A	Employee Relations & Labor Laws	L-T-P:3-1-0
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Course Objectives:

To provide a conceptual framework of Industrial Relation, to make students aware with the Indian Labour legislation. To make students aware with the basic requirements and mandate of labour legislations.

Unit -I

Introduction: Concept, objectives, functions, significance and aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country.

Trade Unionism: Development of trade unionism, functions, type and structure, problems and suggestive remedial measures of trade unions

The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy and Participative Management.

Unit -II

Collective Bargaining: Significance, types and Procedure of collective bargaining Discipline: definition and objectives, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry.

Grievance Function in IR: Meaning and content presentation of grievances, role of HR department, evaluation of grievance redressal machinery, grievance settlement procedure.

Unit -III

The Factories Act, 1948, The Payment of Wages Act, 1923, The Workmen's compensation Act, 1972. The Industrial Disputes Act, 1947.

Unit -IV

The Payment of Minimum wages act 1936, The Contract Labour (Abolition and regulative) act. The ESI Act, 1948.

The payment of Bonus Act, 1965, The payment of Gratuity Cat, 1972 The Maternity Benefit Act, 1961. Employee's Provident fund and Miscellaneous Provisions Act, 1952.

References:

1. Mamoria CB, Mamoria, Gankar; Dynamics of Industrial Relations; Himalaya Publishing House, 15th Ed.)
2. Singh B.D; Industrial Relations and Labour Laws; Excel, 1st Ed.
3. Srivastava SC; Industrial Relations and Labour Laws; Vikas Publishing, 2000, 4th Ed.
4. Venkata Ratnam; Industrial Relations; Oxford University Press, 2006, 2nd Ed.
5. Monappa Arun; Industrial Relations; McGraw Hill Education

CO1: To understand the concept of employee relations.

CO2: To demonstrate the employee conduct and grievances.

CO3: able to illustrate the role of trade union in the industrial setup.

CO4: able to elaborate Industrial Dispute settlement procedures.

CO5: able to summarize the important provisions of labour laws.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	1	-	3	-	3	-	2	-
CO2	-	2	-	-	-	-	-	-
CO3	2	-	-	-	-	1	-	-
CO4	-	-	1	-	2	-	-	3

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-205B	Talent Acquisition & Succession Planning	L-T-P:3-1-0
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Course Objective

This course would enable the students to gain an in-depth understanding of the process of strategic staffing. Students will be able to identify the competencies required for a given job title, identify appropriate recruitment sources, selection tools and techniques and design a customized staffing procedure.

UNIT - 1

Talent Acquisition: Defining Talent Acquisition, develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition.

UNIT - 2

Talent Retention: "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention.

UNIT -3

Opportunities and Challenges in Talent Management: Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.

UNIT – 4

Introduction to Succession Planning, Nature, objectives, Why Succession Planning is Essential, The Succession Planning Process, Understanding the Fundamentals of Succession and Transition Planning, Creating an Effective Succession Plan.

References

1. Gowri Joshi & Veena Vohra, Talent Management, Cengage Learning .
2. Mamta Mohapatra & Swati Dhir, Talent Management, SAGE Publishing India
3. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,
4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
5. Hasan, M., Singh, A. K., Dhamija, S., Talent management in India: Challenges and opportunities, Atlantic Publication

CO1: Identify key employee development activities and build developmental plans. Develop organizational coaching and mentoring programs.

CO2: Perform career development activities.

CO3: Manage an organizational succession plan.

CO 4: Understanding for analysis of the impacts of Talent management in the organization

CO 5: Competency to implement Talent Management practices

CO 6: Competency to develop leadership qualities among subordinate

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	-	1	2	-	1	1	1
CO2	-	-	3	-	1	-	-	-
CO3	2	1	-	-	1	1	-	1
CO4	-	3	2	1	2	-	3	-

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-205C	Change Management & Organization Transformation	L-T-P:3-1-0
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Course Objectives:

To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes. Gaining knowledge about organizational development processes.

How to change and develop organizations. Better understanding of the change management model. Skills needed to develop an action plan for the development process. Better understanding of change resistance and how to handle it.

Unit –I

Organization and Its Environment: Meaning of Organization – Need for existence – Organizational Effectiveness – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach – Internal organizational Relationships – global implications of Organizational Design – Corporate Restructuring.

Unit- II

Organizational transformation: Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, - Technological and Environmental Impacts on Design Importance of Design – Success and Failures in design – Design Principles and set of choices - Implications for Managers.

Unit- III

Organizational Culture: Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy – STAR Model in decision making - Implications for practicing Managers.

Unit- IV

Organizational Change: Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process – role of change agent – Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

Unit- V

Organization Evaluation and Learning Organizations: Organizational life cycle – Organizational Learning – individual skill sets in Learning Organizations – Change mastery – models of Organizational change – Innovation, Entrepreneurship and Creativity-HR implications.

References:

1. Gareth R. Jones; Organizational Theory, Design and Change; Pearson Education, 6th Edition 2011
2. Richard L. Daft; Understanding the theory and Design of Organization's; Cengage Learning Western, 10th Edition 2012
3. M.G. Rao and V.S.P. Rao; Organization Design, Change and Development; Discovery Publishing House, New Delhi.
4. Kavita Singh, Thomson G. Cummings and Christopher G. Worley; Organisational development and Change; Cengage learning, 9th edition 201.
5. Robbins; Organization Theory: Structure Design and Applications; Prentice Hall of India, 2009.
6. Bhupen Srivastava; Organizational Design and Development: Concepts Application; Biztantra. 2010.
7. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation; Response Books, 2012.
8. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders; Managing Change -A Human Resource Strategy Approach; Wiley, 2010.

CO1 : To Understand the concept of IHRM.

CO2 : Analyze the cross cultural negotiations.

CO3 : To evaluate the concept of international business approaches.

CO4 : To evaluate the concept of change management and international labor.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	2	-	3	2	3	-
CO2	1	-	-	3	-	-	-	-
CO3	2	-	-	-	-	1	2	-
CO4	-	-	1	-	2	-	-	2

ELECTIVES

GROUP-II

Marketing

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-207A	Sales & Retail Management	L-T-P:3-1-0
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Objectives:

1. To build knowledge, understanding, and skills in Sales and Retail Management.
2. Enable development and implementation of Sales and Retail Management strategies.
3. Help to analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management.

Unit1:

Introduction to Sales: Role of selling in marketing, Personal selling, Types of sales personnel, Characteristics of a successful salesman, Process of effective selling.

UNIT 2:

Negotiation and Bargaining: Negotiation Strategies, conflicts and dispute resolution, negotiation and discussion stages. Listening skills - Controlling emotions, Art of persuasion and emotions, ethics in sales, Influencing and assertiveness skills, Spotting the signs, non-verbal communication and voice clues The Bargaining and Closing Stage -• Making concessions, the techniques, Closing techniques, Confirming agreement

UNIT 3:

Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person. Filling sales positions: Recruitment, Selection, Training and Development. Leading Sales Organization: Sales force motivation & compensation, designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

UNIT 4:

Introduction to retailing: Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India, Store Location & amp; Site Selection: Trading Area Analysis, Types of Location, Location and Site Evaluation, Objectives of Good store Design

Suggested Readings

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
3. Berman, Evans, Retail Management Strategic approach, Pearson
4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
5. Tapan Panda: Sales and Distribution Management, OUP.
6. Havaladar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.
7. Pradhan Swapna; Retailing Management; McGraw-Hill Education

CO1: Understand the basics of sales and retail marketing

CO2: Learn the strategy of sales and retail marketing

CO3: To analyze the promotional techniques.

CO4: Evaluate the various layout and design of marketing.

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
CO1	3	1	1	2	-	1	1	1
CO2	2	1	3	3	1	2	2	3
CO3	2	1	-	2	2	1	2	1
CO4	-	3	3	1	2	-	3	-

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-207B	Consumer Behavior & Marketing Communication	L-T-P:3-1-0
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Course Objectives: To understand consumer behavior and explain the consumer decision making process
To define external and internal influences on buying behavior
To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
Help to understand what advertising is and its role in advertising and brand promotion.
Understand the importance of message design and the creativity involved in message designing.

UNIT-1

Introduction: Consumer Behavior & the Marketing Mix, Consumer Goals, **Consumer Decision Making Process:** Need Recognition, Search for information, Pre purchase evaluation of alternatives, Purchase, Consumption, Post consumption Evaluation & Divestment, Interrupts in buying process & their effects, Customer involvement, **Consumer Journey through the World of Technology**

UNIT-2

Consumers as individuals and in the social context: Consumer Perception, Consumer Learning & Knowledge, Consumer Attitude Formation & Change, Reference Groups, Family Gender & Age Influences, Culture and Social Mobility

UNIT-3

Marketing Communication: The Role of Marketing Communication **Developing Effective Communication:** Target Audience, Communication Objectives Design the Communication, Select the Communication Channels & Total Marketing Communication Budget. Communication Mix & Managing the IMC Process

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, and Advertising Appeal. Advertising Agencies – their role, functions. Global vs local advertising

UNIT-4

Developing the Advertising Campaign: Message Strategies, Executional Framework of messages, Sources And Spokespersons, Source Characteristics, Advertising Effectiveness & its measurement

Media Planning and Strategy: Steps involved in media planning, Media Types and their characteristics ;Setting Media objectives, Media Selection & Media Strategy

Interactive Marketing: Its advantage and disadvantages, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing

Suggested Readings

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Consumer Behaviour : Sethna Zubin & Blythe Jim, SAGE Publishing India
3. Integrated Advertising, Promotion and Marketing Communications: Clow, Kenneth E.& Baack Donald E., Pearson
4. Advertising & promotions an IMC perspective: Kruti Shah & Alan D' Souza, McGrawHill education
5. Advertising and promotion- An integrated Marketing Communication Perspective, George E Belch & Michael A Belch, McGraw Hill Education
6. Advertising, Brand and Consumer Behaviour, 2020, S. Ramesh Kumar, SAGE Publishing India

CO1. Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded.

CO2. Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities

CO3. Be able to demonstrate how concepts may be applied to marketing strategy.

CO4. Apply an IMC approach in the development of an overall advertising and promotional plan.

CO5. Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
CO1	3	1	2	2	-	1	1	1
CO2	2	1	3	3	1	2	2	3
CO3	2	2	1	2	2	2	2	1
CO4	-	3	3	1	2	-	3	-

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-207C	Advertising & Branding	L-T-P:3-1-0
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Unit 1:

Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising. Demand creation role of advertiser in primary and secondary demand. How advertising works" Hierarchy of effects model advertising objectives, routes to persuasion.

Unit 2:

Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising message: message objectives, recall, attitude, emotions and feelings. Message tact creative approaches. Copy writing Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and Cyberspace.

Unit 3:

Advertising, Objectives: goals and objectives, DAGMAR, Media strategy: budgeting, approach and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pro and post launch research. Advertising in the evolving marketing environment.

Unit-4:

Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal. Brand positioning; choice of context, parity and differentiation. Repositioning brand equity: brand assets and liabilities, equity creation and management

Suggested Readings:

1. Belch and Belch, Advertising and Promotion, Tata McGraw Hill Co.
2. Sharma, Kavita, Advertising: Planning and Decision Making, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, Advertising and Brand Management, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, Advertising: Principles and Practice, Pearson Education
5. Terence A. Shimp, Advertising and Promotion: An IMC Approach, South Western, Cengage Learning.

CO1. Demonstrate alternative ways of thinking about consumers as individuals.

CO2. Interpret the role of personality and learning in consumer behavior.

CO3. Analyze social and cultural factors that affect consumer behavior.

CO4. Develop marketing strategies that are consumer based and also create and enhance customer value.

P o s C o s	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
CO1	2		2	1	1	1	1	3
CO2	1	3	1	2				1
CO3	3		3	-		1		
CO4		1	-	2	1	1	2	1

ELECTIVES

GROUP-III

FINANCE

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-209A	Financial Planning & Tax Management	L-T-P:3-1-0
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Unit I

Financial Planning:

Definition , Need of financial Planning and process of Financial Planning, Role of Financial Planner , Myths about Financial Planning, Factors that influence the personal financial planning , Investors life cycle, Financial goals of investors , Risk Appetite, Risk Profiling, Systematic approach to investing: SIP, SWP, STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.

Unit II

Asset Allocation:

Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation , Principles of Asset Allocation, Retirement planning , Need for retirement planning , Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning.

Unit III

Introduction to Tax:

Definition, Canons of Taxation Person, Assessee, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax.

Unit IV

Heads of Income:

Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses-Principles, Meaning, Inter-sources & Inter-head Set Off

Unit V

Tax Planning & Management:

Tax Avoidance, Planning & Evasion, Income Tax Authorities Their appointment, Jurisdiction, Powers and functions, Provisions relating to collection and recovery of tax, refund of tax, offences, penalties and prosecutions, appeals and revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

Suggested Readings

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition according to assessment year)
2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
3. Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India
4. Dr. B.K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (Himalaya Publishing House)

CO1: Understanding the concept of global financial

CO2: Understand the scope tax planning concerning various business and managerial and strategic activities can be explored

CO3: Have Know about various Tax Dates Rates and Forms

CO4: Have Knowledge of Financial Planning and its Process

CO5: Have knowledge about asset allocation and retirement planning process

P o s C o s	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2
CO1	1	3	3	2	2	1	-	-
CO2	2	3	-	-	-	-	-	-
CO3	2	1	2	1	1	2	-	-
CO4	1	2	3	1	-	-	-	-

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-209B	Investment Analysis & Portfolio Management	L-T-P:3-1-0
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Unit I

Investment

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

Unit II

Portfolio Theory

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance and correlation, Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

Unit III

Capital Market & Asset Pricing

Technical Analysis: Dow Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit IV

Bond, Equity and Derivative Analysis:

Valuation of Equity Discounted Cash flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.

Unit V Active Portfolio Management

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

Suggested Readings:

Bhatt- Security Analysis and Portfolio Management
 Pandian P - Security Analysis and Portfolio Management (Vikas)
 Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)
 William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall).
 Abhishek Kumar, Index Investing, 2020, SAGE Publishing
 Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education,)

Course Outcome:

- CO 1: Understand about various investment avenues.
 CO 2: Understand the value of assets and manage investment portfolios.
 CO 3: Understand various Models of Investment and its application
 CO 4: Understand and create various investment strategies on the basis of various market conditions.
 CO 5: Measure riskiness of a stock or a portfolio position.

P o s C o s	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
CO1	1	3	2	1	2	1	-	-
CO2	2	2	3	2	-	-	-	-
CO3	1	2	3	1	2	2	-	-

CO4	2	2	3	1	-	-	-	-
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LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-209C	Financial & Credit Risk Analytics	L-T-P:3-1-0
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Unit I

Introduction

Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.

UNIT II:

Trade Credit Risk

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

UNIT III:

Letter of Credit and Loan Commitments

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

UNIT IV:

Operational Risk: Overview

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

UNIT V:

Credit Analysis & Rating

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk. Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

Suggested Readings

1. Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor)
2. Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author)
3. Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada)
4. The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author)
5. Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author)
6. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author)
7. Credit Risk Modeling Theory And Applications by David Lando, NewAge International (P) Ltd., Publishers

Course Outcome:

CO1: Understand about various types of financial credit.

CO2: Understand the credit risk and its rating.

CO3: Understanding of credit commitments and its application.

CO4: Understanding of risk management and corporate governance.

CO5: Measure riskiness of a stock or a portfolio position.

P o s c o s	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
CO1	1	3	2	1	2	1	-	-
CO2	2	2	3	2	1	1	-	-
CO3	1	2	3	1	2	2	-	-
CO4	1	2	3	1	-	-	-	-

ELECTIVES

GROUP-IV

International Business

LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-211A	Export & Import Documentation	L-T-P:3-1-0
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Course Objectives:

- 1.The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management
- 2 To promote basic understanding on the concepts of export & import documentations to enable them to realize

Unit 1:

Introduction to exports, Registration process, Selection of products and market Payment Terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC ,Central Excise. (*BCMC changed to RCMC*) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant Or Manufacturer Exports

Unit 2 :

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise Clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

Unit 3:

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit ,(*IPRS is*

discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

Unit 4:

The organization of exports –imports firms and business planning, planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback-Advance License, (*Replenishment Licenses, Special Interest License is discontinued*), Remission Scheme, DEPB Scheme

Unit 5 : Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses. (*Free trade zones have been changed to SEZ*)

Suggested Readings

1. Ram Singh, Export and Import Management, 2021, SAGE Publishing
2. C Ramagopal, Export import Policy Procedure & Documentation, Newage publisher
3. Kiran Rai Usha, Export import & logistics management--, Eastern economy edition
4. Singh, Ram, International trade Logistics, Oxford publishing house.
5. New Import Export Policy - Nabhi Publications
6. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
7. A Guide on Export Policy Procedure & Documentation– Mahajan
8. How to Export – Nabhi Publications
9. Export Management – D.C. Kapoor

COURSE OUTCOME

CO1: Identify the process of Registration process, Payment terms, Export costing and pricing.

CO2: Interpret the process of Shipment Procedures, & summarize the various documents used in Shipping,

CO3: Classify the concept of various incentives, benefits risk involved in shipping process

CO4: Discuss the various business planning Import procedures & various export promotion schemes

CO5: Demonstrate the various export promotion schemes & Types of Export Houses.

P o s c	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
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o s								
CO1	2	3	2	1	1	3	-	1
CO2	2	2	2	-	1	1	-	-
CO3	1	2	3	-	2	2	1	2
CO4	3	1	3	1	-	-	-	-

LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-211B	International Business Management	L-T-P:3-1-0
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Course Objectives

- To give the student an exposure to the dynamic environment of International Business
- To understand the impact of environment on the International Business Operations of the firm
- To explain the functions and form of the global monetary system
- To explain the role of International organizations and Regional Trade

Unit I:

Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit 2:

International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection:

Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit 3

International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit 4

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee

Unit 5

International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD ,Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Suggested Readings:

1. Joshi, R M : International Business, OUP
 2. Hill - International Business, McGraw-Hill2.Cherunilam F- International Business:Text and Cases, PHI
 3. Ehad Manipaz and Shiv S. Tripathi, International Business, SAGE Publishing India
 4. Aswathappa- International Business, McGraw-Hill
 5. Cherunilam, F - International Trade and Export Management, Himalaya
 6. Daniels - International Business (Pearson).
 7. Sinha Yashwant & Srivastava Vinay K , The Future of Indian Economy: Past reforms and challenges ahead, Rupa India
- Websites: www.ibef.org www.cia.gov.in

COURSE OUTCOMES

CO1: To get an overview of the key issues and concepts of International Business

CO2: Understand how and why the world's countries differ.

CO3: Understand the monetary framework in which international business transactions are conducted .

CO4: Understand the role of International Organizations and Regional Trade blocks
CO5: Implement the decisions for international operations in a superior manner

P o s C o s	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
CO1	3	3	2	2	1	2	-	-
CO2	2	2	1	2	1	1	-	-
CO3	1	2	2	1	2	2	-	-
CO4	1	-	3	1	-	-	-	-

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(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-211C	International Trade Laws	L-T-P:3-1-0
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Objectives:

The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.

Course Contents

Unit I

International Business and Environment: An Interface; World Trade in Goods and Services– Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Hofstede Model, EPRG framework.

Unit II

Global Trading Environment: Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

Unit III

International Financial Environment: Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade –

Advance, Open Account, Documents on Collection, L/C, Consignment basis.

Unit 1V

International Economic Institutions and Regional Economic Groups: IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings, Contemporary Issues in International Business.

Text Books

1. Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8th Edition, Pearson Education.
2. Charles, W. L. Hill (2012). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

Reference Books

1. Deresky (2003). International Management: Managing Across Borders and Culture. Pearson Education.
2. Paul, J (2004). International Business. Prentice-Hall.
3. Aswathappa (2015). International Business. Tata McGraw Hill.
4. Sundaram and Black, (2013), International Business Environment, Prentice Hall of India Pvt. Ltd.
5. Francis Cherulinam, (2012), International Business, Himalaya Publishing House

COURSE OUTCOMES

CO1: To get an overview of the International Business Environment.

CO2: Understand how and why the world's trade liberalization.

CO3: Understand the monetary framework in which international business transactions are conducted .

CO4: Understand the role of International Organizations and Regional Trade blocks

CO5: Implement the decisions for international operations in a superior manner

P o s i t i o n	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2
CO1	3	3	2	2	1	2	-	-
CO2	2	2	1	2	1	1	-	-
CO3	1	2	2	1	2	2	-	-
CO4	1	-	3	1	-	-	-	-

ELECTIVES

GROUP-V

Information Technology

LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-213A	Data Visualization	L-T-P:3-1-0
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Objectives: The availability of large data in the organizations are compelling them find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques.

Unit I

Concept of Business Analytics: Meaning types and scope of Business Analytics, Data Science, Applications for data science, Scientists Roles and Responsibility, Data Scientist vs. Business Analyst.

Unit II

Introduction to Data: Data Collection, Organization/sources of data, Importance of data quality, dealing with missing or incomplete data, Data Visualization, Data Classification, Use of Spread Sheet to analyze data-Descriptive analytics.

Unit III

Predictive Analysis: Simple Linear Regression, Coefficient of determination, significance tests, Multiple Linear regression, Interpretation of regression coefficients.

Optimization: Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization

Unit IV

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Text Books

1. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019
2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer

Reference Books

1. Microsoft Excel Data Analysis and Business Modeling by Wayne L. Winston
2. Theobald, Oliver, Data Analytics for Absolute Beginners Cengage Learning, 2nd Edition, 2019.
3. Albright, Christian S., and Winston, Wayne, L., Business Analytics: Data Analysis & Decision Making, Cengage Learning, 6th Edition.

CO1: To understand the concept of business analytics.

CO2: To learn the basic concepts of data , its classification .

CO3: To analyze the predictive methods & optimization.

CO4: Apply the various analytics in business.

P o s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	2	1	1	1
C O 2	2		3		1	2	2	
C O 3	2	1	-	3		1		1

3								
C O 4	-		3	1	2	-	3	-



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(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-213B	Data Science using R	L-T-P:3-1-0
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Objectives: The availability of large data in the organizations are compelling them to find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques.

Course Contents

Unit I

Introduction to Data Analysis with R, R packages for data analysis, Loading and Handling Data in R, Exploring Data in R. Data Wrangling or data pre-processing (categorized or mapped to other data, creating predictable relationships between them, and making it easier to build the models you need to answer questions about your data).

Unit II

An introduction to data pre-processing in R, the tools to identify and handle missing values in the dataset, transforming data formats to align them with other data, normalizing data, create categories of information through data binning, and convert categorical variables into quantitative values that can then be used in numeric-based analyses.

Unit III

Exploratory Data Analysis

Exploratory data analysis, or EDA, exploratory data analysis techniques .

Unit IV

Model Development in R

regression techniques for determining the correlation between variables dataset, and evaluating the result both visually and through the calculation of metrics.

CO1: Learn the basics of data analysis with R

CO2: Understand the practical use of R tool

CO3: Evaluating the exploratory data

CO4: Developing the techniques of data calculation.

Pos Courses	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2
CO 1	3	1	1	2	-	1	1	1
CO 2	2	1	3	3	1	2	2	3
CO 3	2	1	-	2	2	1	2	1
CO 4	-	3	3	1	2	-	3	-

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MBA-213c	Enterprise Resource Planning	L-T-P:3-1-0
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Course Objective

- 1.To understand the basic concept of ERP systems
2. To study the steps and activities in the ERP life cycle
3. To develop a process driven thinking towards business processes

Unit-1: Introduction to ERP

1. Evolution of ERP;
2. What is ERP?
3. Reasons for the Growth of ERP;
4. Scenario and Justification of ERP in India;

5. Evaluation of ERP;
6. Various Modules of ERP;
7. Advantage of ERP.

Unit-2: An Overview of Enterprise

1. An Overview of Enterprise;
2. Integrated Management Information;
3. Business Modeling;
4. ERP for Small Business;
5. ERP for Make to Order Companies;
6. Business Process Mapping for ERP Module Design;
7. Hardware Environment and its Selection for ERP Implementation.

Unit-3: ERP and Related Technologies

1. ERP and Related Technologies;
2. Business Process Reengineering (BPR);
3. Management Information System (MIS);
4. Executive Information System (EIS);
5. Decision support System (DSS);

Unit- 4: ERP Implementation Cycle

1. Issues in Implementing ERP Packages;
2. Pre-evaluation Screening;
3. Package Evaluation;
4. Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode).

Suggested Resources:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; and CRM by Khalid Sheik, Publisher: McGraw-Hill
2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

Course Outcome

CO1: Demonstrate a good understanding of the basic issues in ERP systems

CO2: Analyze the strategic options for ERP identification and adoption

CO3: Design the ERP implementation strategies

CO4: Understand the need of Business Systems and Processes through strategic analysis of ERP systems

P o s s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	1	1	1	2	-	1	1	1
C O 2	-	-	-	3	1	2	-	-
C O 3	1	1	-	-	-	1	-	1
C O 4	-	2	2	1	2	-	2	-

ELECTIVES

GROUP-VI

Operations & Management

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LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-215A	Operations Planning and Control	L-T-P:3-1-0
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Course Objectives:

1. To understand the various fundamentals and functions of production planning and control.

2. To impart learning on work study procedures and practices.
3. To generate understanding on the essentials of product/ process planning and useful tools to accomplish both.
4. To develop knowledge and ability to undertake production scheduling procedures.
5. To know the recent trends in production planning and control such as manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP) and global practices.

Unit 1

Introduction: Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – qualitative and quantitative analysis techniques.

Unit 2

Process of Production Planning and Control –

Capacity planning –Concept, types, plant capacity, capacity planning strategies-Routing – procedure, materials flow patterns -Scheduling –production scheduling, machine scheduling and Line Balancing With numerical -Loading –process, strategies and relationship between capacity and loading-numerical, PPC in different production systems ie. Job, batch, Mass (assembly) and continuous

Unit 3

Aggregate Planning –Meaning, Strategies and Cost, concept of Aggregate planning; capital-intensive, labor-intensive, and fashion industries. Materials requirement planning (MRP I), MRP-Manufacturing resource planning (MRP II) – Master production scheduling, Enterprise Resource Planning (ERP) and global practices.

Unit 4

Waste Management: Value and waste, Types of waste; 5S techniques of eliminating wastes, Lean process to minimize wastages

Control Systems: Production control systems, Gantt Charts, Bar Charts, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants.

Suggested Readings

1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company,
2. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private

limited,

3. James.B.Dilworth, "Operations Management – Design, Planning and Control for manufacturing and services" McGraw Hill International edition.
4. S.N.Chary, "Theory and Problems in Production & Operations Management", Tata McGrawHill,
5. KanishkaBedi, "Production and Operations management", Oxford university press,
6. Elwood S.Buffa, and RakeshK.Sarin, "Modern Production / Operations Management", John Wiley and Sons,
7. Norman Gaither, G. Frazier, "Operations Management" Thomson learning
8. K.C.Jain& L.N. Aggarwal, "Production Planning Control and Industrial Management", Khanna Publishers

COURSE OUTCOME

CO1 : It will help in understanding the fundamentals of production planning and profit considerations.

CO2: It will provide quantitative knowledge and capability to use various product/process planning tools.

CO3: It will enable them to devise appropriate strategies concerning aggregate planning and cost.

CO4: It help in resolving complex scheduling issues by way of implementing standard scheduling procedures.

CO5: It will enhance exposure to recent trends in production planning and control and increased adaptability

with latest global-production practices.

P o s s i b l e C o u r s e s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	2	2	1	2	-	1	1	1
C O 2	1	1	2	1	2	1	2	-
C O 3	2	2	-	2	2	1	-	-
C O 4	-	3	3	1	2	-	3	-

MBA-215B	Supply Chain & Logistics Management	L-T-P:3-1-0
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Course Objective:

This course is intended to provide an understanding of the

1. Components and processes of supply chain and logistics management
2. Drivers of Supply Chain & Creating Strategic Fit
3. Performance drivers of supply chain.
4. Understanding about logistics, transportation & warehousing.
5. Understanding the factors of Global Supply Chain.

Unit 1

Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

Unit 2

Logistics :Evolution, Objectives, Components and Functions of Logistics Management, Distribution Related Issues and Challenges; Gaining competitive advantage through Logistics Management ,Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

Unit 3

Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain-Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

Unit 4

Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekhar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
6. Bowersox D.J. ,Closs D.J. , Logistical Management, McGraw-Hill,

COURSE OUTCOME

CO 1: Apply the basic framework of Supply Chain Management and basic concepts in logistics

CO 2: Knowledge about distribution, warehousing and its roles in strategic planning with supply chain

CO 3: Competency to analyze and use inventory management methodologies and evaluate and select transportation modes

CO 4: Assess the strategic role and impact of IT on supply chain integration

CO 5: Knowledge about the latest trends in SCM and logistics

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	1	-	1	-	-	1	1	1
CO2	1	1	2	1	-	1	2	-
CO3	2	2	-	3	2	1	-	-
CO4	-	3	3	3	2	-	3	-

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MBA-215C	Sustainable Operation Management	L-T-P:3-1-0
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Course Objective: We examine how operations management can contribute to sustainability through product design, production design, flow management and other operational measures. We also discuss the interface of operations management with other disciplines such as psychology, marketing and policy making in terms of sustainability

UNIT 1 –

- .. Topics: Overview of Sustainable Operations Management
- .. Readings: Sustainable Operations Management: An enduring stream or a passing fancy?
- .. Readings: Sustainability: What Does it Mean for the Operations Manager?

The first class session will review class structure and procedures, assignments, grading, etc. We illustrate the role of operations management in the big picture of all business functions related to sustainability. In particular, we introduce the concepts of green supply chain and sustainable product design. We also provide an overview of leading institutions and scholars, and their work in sustainable operations.

UNIT 2 –

- .. Topics: Closed Loop Supply Chain: Remanufacturing and Recycling
- .. Readings: Remanufacturing: The next great opportunity for boosting US productivity
- .. Assignment 1 due

In this session, we learn three key concepts in sustainable operations: remanufacturing, recycling, close loop supplychain. They are among the most commonly used techniques to achieve sustainability with operations management. We will learn about their implementation. We also provide detailed case studies on how the industry leaders such as CAT, Xerox, StGobain implement these concepts.

UNIT 3 –

- .. Topics: Green Product Design
- .. Readings: Product Modularity and the Design of Closed Loop Supply Chains
- .. Assignment 2 due

The carbon footprint of a product is largely fixed in its design stage. Therefore, it is essential to understand the role of product design to achieve sustainability. In this session, we particularly discuss the concept of "environmental attributes" and its relation with consumer psychology. We also discuss how to best balance product performance with its environmental friendliness, which can be a zero sum game.

UNIT 4 –

- .. Topics: Green Supply Chain Management
- .. Readings: Developing Strategies for Green Supply Chain Management

Green Supply Chain refers to 'greening' requirements to both upstream and downstream supply chain activity such as purchasing material components, and technology choice. The focus of the study is on the management efficacy and costs to the supply chain from altering its traditional focus of cost, quality, and service to include environmental performance.

UNIT 5 –

“ Guest Lecture: An Example of Sustainable Operations Management

Suggested Readings:

Business dailies and weeklies can be accessed through the library. **Business Eastern Europe** by EIU is a weekly briefing on operating a business in Eastern Europe. **Country Reports** also by EIU provide in-depth economic, political and business analysis and short-term market outlooks. Electronic versions of **The WSJ** are in PressDisplay. **The Economist** is included by EbscoHost. For **The Fin. Times online**, see Journal Search.

New business databases include *OneSource*, the most comprehensive company & executive information. *Global Market Information Database* has comprehensive data and reports across industries, countries and type of consumers.

Thomson One Banker provides data on internationally quoted companies, international stock exchange indices, private equity, and financial deals.

Science Direct is an extensive full-text database covering authoritative titles from the core scientific literature.

The Company Dossier in Lexis Nexis Academic allows users to browse in-depth company profiles and industry reports. Core statistical databases include IFS, GFS Online, OECD Main Economic Indicators, National Accounts Statistics, and Tax Statistics.

Econlit at the CSA/Proquest platform provides bibliographic coverage of a wide range of economics-related literature.

Course Outcome:

CO1: Express and supplement their own analysis and conclusions in financial terms, the common business language.

CO2: Understanding and acceptance of diversities of viewpoints

CO3: Apply mathematical and statistical models

CO4: Applicability of conventional prescriptions, as well as the impact of non-quantitative information.

CO5: Motivated to consider the ethical limitations of shareholder wealth maximization.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	1	-	1	-	-	1	1	1
CO2	2	1	2	2	-	2	2	-
CO3	1	2	-	3	2	1	-	-
CO4	-	3	2	1	-	-	3	-

SEMESTER IV

MBA-202	Business Process & Re-Engineering	L-T-P:3-1-0
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Objectives:

To develop the ability to work within complex and dynamic organizational environments. To explore and understand the key issues of business management, and more concretely of strategic management.

Unit I

PROCESS VIEW OF BUSINESS- Definition and Dimensions of Business Process, Generic Process Framework, The Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concept,

BPR: METHODOLOGIES AND TECHNIQUES & APPLICATIONS- Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches :

- a) Big Bang Approach,
- b) Incremental Approach,
- c) Evolutionary Approach,

BPR Methodologies:

- a) Hammer/Champy Methodology,
- b) Davenport Methodology,
- c) Manganelli/Klein Methodology,
- d) Kodak Methodology;

Comparison of various methodologies. Case: Dabbawala of Mumbai, A Case Analysis using BPR methodologies Case: “Re-engineering the construction delivery process, The Museum of Tropical Queensland, Townsville” by R. Kennedy and A. Sidwell.

Unit II:

CRITICAL SUCCESS FACTORS ANALYSIS- Re Engineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on “Pillsbury: Customer Driven Reengineering”, Barriers Management, Case: “Walmart China- Supply Chain Transformation”

Unit III:

BPR Vs OTHER IMPROVEMENT APPROACHES- Optimization Techniques, Process Simplification, Case: “Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd”. TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management

Unit IV:

INFORMATION TECHNOLOGY AND BPR: Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: “Otis Elevator: Accelerating Business Transformation with IT”, BPR, SAP and ERP, Elements of ERP, Applications of ERP

Text Books

1. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi.
- Reference Books

1. Dimitris, N. Chorafas. Integrating ERP, CRM, Supply Chain Management and Smart Materials. ISBN 0-8493-1076-8
2. Jayanti Natarjan. (2002). Business Process Reengineering. TMH, New Delhi,
3. Kapoor Rajneesh. (2001). Business Process Redesign. Global Business Press, Delhi.
4. Richard Johnson Management, (2001). Processes for Quality Operations. Vision Books.
5. Roger S. Pressman (2005). Software Engineering – A Practitioner's Approach, 6th Edition. Mcgraw-Hill International Edition.

Course Outcome:

- CO1. Understanding various BPR methodologies and their applications.
- CO2. Understanding the critical success factors for implementing BPR.
- CO3. Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications.
- CO4. Basic understanding of ISO standard 9001:2015, IACBE and their applications in education and industry.
- CO5. Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.
- CO6. Familiarizing, analyzing and applying the role of process of Change Management in implementing BPR

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	3	2	2	3	2	1	2
CO2	3	3	3	2	-	2	1	-
CO3	1	2	-	3	2	1	-	-
CO4	-	1	2	1	-	-	3	-

ELECTIVES

GROUP-I

Human Resource

MBA-204A	HR Analytics	L-T-P:3-1-0
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COURSE OBJECTIVES:

1. This course introduces the student to the theory, concepts, and business application of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.
2. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Planning and Recruitment and Selection.
3. Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness.
4. Apply quantitative and qualitative analysis to understand and design compensation system.
5. Demonstrate how to connect HR results to business results.

UNIT 1

8 Hours

Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.

UNIT 2

8 Hours

Human Resource Planning and forecasting: Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting.

Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

UNIT 3

8 Hours

Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance.

Designing a Compensation System: Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.

UNIT 4

4 Hours

Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis.

UNIT 5

8 Hours

Applications of HR Metrics and Creating HR Dashboards: HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises :Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

Suggested Readings

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing
2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing
3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.
4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,
5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

Course Outcome:

CO1: Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.

CO2: Demonstrate HR function in adding value in business terms.

CO3: Utilize soft factors in a people management context and convert them into measurable variables.

CO4: Design a Metrics and Analysis index for recruitment, performance and or training and development context

CO5: Predict the issues using the available HR data and formulate the best strategies.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	2	-	2	2	-	2	1	2
CO2	2	2	-	3	-	-	1	-
CO3	1	1	-	3	2	1	-	-
CO4	-	1	2	1	-	-	3	-

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-204B	Diversity and Inclusion of HR Professionals	L-T-P:3-1-0
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Course Objectives:

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

Course Contents

Unit I

Define Talent and Talent Management: historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

Unit II

Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management.

Unit III

Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

Unit IV

Diversity and Talent: Talent management and future directions, Talent Analytics; preparing a talent development plan.

Suggested Readings

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L. (2015). Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan
5. Born, M. and Heers, M. (2009) Talent Management: Alternatives to the single-ladder approach. DEA, EHRM, Denmark (Faculty Report)
https://dea.nu/sites/default/files/Report_EHRM.pdf (accessed 19/08/2018).

CO1: Understand the concept of talent management.

CO2: To learn about the best practices for talent management.

CO3: Analyze the talent management in different context.

CO4: Evaluate the concept of diversity & talent.

P o s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	-	1	1	1
C O 2	-	-	3	-	1	-	-	-
C O 3	2	1	-	-	1	1	-	1
C O 4	-	3	2	1	2	-	3	-

OBJECTIVE

The primary concern of this course is to develop in depth understanding of the concepts and issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

UNIT I. Compensation: Introduction to Compensation and Rewards; Objective of Compensation and Rewards; Introduction to Framework of Compensation Policy; Labour market characteristics and pay relatives.

UNIT II. Wage Determination & Wage Differential: Compensation structure and Differentials; Wage Determination Process, Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Theory of Wages: Minimum, Fair and Living Wage; Basic Kinds of Wage Plans; Wage Differentials & Elements of a Good Wage Plans; Institutional Mechanisms for Wage Determination; Wage Fixation

UNIT III. Job Evaluation: Nature and Objectives of Job Evaluation; Principles and Procedure of Job Evaluation Programs; Job Evaluation Methods; Rewards and Incentives – Objective, Role Importance and Classification

UNIT IV. Profit Sharing & Benefits: Cafeteria Style of Compensation; Compensation policy; Fringe Benefits; Benefit Programs; Concepts of Compensation Survey & Methodology; Planning Compensation for Executives & knowledge Workers.

UNIT V. Tax Planning: Introduction to Tax Planning; Comparative International Compensation; Downsizing; Voluntary Retirement Scheme; Pay Restructuring in Mergers & Acquisition

REFERENCE BOOKS

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 10th Edition.
3. B D Singh, Compensation And Reward Management, Excel Books
4. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books
5. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill
6. Martocchio, J.J., "Strategic Compensation", Pearson Education
7. Armstrong, M and Murlis, H, "Reward Management", Kogan Page, UK
8. Henderson, R.O., "Compensation Management", Pearson Education

Course Outcome

CO1: Recognize how pay decisions help the organization achieve a competitive advantage.

CO2: Gain knowledge to determine the wages of employees in an organization.

CO3: Demonstrate comprehension by constructing a compensation system encompassing internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.

CO4: Design rational and contemporary compensation systems in modern organizations.

CO5: Applying the compensation techniques and models in real life scenarios of the companies.

Pos COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1			1				1
CO2			1				1	1
CO3	1	1	1	1				1
CO4	1		2	1		1	1	1
CO5	1	2	1				1	1

ELECTIVES

GROUP-II

Marketing

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-206A	Service Marketing	L-T-P:3-1-0
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Course objectives

1. Make students have an understanding of B2B marketing and its characteristics
2. To enhance knowledge of emerging trends in integrated marketing communication and Distribution channels.
3. To understand pricing strategy of B2B marketing and its impact on selling
4. To analyze consumer behaviour in service marketing
5. To understand service delivery promises and gaps.

UNIT I

Fundamentals of B2B marketing: Consumer market Vs Business market, Classification of business products & customers, Elements of B2B offering, Strategic tools for managing product offerings.

Organizational Buying Behavior: Organizational buying process, buying situations, buying grid, buying center. **Buyer seller relationships:** Types, Managing relationships with suppliers, Customers and Distributors, CRM process, Strategic alliances,

UNIT II

Market communication Brand expression, Communication mix and customer acquisition process .Relationship communication, sales responsibilities. The relationship communication process ,call preparation, selling to low-priority and high-priority customers. Value selling and consequences-order fulfillment-relationship building.

Marketing Distribution: Distinctive nature, Channel design, Managing and administering channel members, Direct & Indirect channels, Supply chain and Logistics management.

UNIT III

Pricing & Negotiation: Pricing basics and objectives, Price models and skills, pricing tactics, Negotiated pricing. **Price setting in B2B markets:** 3 C's of pricing cost, Customer and competition pricing strategy, Price positioning, Roles of sales force in pricing, Bid pricing ,Internet auctions, Ethical aspects of B2B pricing.

Managing the personal selling function: Personal selling, Industrial sales force management, Sales force selection, Training, Control and evaluation.

UNIT- 4

Service Design: Services vis-à-vis goods, Customer Expectations and Perceptions of Services, the Gaps Model of Service Quality. Service innovation & Design, Customer Defined Service Standards, Physical Evidence,

Delivering, Pricing and Managing Service Promise .Delivering Services: Role of Employees and Customers in service delivery; Demand and Capacity Management., **Managing Service Promise:** Pricing of Services: Pricing Considerations and Strategies, Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

Suggested Readings:

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, TataMcGraw Hill.
2. Services Marketing, Lovelock, Christopher, Prentice Hall
3. B2B Marketing , Hutt, M.D. & Speh, T.W., Cengage Learning
- 4 Business to Business Marketing, Ross Brennan, Louise Canning & RaymondMcDowell, Sage Publications,
- 5.B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting CustomerEngagement, Heidi Taylor, Kogan page,
- 6.Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall,Kogan Page

COURSE OUTCOME:

CO1.Understand and nature of B2B marketing

CO2. Ability to create an integrated marketing communications plan which includes promotional strategies

CO3.Define and apply knowledge of various aspects of managerial decision making related to pricing strategy and tactics.

CO4. Be able to identify critical issues related to servicedesign, such as identifying and managing customer service experience, expectations, perceptions and outcomes.

CO5. Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence.

Pos Co s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PS O1	PS O2
C O 1	1	1	1	-	1	1	2	1
C O 2	-	2	2	-	2	-	1	1
C	2	1	1	1	-	2	2	3

O 3								
C O 4	-	-	1	-	1	2	2	1

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MBA-206B	Marketing Analytics	L-T-P:3-1-0
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Objective: The course will introduce marketing analytics and its commonly used tools. It would focus on developing an understanding of the data available to marketing managers and the tools for generating insights from data and how such insights are used in marketing decision making.

Unit I

Introduction to Marketing Analytics: Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures, Marketing analytics in the age of big data.

Unit II

Product analytics: Pricing and revenue management; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.

Unit III

Customer Analytics: Customer lifetime value, Customer choice, Market basket analysis, Cross-selling and optimization.

Unit IV

Emerging issues in marketing Analytics: Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics.

Text Book

1. Moutusy Maity & Pavankumar Gurazada, First edition Marketing Analytics, Oxford university press.

Reference Books

1. Blattberg, R. C., Do- Kim, B., & Neslin, S. A. (2008) Database marketing: analyzing and managing customers. New York: Springer.
2. Jeffery, M. (2010). Data Driven Marketing. Wiley.
3. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics. Decision Pro.
4. Stephan, S. (2013). Marketing Analytics: Strategic Models and Metrics (1st ed.). Createspace Independent Publishing
5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education.

CO1: Understanding the concept of marketing analytics

CO2: Learn the product analytics concept

CO3: Analyse the customer analytics

CO4: Evaluate the emerging issues in marketing analytics

Pos Co s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PS O1	PS O2
C O	1	1	1	-	1	1	2	1

1								
C O 2	-	2	2	-	2	-	1	1
C O 3	2	1	1	1	-	2	2	3
C O 4	-	-	1	-	1	2	2	1

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MBA-206C	Social Media and Web Analytics	L-T-P:3-1-0
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- To provide basic understanding of the use and deployment of Digital marketing tools and web/social/mobile analytics platforms
- Gaining a grounded understanding of web analytics and business implication.
- To prepare the students with growth potentials for Web Analysts professionals

Unit 1

Social Media & Analytics: Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms.

Introduction to Web Analytics: Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web Analytics evolution, Need of web analytics, Advantages & Limitations.

Unit 2

Network fundamentals: The social networks perspective - nodes, ties and influencers, Social network, web data and methods.

Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure.

Type and size of data, identifying unique page definition, cookies, Link Coding Issues.

Unit 3

Web Metrics & Analytics: Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need, characteristics, perspective and uses.

Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity

Web analytics tools: A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis

Unit 4

Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience: Reach and engagement analysis. Post-Performance on FB; Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc. Ad Words, Benchmarking, Categories of traffic: Organic traffic, Paid traffic;

Google Analytics: Brief introduction and working, Google website optimizer, Implementation Technology, Limitations, Performance concerns, Privacy issues.

Suggested Readings

1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education.
2. Tuten & Bikramjit Rishi, Social Media Marketing, 3rd Ed. 2020, SAGE Publishing India
3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), InternetMarketing: Strategy, Implementation and Practice, Prentice Hall.
4. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
5. Vandana Ahuja, (Digital Marketing, 1st edition, Oxford University Press.
6. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,
7. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. 2nd ed.
8. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
9. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons
10. Annmarie Hanlon, Digital Marketing, SAGE Publishing India

COURSE OUTCOME

CO1: Students will develop knowledge,

understanding and skills in analysis of Social Media

CO2: Acquainted with better understanding of implementation Web Analytics tool

CO3: Develop analytical skills for effective decision alternatives in social media problems

CO4: Develop the knowledge, understanding and skills in Facebook and google analytics.

CO5: Acquainted with better understanding of implementation of web analytics strategies and develop analytical skills for effective decision alternatives in social media operations.

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO	1	1	1	-	1	1	2	-

1								
CO 2	-	2	2	-	2	-	1	-
CO 3	2	1	1	1	-	-	-	-
CO 4	-	-	1	-	1	2	2	1

ELECTIVES

GROUP-III

Finance

MBA 208A

Risk Analytics

L-T-P 3-1-0

Objective: *To make students to understand the Risk Analytics*

UNIT I: REGRESSION, FORECASTING:

Bivariate regression: Identify linear regression models and their application in data analysis - Calculate linear bivariate regressions in order to model commonly encountered problems - Determine the quality of fit of a linear model, establishing its usefulness for prediction - Multivariate regression: Identify multivariate linear regression models in data analytics - Calculate linear multivariate regressions in order to model commonly encountered problems - Determine the quality of fit of a multivariate linear model, establishing its usefulness for prediction - Other regressions: Identify logistic regression models and apply those models to common business problems - Determine the quality of fit of a multivariate linear model - Forecasting in time: Identify the components of a time forecast in order to predict future values from a model - Differentiate seasonal variations from trends in order to improve prediction of future values from a model.

UNIT II: CLASSIFICATION:

Classification k Nearest Neighbor (KNN): Determine core aspects of classification in order to understand when it's an appropriate technique - Calculate kNN algorithm with fixed or variable number of k and assess the quality of the results - Classification Naïve Bayes: Identify Naïve Bayes classification and when it is applicable - Apply a Naïve Bayes classification to a common business problem - Classification Support Vector Machine: Identify the basics of the support vector machine (SVM) classification algorithm - Identify what a support vector is and its use in the classification algorithm - Calculate a SVM classification to solve common business problems - Classification Decision Trees: Identify the steps to build a decision tree classifier - Apply the steps to create a basic decision tree - Use a decision tree algorithm and appropriate metrics to solve a business problem and assess the quality of the solution

UNIT III: CLUSTERING & Optimization:

Determine core aspects and types of clustering in order to properly apply the algorithms to business problems - Apply various clustering algorithms to data sets in order to solve common, applicable business problems. Identify the goals and constraints of a linear optimization - Calculate a linear optimization in order to solve a business problem.

UNIT IV: SIMULATION:

Use data analysis performed on historical data and any applicable theory to construct a model - Use a Monte Carlo analysis with the model in order to generate and assess the likelihood of predictions from the model.

SUGGESTED READINGS:

1. Forecasting and Predictive Analytics Certificate; AICPA Data Analytics with R; BhartiMotwani; Wiley
2. Fundamentals of Business Analytics, 2nd Edition; R N Prasad, SeemaAcharya; Wiley
3. Business Analysis with Microsoft Excel an
4. Course Outcome

Course Outcome:

CO 1: Identify the regression models and analysis.

CO 2: Apply the steps to create a basic of different techniques.

CO 3: Determine core aspects and types of clustering in order to properly apply the algorithms to business problems

CO 4: Know the techniques and theory to construct a model.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PSO 2
CO1	2	1	-	2	-	-	3	1
CO2	3	2	-	1	-	1	2	2
CO3	1	-	2	2	-	-	3	2
CO4	2	1	-	1	1	1	1	1

LINGAYA'S VIDYAPEETH

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MBA-208B	Financial Derivatives	L-T-P:3-1-0
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Course Objectives:

1. To make students aware of different types of Derivatives.
2. To develop an understanding amongst students of financial derivatives and associated regulatory framework
3. To have an understanding of the derivative tools such as options, futures and their application to hedging.

Unit 1

Introduction: Derivatives Market; Definition, Evolution and Features of Derivatives, Types of Derivatives, forward , futures and options market, Forward market transactions, Forward Contracts, Forward market in India , Hedging with forwards.

Unit 2

Forwards and Futures Contracts: Introduction to Forward Contracts, features of forward contracts, Futures Contract-types , functions , distinction between futures and forward contracts ,pricing of future contracts, Currency Futures , Hedging in Currency-Futures, Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.

Unit 3

Options: Introduction to options, hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model. Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, use of different option strategies to mitigate the risk.

Unit 4

Introduction to Commodity Markets- History of commodity trading, Major commodities traded in derivatives exchange in India, Participant in commodity derivative markets, Commodity Market Indices, Commodity Futures, Commodity Options, Uses of commodity derivatives-Hedging, Speculation and Arbitrage.

Swaps and other derivatives: Financial Swaps, Types of swaps, Derivatives v/s swaps, Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement (FRA).

Suggested Readings

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill,
2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta ,PHI
3. Financial Derivatives by S.S.S Kumar, PHI ,.
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi,

Websites:

1. www.bseindia.com
2. www.nseindia.com
3. www.nism.ac.in
4. www.sebi.com
5. www.careratings.com
6. www.crisil.com
7. www.icraindia.com

COURSE OUTCOME

CO1: Understand about various derivatives instruments and derivative Market structure

CO2 Understand the forward and future pricing mechanism and strategies for hedging using various futures products

CO3 Understand the option pricing mechanism and using options strategies for mitigating risk

CO4 Understand the Commodity derivative market

CO5 Understand the Swaps derivatives and their mechanism

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO1	PSO2
CO1	1	2	2	-	1	1	-	-
CO2	-	2	2	-	-	-	1	-
CO3	2	1	1	1	-	-	-	-
CO4	-	-	1	-	1	-	2	1

MBA- 208(C)

Personal Financial Management

L-T-P: 3-1-0

UNIT I

Setting Financial Goals and Assessing Your Situation Budgeting and Cash Flow Management, importance of budgeting in the financial planning and management process, and resources available for cash flow management.

UNIT II

Basic process of budgeting, a panel discussion with practicing investment advisors, and a comparative discussion of the more common tools and methods for managing cash flows.

Saving strategies, best practices for building saving habit and barriers to saving.

UNIT III

Mental accounting, the time value of money, borrowing and credit, the ability to use debt and credit to finance purchases and its advantages and disadvantages.

Loan repayment, credit report, investment terms and key investment strategies. Investment choices and risk Management. Insurance, personal risk tolerance and individualized risk management strategies. Financial planning as a career, career opportunities in financial planning.

UNIT IV

Personal & Family Financial Planning

Financial Statements, tools and budgets, managing your flows and reviewing your statements. Managing income taxes, income tax basics. Building and maintaining good credit. Credit basics. Managing Risk, Risk management basics and insurance overview. Investment Fundamentals, Rules of investing; Debt and equity. Investing Through Mutual Funds
Mutual funds and managed portfolios; create a personal investment plan. Personal Plan of Action

CO1: To understand the basics of finance and assess the cash flows.

CO2: To learn the process of budgeting

CO3: Analyses the investment strategies

CO4: Evaluate the tools for calculation Of finances.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	2	1	1	2	-	1	-	-
CO2	-	1	-	-	1	1	-	2
CO3	2	1	-	2	2	1	1	1

CO4	-	3	3	1	2	-	-	-
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ELECTIVES
GROUP-IV
International Business

LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-210A	Cross Cultural Management	L-T-P:3-1-0
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Course Objectives

1. To consider the nature of intercultural communication
2. To learn to think across cultural differences
3. To experiment with different ways of acting in cross-cultural situations
4. To reflect on the cultural foundations of economic systems and of organizational practices

Unit 1

Introduction: Understanding culture: Values, world views and socio-cultural systems what is culture and why is it important? How do people react to cultural differences? Can we measure or graph cultural differences? Is it possible to change a culture? If so, how? What does culture have to do with business? Ways of describing cultural differences Going International, **(Assignment):** Come to class with an idea for discussion

Unit 2

Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross-cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture

Unit 3

Conflict and negotiation: Gender differences, Gender, multi-ethnicity, religion, geography Body language, the culture of poverty, Hofstadter's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

Unit 4

Cultural diversity and multicultural teams: National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change incorporate culture: the example of quality improvement

Culture and ethics: Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's , The McDonald's Corporation

Suggested Readings

1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press,
2. Eastern and Cross Culture Management by N K Singh , Springer
3. Gannon, Martin J. Paradoxes of Culture and Globalization. Sage Publications,
- Class notes are available at www.gwu.edu/~umpleby/mgt216

For information on group projects see

COURSE OUTCOME

CO1. Understand and apply different meanings and dimensions of “culture”

CO2. Describe and analyze the impact of culture on business practices

CO3. Explain and evaluate the impact of national culture on organizational cultures

CO4. Understand the impact of culture on Human Resource Management

CO5. Explain how leadership differs across cultures

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	2	-	3	2	3	-
CO2	1	-	-	3	-	-	-	-
CO3	2	-	-	-	-	1	2	-
CO4	-	-	1	-	2	-	-	2

LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-210B	International Trade Laws	L-T-P:3-1-0
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Objectives:

The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.

Course Contents

Unit I

International Business and Environment: An Interface; World Trade in Goods and Services– Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Hofstede Model, EPRG framework.

Unit II

Global Trading Environment: Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

Unit III

International Financial Environment: Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment basis.

Unit IV

International Economic Institutions and Regional Economic Groups: IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning:

Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings, Contemporary Issues in International Business.

Text Books

1. Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8th Edition, Pearson Education.
3. Charles, W. L. Hill (2012). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

Reference Books

6. Deresky (2003). International Management: Managing Across Borders and Culture. Pearson Education.
7. Paul, J (2004). International Business. Prentice-Hall.
8. Aswathappa (2015). International Business. Tata McGraw Hill.
9. Sundaram and Black, (2013), International Business Environment, Prentice Hall of India Pvt. Ltd.
10. Francis Cherulinam, (2012), International Business, Himalaya Publishing House

COURSE OUTCOMES

CO1: To get an overview of the International Business Environment.

CO2: Understand how and why the world's trade liberalization.

CO3: Understand the monetary framework in which international business transactions are conducted.

CO4: Understand the role of International Organizations and Regional Trade blocks

CO5: Implement the decisions for international operations in a superior manner

P o s i t i o n	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
CO1	3	3	2	2	1	2	-	-
CO2	2	2	1	2	1	1	-	-
CO3	1	2	2	1	2	2	-	-
CO4	1	-	3	1	-	-	-	-

MBA- 210(C)

International Trade (Practices, Procedures and Documentation)

L-T-P: 3-0-0

Objectives: The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.

Course Contents

Unit I

International Business and Environment: An Interface; World Trade in Goods and Services– Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Hofstede Model, EPRG framework.

(10Hours)

Unit II

Global Trading Environment: Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

(12Hours)

Unit III

International Financial Environment: Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment basis.

(10 Hours)

Unit IV

International Economic Institutions and Regional Economic Groups: IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings, Contemporary Issues in International Business.

(10 Hours)

Text Books

1. Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8th Edition, Pearson Education.

2. Charles, W. L. Hill (2012). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

Reference Books

1. Deresky (2003). International Management: Managing Across Borders and Culture. Pearson Education.
2. Paul, J (2004). International Business. Prentice-Hall.
3. Aswathappa (2015). International Business. Tata McGraw Hill.
4. Sundaram and Black, (2013), International Business Environment, Prentice Hall of India Pvt. Ltd.
5. Francis Cherulinam, (2012), International Business, Himalaya Publishing House



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ELECTIVES
GROUP-V
Information Technology

LINGAYA'S VIDYAPEETH
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-212A	Cloud Computing for Business	L-T-P:3-1-0
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Course Objectives:

1. To understand cloud services and solutions
2. To know about cloud virtualization technologies and cloud management
3. To understand the relevance of Cloud storage and virtualization

Unit-1 – INTRODUCTION

Introduction to Cloud Computing – Definition of Cloud – Evolution of Cloud Computing – Cloud Models – Cloud Characteristics - Cloud Computing Characteristics - Essentials - Benefits, Business and IT perspective

CLOUD TYPES AND SERVICES : Cloud Services Requirements – Cloud and Dynamic Infrastructure - Cloud Adoption Measured Service

- Cloud Models - Public versus Private Clouds – Hybrid Cloud – Community Cloud - Cloud Infrastructure Self Service.

Unit-2 – CLOUD ARCHITECTURE

Cloud Architecture -Layered, NIST Cloud Computing Reference Architecture, Service Oriented Architecture – IaaS – PaaS – SaaS – Architectural Design Challenges

Unit -3 – CLOUD STORAGE AND OFFERINGS

Cloud Storage – Storage as-a-Service – Advantages of Cloud Storage – Cloud Storage Providers – S3 in AWS, Google App Engine, Microsoft Azure
Cloud Offerings - Information Storage, Retrieval, Archive and Protection – Cloud Analytics
- Testing under Cloud - Information Security , Software-as-a-Service Security , Security Governance , Security Standards.

Unit-4 – CLOUD VIRTUALIZATION TECHNOLOGY

Cloud and Virtualization -Basics of Virtualization – Types of Virtualizations

Virtualization Defined - Virtualization Benefits - Server Virtualization - Hypervisor Management Software, Storage virtualization, Virtual Machine Security , IAM

References:

1. Rittinghouse, John W., and James F. Ransome, —Cloud Computing: Implementation, Management and Security, CRC Press,
2. Rajkumar Buyya, Christian Vecchiola, S. ThamaraiSelvi, —Mastering Cloud Computing, Tata McgrawHill,
3. Toby Velte, Anthony Velte, Robert Elsenpeter, “Cloud Computing – A Practical Approach, TataMcgraw Hill,
4. Kumar Saurabh, “Cloud Computing: Insights into new era Infrastructure”, Wiley India,

COURSE OUTCOME

CO 1 Describes the main concepts, key technologies, strengths and limitations of cloud

CO 2 Learn the enabling technologies that help in the development of the cloud.

computing.

CO 3 Develops the ability to understand and use the architecture cloud, service and delivery models.

CO 4 Explain the core issues of cloud computing like cloud virtualization

CO 5 To appreciate the emergence of cloud as the next generation computing paradigm.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	-	1	2	3	-
CO2	1	-	2	2	-	-	-	-
CO3	1	2	-	-	2	1	2	-
CO4	-	-	1	-	2	-	-	2

LINGAYA'S VIDYAPEETH

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MBA-212B	Business Data Warehousing & Data Mining	L-T-P:3-1-0
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Course Objectives:

1. Understanding of data warehousing and its functions
2. To identify the key processes of data warehousing and applications.
3. To understand data mining basic concepts
4. To understand data mining techniques to solve problems in various disciplines
5. Compare and evaluate data mining techniques

Unit 1:

Data Warehousing: Overview, Definition, Data Warehousing Components, Difference between Database System and Data Warehouse, Characteristics, Functionality and Advantages; Metadata :Concepts and classifications; Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, 3 Tier Architecture, ETL, Data Martin ,Concept Hierarchy , Use of Data warehousing in Current Industry Scenario, Case Study.

Unit 2:

Data Visualization and Overall Perspective: Aggregation, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse. Warehousing applications and Recent Trends: Types of Warehousing Applications, Web Mining, Spatial Mining and Temporal Mining.

Unit 3:

Data Mining: Overview, Motivation, Definition & Functionalities, difference between data mining and Data Processing, KDD process, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression. Applications of Data Mining in today's world.

Unit 4:

Data Mining Techniques: Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Association rules: Introduction, Large Item sets, Basic Algorithms, Apriori Analysis, Generating Filtering Rules, Target Marketing, Risk Management, Customer profiling,.

Suggested Readings

1. Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC;
2. R Data Mining: Implement data mining techniques through practical use cases and realworld datasets, Andrea Cirillo, Packt Publishing; 1 edition
3. R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing
4. Jiawei Han, Micheline Kamber, "Data Mining Concepts & Techniques" Elsevier.
5. Alex Berson, Stephen J. Smith "Data Warehousing, Data-Mining & OLAP", TMH

Course Outcome:

- CO1: Understanding of data warehousing and its functions
- CO2: To identify the key processes of data warehousing and applications.
- CO3: To understand data mining basic concepts
- CO4: To understand data mining techniques to solve problems in various disciplines
- CO5: Compare and evaluate data mining techniques

MBA 212 C

Information Security

L-T-P 3-1-0

Objectives:

- ☐ Explain the objectives of information security
- ☐ Explain the importance and application of each of confidentiality, integrity, authentication and availability
- ☐ Understand various cryptographic algorithms.
- ☐ Understand the basic categories of threats to computers and networks
- ☐ Describe public-key cryptosystem.
- ☐ Describe the enhancements made to IPv4 by IP Sec
- ☐ Understand Intrusions and intrusion detection
- ☐ Discuss the fundamental ideas of public-key cryptography.
- ☐ Generate and distribute a PGP key pair and use the PGP package to send an encrypted e-mail message.
- ☐ Discuss Web security and Firewalls

UNIT

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I

Attacks on Computers and Computer Security: Introduction, The need for security, Security approaches, Principles of security, Types of Security attacks, Security services, Security Mechanisms, A model for Network Security
Cryptography: Concepts and Techniques: Introduction, plain text and cipher text, substitution

techniques, transposition techniques, encryption and decryption, symmetric and asymmetric key cryptography, steganography, key range and key size, possible types of attacks.

UNIT — II
Symmetric key Ciphers: Block Cipher principles & Algorithms(DES, AES, Blowfish), Differential and Linear Cryptanalysis, Block cipher modes of operation, Stream ciphers, RC4, Location and placement of encryption function, Key distribution Asymmetric key Ciphers: Principles of public key cryptosystems, Algorithms(RSA, Diffie-Hellman, ECC), Key Distribution.

UNIT — III
Message Authentication Algorithms and Hash Functions: Authentication requirements, Functions, Message authentication codes, Hash Functions, Secure hash algorithm, Whirlpool, HMAC, CMAC, Digital signatures, knapsack algorithm Authentication Applications: Kerberos, X.509 Authentication Service, Public — Key Infrastructure, Biometric Authentication

UNIT — IV
E-Mail & Web Security: Pretty Good Privacy, S/MIME IP Security: IP Security overview, IP Security architecture, Authentication Header, Encapsulating security payload, Combining security associations, key management
Web Security: Web security considerations, Secure Socket Layer and Transport Layer Security, Secure electronic transaction Intruders, Virus and Firewalls: Intruders, Intrusion detection, password management, Virus and related threats, Countermeasures, Firewall design principles, Types of firewalls

Case Studies on Cryptography and security: Secure Inter-branch Payment Transactions, Cross site Scripting Vulnerability, Virtual Elections

TEXT BOOKS:

Cryptography and Network Security : William Stallings, Pearson Education, 4th Edition
Cryptography and Network Security : Atul Kahate, Mc Graw Hill, 2nd Edition

REFERENCE BOOKS:

Cryptography and Network Security: C K Shyamala, N Harini, Dr T R Padmanabhan, Wiley India, 1st Edition.
Cryptography and Network Security : Forouzan Mukhopadhyay, Mc Graw Hill, 2nd Edition
Information Security, Principles and Practice: Mark Stamp, Wiley India.

Principles of Computer Security: WM.Arthur Conklin, Greg White, TMH
Introduction to Network Security: Neal Krawetz, CENGAGE Learning
Network Security and Cryptography: Bernard Menezes, CENGAGE Learning

Course Outcomes:

- CO1: Student will be able to understand basic cryptographic algorithms, message and web authentication and security issues.
- CO2: Ability to identify information system requirements for both of them such as client and server.
- CO3: Ability to understand the current legal issues towards information security.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	2	1	1	-
CO2	1	-	1	-	-	-
CO3	2	2	2	1	2	-
CO4	1	1	-	1	1	-

ELECTIVES

GROUP-VI

Operations & Management

LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-214A	Management of Manufacturing System	L-T-P:3-1-0
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Course Objective:

1. Understand the practical application of different type of manufacturing system.
2. Understanding the use of IT enabled technology in manufacturing system.
3. Understanding the entire value chain.
4. Develop an ability to analyze the capacity utilization & Strategy.
5. Understanding of tools for maintenance and capacity planning

Unit 1

Manufacturing System: Introduction and components, Importance of Manufacturing for Technological And Socio Economic developments, Production versus Productivity; Strategic benefit of Plant location & Plant Layouts. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

Unit 2

Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production Planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning; Shop Floor Control:

Introduction, Overview of Automatic Identification and Data capture, Bar Code Technology and Radio Frequency Identification

Unit 3:

Describe the key components of the entire value chain including supplier, Relationships between manufacturing cost and customer satisfaction, internal and external customer relationship, Evaluate the effective use of Lean techniques, Adopting Continuous Process Improvement (CPI), Just in Time, Enterprise Resource Planning (ERP, Analyze sustainable and green manufacturing practices.

Unit 4:

Capacity planning: Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.

Maintenance System: Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life ,opportunity cost, replacement analysis using specific time period, spares management.

Suggested Readings

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, Pearson.
2. Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
3. J P Kaushik: Manufacturing Processes , PHI
4. James. B. Dilworth, "Operations Management – Design, Planning and Control for Manufacturing and Services", McGraw Hill Inc. Management Series,
5. P. Radhakrishnan, S. Subramanyan and V. Raju, "CAD / CAM / CIM", New Age International (Pvt.) Ltd. Publishers

COURSE OUTCOME

CO 1: Conceptual knowledge of working of Manufacturing unit and complete system

CO 2: Understanding of the processes of and activities of Manufacturing

CO 3: Competency to implement effective managerial practices in manufacturing

CO 4: Understanding of tools for maintenance and capacity planning

CO 5: Knowledge about the support systems of manufacturing

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	3	-	-	1	-	2	2
CO2	2	3	-	-	1	-	1	1
CO3	2	3	-	-	1	-	1	1

CO4	2	3	-	-	1	-	1	1
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MBA-214B	Project & Sourcing Management	L-T-P:3-1-0
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Learning Objective:

- 1) Understand the Basics of Purchasing Principles
- 2) Learn the process vendor selection & evaluation process
- 3) Identify the key processes and requirements of project management.
- 4) Learn how to initiate & execute the project. .
- 5) Learn how to plan for time and cost.
- 6) Plan for project risks, communication, and change control.
- 7) Learn the closer of the project.

This course is designed to help the students to understand all aspects of sourcing and procurement management

Unit 1

Sourcing Management: Introduction to Sourcing, Sourcing v/s Procurement, **Purchasing:** Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Concept and applications of Make or Buy Decision:. Case Studies

Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categorization of Suppliers, Suppliers Evaluation Methods/ Vendor Rating Methods, Supplier Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Advantages of Vendor/Supplier Rating, Identify and evaluating the international suppliers. Case **Studies**

Unit 2

Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, **Negotiation in sourcing:** Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. **Case Studies**

Unit 3

Introduction of Project: Characteristics of Project, Types of Projects, Project Life Cycle, Concepts of Deliverables, The Project Management Process, Roles of Project Team & Project Leader, Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed ,Variable, Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing

Unit 4

Project Scheduling, Network Analysis & Control : Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) , Identifying and application of the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Application of PERT and CPM, Planning- Monitoring and Control Cycle, Tracking through Gantt chart. Earned Value Analysis(EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

Suggested Readings

1. Dobler, D. W., jr, L. L., & Burt, D. N., Purchasing and Materials Management. New Delhi: Tata McGraw-Hill Publishing Company Limited
2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
3. David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

COURSE OUTCOME

- CO 1: Conceptual knowledge about the procurement and sourcing management
CO 2: Understanding of the processes of sourcing management

CO 3: Competency to vendor selection and rating

CO 4: Assess the importance of effective sourcing

CO 5: Understanding of laws of Procurements

P o s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	1	1	1	2	-	1	1	1
C O 2	1	1	2	3	1	3	2	1
C O 3	2	1	-	2	2	2	2	1
C O 4	-	3	3	1	2	-	1	-

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MBA-214C	Production Management	L-T-P:3-1-0
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Objectives: To know the basic concept and function of Production and Operation Management. To understand the Production process and planning

Unit I Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organisation, Factors that affect System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.

Unit II: Production System and Related Concepts, Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

Unit III: Scheduling and measuring Production Activities, Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

Unit IV: Material and Inventory Management, An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management. Quality in Prod. & Ops Management: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Text Books:

1. Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi
2. Ajay Garg, Production and Operations Management, TMH, Delhi
3. Richard B Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and
4. Supply Management TMH, Delhi
5. R Panneerselvam Book, Production and Operations Management, PHI New Delhi
6. Joseph Martinich, Production and Operations Management, TMH, Delhi
7. K Aswathappa, Production and Operations Management, TMH, Delhi

CO1: Recognize the factors that affect system and concept of production and operation management.. CO2: Develop understanding of production planning and control in mass production, batch production.

CO3: Know the various scheduling and measuring production activities.

CO4: Describe various material and inventory controls.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	1	-	-	-	3	2
CO2	2	3	1	-	-	-	3	2
CO3	2	3	1	-	-	-	2	2
CO4	2	3	1	-	-	-	2	2

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