

MASTER OF BUSINESS ADMINISTRATION (MBA)
R 25- REGULATIONS
I YEAR – I SEMESTER MBA SYLLABUS (w.e.f 2025-26)

MS111 – MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

R25

Course Objectives:

1. To understand the concept of management and principles.
2. To highlight organizing, staffing, coordinating and controlling.
3. To enable the students to gain perceptual skills and enhance personality development
4. To comprehend the group dynamics and develop teamwork.
5. To understand the organizational culture, conflicts and change management.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

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

1. Identify the various levels and skills of management and MBO.
2. Apply knowledge on effective coordination and controlling.
3. Develop the insights of individual perception, learning and personality.
4. Identify the types of groups and interpersonal relations.
5. Distinguish between functional and dysfunctional aspects in organizational culture and climate.

Unit I: Management:

[CO: 1] (9)

Definition – Management Concept, Nature, and Importance of Management – Evolution of Management thought – Levels of Management – Managerial Skills – Scientific Management and Principles - Henry Fayol’s Principles of Management - Functions of Management – Planning – Types of Plans – Planning Process – characteristics of a sound plan - Management By Objectives (MBO).

Unit II: Organizing:

[CO: 2] (9)

Organization Structure and Design – Authority Responsibility Relationships – Delegation of Authority and Decentralization - Formal and Informal Organizations – Staffing – Directing – Coordinating – Controlling – Process of Controlling – Requirements of Effective Control – Controlling Techniques.

UNIT III: Organizational Behaviour:

[CO: 3] (9)

Meaning – Nature and Scope – Challenges and Opportunities for O.B. – Contributing disciplines to O.B. – O.B. Models - Perception – Process, Factors influencing Perception – Barriers in Perceptual Accuracy – Learning – Process - Theories - Personality – Stages of Development - Determinants of Personality – Motivation – Theories of Motivation.

UNIT IV: Group Dynamics: Leadership :

[CO: 4] (9)

Styles of Leadership - Determinants of Group Behaviour - Types of Groups – Stages of Group Development - Developing Interpersonal Relations - Transactional Analysis – Johari Window – Group Cohesiveness – Factors influencing Group Cohesiveness.

UNIT V: Organizational Dynamics:

[CO: 5] (9)

Organizational Culture and Climate – Stress – Causes of Stress – Conflicts – Meaning - Conflicts at individual, group and organizational level – Sources of conflicts – functional and dysfunctional aspects - Organizational Change – Process - Pressures for change – Resistance to Change – Overcoming Resistance to Change.

Suggested Books:

1. Koontz and Weichrich, Essentials of Management – Tata McGraw-Hill
2. Fundamentals of Management: essential Concepts and Applications, Pearson
3. Robbins Stephen. P and Mary Coulter – Management – PHI publisher.
4. Fred Luthans, Organizational Behavior, Tata McGraw Hill.
5. Stephen P. Robbins, Organizational Behavior, Pearson Education, New Delhi.
6. Aswathappa.K., Organizational Behavior, Himalaya Publishing House, New Delhi.

Web References:

1. <http://www.universityofcalicut.info/syl/management>
2. <https://www.managementstudyguide.com/manpower-planning.htm>
3. <https://www.businessmanagementideas.com/notes/managementnotes/coordination/coordination/21392>
4. <https://www.investopedia.com/terms/o/organizational-behavior.asp>

Course Objectives:

- | | L | P | C | INT | EXT |
|---|---|---|---|-----|-----|
| 1. To introduce the fundamental concepts of Economics and Business Economics. | 4 | - | 4 | 40 | 60 |
- To explain the difference between short-run and long-run costs.
 - To familiarize students with various methods of pricing policies.
 - To understand the concept of Inflation, its types, causes, affects, and control measures.
 - To explore sources and significance of industrial finance in India.

Course Outcomes:

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

- Explain the basic principles of Economics and Business Economics.
- Define and classify the different types of business costs.
- Explain the significance of pricing policy in achieving business goals.
- Identify different types of Inflation and assess their effects on business and society.
- Identify various sources of industrial finance and their role in promoting business.

UNIT – I**[CO:1] (9)**

Introduction to Economics and Demand: Introduction to Economics and Business Economics - Micro Vs Macro Economic Concepts - Demand - Types of Demand - Factors Determining Demand - Law of Demand - Exceptions to the Law of Demand - Elasticity of Demand - Types of Elasticity of Demand - Demand Forecasting - Methods of Demand Forecasting.

UNIT – II**[CO:2] (9)**

Understanding Costs and Production: Cost - Various Concepts of Costs - Short run and Long run - Break Even Analysis - Production - Factors of Production - Production Function - Laws of Production - Law of Diminishing Returns and Returns to Scale - Economies and Diseconomies of Scale.

UNIT – III**[CO:3] (9)**

Market Models and Pricing Decisions: Perfect Competition - Features - Monopoly - Features - Monopolistic Competition - Features - Oligopoly - Classification - Features - Pricing under Different Markets - Long run and Short run Cost Curves - Pricing Policy - Importance, Factors affecting Pricing Policy - Methods of Pricing Policy.

UNIT – IV**[CO:4] (9)**

Macroeconomic Policies: National Income Concepts - GDP, GNP, NNP, NDP, PI, DPI - Methods of Measuring National Income - Problems of Measurement - Importance of National Income - Monetary policy - Fiscal Policy - Inflation - Types of Inflation - Effects & Control of Inflation.

UNIT – V**[CO:5] (9)**

Economic Environment and Reforms in India: Macro Economic Environment - Economic Transition in India - A Quick Review - Liberalization, Privatization and Globalization - Business and Government - Public - Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

Suggested Books:

- Business Economics** – H.L. Ahuja, S. Chand & Company.
- Managerial Economics and Business Strategy** – Michael Baye& Jeffrey Prince, McGraw-Hill.
- Managerial Economics** – Joel Dean, Prentice Hall.
- Principles of Economics** – N. Gregory Mankiw, Cengage Learning.
- Managerial Economics and Business Strategy** – Michael Baye& Jeffrey Prince, McGraw-Hill.

Web References:

- <https://www.investopedia.com> – Easy reference for economic concepts.
- <https://www.economicdiscussion.net> – Articles and notes on economics.
- <https://www.niti.gov.in> – Indian economic planning and policy resources.
- <https://www.oecd.org/economics> – International economic analysis and forecasts.

Course Objectives:	L	P	C	INT	EXT
<ul style="list-style-type: none"> To know the need and importance of Statistics in business and to enable students to learn measure of central tendency and understand its significance. To enable students to learn measure of dispersion and understand its significance. To understand the basic concepts of probability, multiplication and Bayes theorems. The ability to understand the basic principles of various probability distributions. To understand the importance of correlation, regression and method of least squares. 	4	-	4	40	60

Course Outcomes: Students will be able to

- To understand the basics of statistics and to enable the student to understand and use the measures of central tendency.
- To enable the student to understand and use the measures of dispersion.
- Use the concept of probability and conditional probability, multiplication and Bayes theorem to determine the outcomes.
- Apply the knowledge of distribution theory to both hardware and software design problems
- To understand the basic idea of statistics including correlation, regression and method of least squares.

Unit-I: Introduction to Business Statistics and Measures of Central Tendency [CO1] (9)

Statistics – Meaning and Scope of Business Statistics, Introduction to Measure of Central Tendency, Types of Data, Frequency Distribution, Mean, Median, Mode, Geometric mean and Harmonic mean (Discrete Series and Continuous Series)

Unit-II: Measures of Dispersion**[CO2] (9)**

Introduction to Measures of Dispersion, Objectives or Significance of the Measures of Dispersion, Range, Quartile Deviation, Mean Deviation and Standard Deviation (Discrete Series and Continuous Series).

Unit-III: Basic Probability:**[CO3] (9)**

Concept of probability, Probability rules, Conditional probability and Multiplication theorem, Bayes theorem.

Unit-IV: Discrete and Continuous Probability Distributions:**[CO4] (9)**

Random variables, Discrete and Continuous random variables, Binomial distribution, Poisson Distribution, Normal distribution and Exponential distribution.

Unit-V: Applied Statistics:**[CO5] (9)**

Correlation and regression – Rank correlation. Curve fitting by the method of least squares- fitting of straight lines, second degree parabolas and more general curves.

Suggested Books:

- V.K. Kapoor and S.C. Gupta: Fundamentals of Mathematical Statistics, Sulatan Chand & Sons, New Delhi.
- Miller & Freund's Probability and Statistics for Engineers, Sixth Edition, Richard A. Johnson
- Sharma J K, Business Statistics, Pearson Education, 2nd Edition, 2007.
- Arora, P N, Arora, Sumeet and Arora, Amit, Managerial Statistics, S. Chand, 1st Edition, 2009.
- R. David Anderson et al.: Statistics for Business and Economics, Cengage, 14th, Edition, 2024.

MS114 – ACCOUNTING FOR MANAGEMENT

Course Objectives:

By the end of this course, students will understand the

1. Accounting concepts and theories.
2. Correct usage of the concepts for financial analysis.
3. Successful marginal costing concepts.
4. Knowledge in budget and budgetary control aspects.
5. Contemporary developments.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

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

1. Use the concepts for analysis in Accounting.
2. Compose effectively the financial analysis for a managerial interface.
3. Apply cost accounting concepts to business.
4. Improve clarity on budgeting and control techniques.
5. Get knowledge on contemporary developments.

Unit I:

[CO: 1] (9)

Financial Accounting: Meaning - Objectives - functions. - Accounting Concepts and conventions. Journal – Ledger– Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - (Theory & Problems)

Unit II:

[CO: 2] (9)

Financial Statement Analysis: Objectives - Techniques of Financial Statement Analysis: Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement & Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement –(Theory)

Unit III: Marginal Costing:

[CO: 3] (9)

Definition - the distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio, the margin of safety - Decision making under marginal costing system-, make or buy decisions, export decision, sales mix decision –(Theory)

Unit IV: Budget, Budgeting, and Budgeting Control:

[CO: 4] (9)

Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting. Standard costing and variance analysis –(Theory)

Unit V: Cost Accounting:

[CO: 5] (9)

Contemporary developments: Inflation Accounting – HR Accounting – Responsibility Accounting – Reporting to management – (Theory)

Suggested Books:

1. M. Pandey: Management Accounting Vikas Publishing House. ND SN Maheswari, Management Accounting - Sultan Chand & Sons.
2. Horngren Sunderu Stratton, Introduction to Management Accounting - Pearson Education
3. Gupta, A., Financial Accounting for Management: An Analytical Perspective, Pearson,
4. B. Banerjee, Financial Policy & Management Accounting, PHI, New Delhi
5. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
6. Horngren, C.T., Introduction of Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.

Web References:

1. <https://www.investopedia.com/terms/m/managerialaccounting.asp>
2. <https://www.youtube.com/watch?v=Lz2VFRYBdm03>. <https://www.financestrategists.com/accounting/management-accounting/budget-and-budgetary-control/>
3. <https://www.financestrategists.com/accounting/management-accounting/budget-and-budgetary-control/>

MS 115 - ENVIRONMENT OF BUSINESS

Course Objectives:

By the end of this course, students will understand the

1. Structure and dynamics of the business environment.
2. Cultural factors influencing business decisions.
3. Societal and ethical factors influencing business ideas.
4. Political and technological factors influencing business policies.
5. Role of different economic systems in shaping business strategy.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

After completing this course, students will be able to,

1. Evaluate the key components of the business environment affecting organizational strategy.
2. Interpret Cultural policies to assess their implications for business operations.
3. Understand societal and ethical environment issues guiding business practices in India.
4. Analyze the influence of political and technological issues on business models.
5. Assess current business forms and formulate strategic responses.

UNIT – I:

[CO: 1] (9)

Business Environment: Business Characteristics, Scope & Objectives – Environment and its functions – Business Environment Features, Importance and elements – Environmental Scanning importance, components and techniques.

UNIT – II:

[CO: 2] (9)

Socio - Cultural Environment: Social responsibility – Social responsibilities of business towards investors, employees, consumers, society and government – Culture characteristics and elements – Impact of culture on business – Indian value system.

UNIT – III:

[CO: 3] (9)

Ethical and Economical Environment: – Business Ethics nature, importance and advantages – Economic Environment elements and factors affecting for business – Economic Planning in India and its objectives.

UNIT – IV:

[CO: 4] (9)

Political and Technological Environment: State and Government regulations on business – Industrial Licensing and Industrial licensing policy – Technology and impact of technology on business.

UNIT – V:

[CO: 5] (9)

Economic Systems and Business Forms: Capitalist economy features, merits and demerits – Socialist economy features, merits and demerits – Mixed economy features, merits and demerits – Sole Proprietorship, Partnership and Joint Stock Company form of businesses – Public and Private Limited Companies.

Suggested Books

1. Business Environment by Francis Cherunilam. A comprehensive book covering all aspects of business environment with Indian and global context.
2. Business Environment: Text and Cases by Aswathappa K. Well-structured content with real-life case studies and practical examples.
3. Business Environment by Justin Paul. Covers economic, political, social, and technological environment with global perspectives.
4. Business Environment by C.B. Gupta. Detailed explanation of business environment factors, policies, and regulations.

Web References

1. <https://www.investopedia.com/terms/b/business-environment.asp>
2. <https://economictimes.indiatimes.com/definition/business-environment>
3. <https://hbr.org/>
4. <https://www.doingbusiness.org/>
5. <https://www.oecd.org/business/>

Course Objectives:

1. To understand the role of communication in business.
2. To demonstrate interpersonal and intra personal communication.
3. To know the essentials of effective business correspondence.
4. To plan and organize oral presentations.
5. To understand the various contemporary aspects of communication.

Course Outcomes:

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

1. Distinguish between written and oral communication.
2. Leverage different communication styles in team communication
3. Apply the written skills and email communication at business.
4. Prepare the resume and effectively participate in interviews.
5. Practice cross cultural and global communication.

UNIT I Introduction:

[CO1] (9)

Business Communication –Nature and Scope of Communication - Objective of Communication – Process of Communication –Communication Barriers – Types of Communication; Written Communication – Oral Communication – Visual Communication – Audio Visual Communication – Developing Listening Skills – Improving Non- Verbal Communication skills – Understanding Cultural Effects of Communication.

UNIT II Managing Organization Communication:

[CO2] (9)

Formal and Informal Communication – Intra and Inter Personal Communication – Models for Inter personal Communication – Role of Emotion in Inter Personal Communication – Communication Styles –Gateways to Effective Interpersonal Communication - Team Communication.

UNIT III Business Writing Skills:

[CO3] (9)

Significance of Business Correspondence, Essentials of Effective Business Correspondence – Business Letter and Forms – Oral Presentations – Meetings, Telephone Communication -Use of Technology in Business Communication – E- Mail Messages – WhatsApp.

UNITIV Effective presentation and Interview Skills:

[CO4] (9)

Role of Business Presentations – Planning and Organizing Presentations – Team Presentations – Online Presentations – Group Discussions - Preparing Resume – Resume formats – Preparing for interviews– Appraisal Interviews – Exit Interviews – Web/ Video Conferencing and Tele-Conferencing.

UNIT V Contemporary Aspects in Communication:

[CO5] (9)

Business etiquette–Emotional Intelligence – Personalized communication – Interactive Communication – Multi Channel Communication - Public Relations Management – Cross Cultural Communication – Global Communication.

SuggestedBooks:

1. K.Bhardwaj,ProfessionalCommunication, IKInt.Pub.House,New Delhi.
2. Krizan,Merrier,LoganandWilliams,EffectiveBusinessCommunication,Cengage,NewDelhi.
3. HCGupta,SGTelang,BusinessCommunication,Wisdom, Delhi
4. Mrs. Veera Thakur, Mr.VikrsntVerma Business Communication and Soft skills, Thakur Publication.
5. Penrose,BusinessCommunicationfor Managers, Cengage,NewDelhi
6. McGrath,BasicManagerialSkillsforAll5thEdition,PrenticeHallofIndia.
7. UrmilaRai&S.M.Rai,BusinessCommunication,HimalayaPublishers

Web References:

1. http://www.writingcommission.org/pr/writing_for_employ.html
2. <https://www.verywellmind.com/what-is-active-listening-3024343>

MS151 – INFORMATION TECHNOLOGY LAB

Course Objectives:

L	P	C	INT	EXT
4	-	4	40	60

1. To provide hands-on use of Microsoft Office 365 applications
2. To help the student to work with Microsoft Word
3. To make the student create Professional PowerPoint Presentations,
4. To provide a foundational understanding of Microsoft Excel for data entry, editing, and analysis, including cell referencing, conditional formatting, and data visualization.
5. To develop proficiency in using Excel's basic and advanced functions to perform calculations, logical operations, and data lookups for efficient data management.

Course Outcomes:

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

1. Create and format professional Word documents by applying styles, fonts, paragraph settings, and page layouts.
2. Create visually appealing presentations with consistent formatting using slide master templates.
3. Create, edit, and print Excel worksheets, including formatting cells and managing layouts.
4. Use basic Excel functions (SUM, MAX, MIN, COUNT and AVERAGE) to perform common calculations.
5. Develop Professional in Excel sheets using Office suite.

Experiments:

1. Introduction to Microsoft Word – Formatting of Word Document – Formatting of Tables & Images – Smart Art
2. Mail Merge, Macros
3. Introduction to PowerPoint – Working in Slide Master
4. Slide Animation and Transition- Setting up Slide Show.
5. An Introduction to MS- Excel- Editing and Printing of Worksheets-Cell Referencing – Conditional Formatting
6. Sorting and Filtering data – What IF Analysis: Scenario Manager, Goal Seek,
7. Data Table- Graphs and Charts, Pivot Tables and charts.
8. Basic Excel Functions (Sum, Max, Min, Count, Average)
9. Logical Functions (AND, OR, NOT)
10. Writing conditional expressions (using IF)
11. Aggregation/Power Functions (CountIF, CountIFS, Using lookup and reference functions (VLOOKUP, HLOOKUP, XLOOKUP)
12. (MATCH, INDEX, OFFSET, LOOKUP)

Suggested Books:

1. ITLESL – Introduction to Information Technology (Pearson, 2nd Edition).
2. Peter Weverka with Timothy L. Warner (2014). Microsoft Office 365 All in One Dummies, Wiley Publishers.
3. Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2014) Multivariate Data Analysis. 7th Edition, Pearson Education, Upper Saddle River.

Web References:

1. <https://learn.microsoft.com/en-us/training/modules/get-started-word/>
2. <https://edu.gcfglobal.org/en/word2016/working-with-tables/1/>
3. <https://support.microsoft.com/en-us/office/create-a-pivot-table-to-analyze-worksheet-data-a9a84538-bfe9-40a9-a8e9-f99134456576>

MASTER OF BUSINESS ADMINISTRATION (MBA)
R 25- REGULATIONS
I YEAR – II SEMESTER MBA SYLLABUS (w.e.f 2025-26)
MS121 – LEGAL ASPECTS OF BUSINESS

Course Objectives:	L	P	C	INT	EXT
	4	-	4	40	60

1. To provide the basic understanding of contracts, and types, under the Indian Contract Act, 1872.
2. To understand the types, features, and legal rules of negotiable instruments.
3. To gain knowledge of sale of goods and rights of an unpaid seller.
4. To know the company types, formation, share issues, and management under the Companies Act, 2013.
5. To understand consumer rights, and redressal under the Consumer Protection Act, 1986.

Course Outcomes:

After successful completion of the course, the student will be able to

1. Understand the essential elements, types, and legal principles of contracts under the Indian Contract Act, 1872.
2. Understand the basic rules and types of negotiable instruments.
3. Explain the essentials of sales contracts and the remedies available to an unpaid seller.
4. Know the basic concepts of company types, formation, share issues, and management.
5. Understand consumer rights, trade practices, and dispute redressal under consumer law.

UNIT I

[CO:1] (9)

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, Breach of contracts and its Remedies.

UNIT II

[CO:2] (9)

The Sale of Goods Act 1930: Nature of Sales contract, Documents of title, risk of loss, Conditions and Warranties, performance of sales contracts, rights of an unpaid seller.

UNIT III

[CO:3] (9)

Negotiable Instruments Act 1881: Negotiable Instruments – Promissory Note, Bills of Exchange & Cheque, Differences, Essential elements, Parties to Negotiable Instruments, Dishonor & Discharge of a Negotiable Instrument.

UNIT IV

[CO:4] (9)

The Companies Act 1956 & 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, role of directors. Winding up of companies, Corporate Governance.

UNIT V

[CO:5] (9)

Consumer Protection Act, Cyber Laws & IPR: Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums. Cybercrimes, Cyber Laws, Introduction to IPR - Copyrights, Trademarks, and Patent Act.

Suggested Books:

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. M.C. Kuchchal, VivekKuchchal, “Mercantile Law”, 2013, 8th Ed, Vikas Publishing House Pvt. Ltd.
3. AkhileshwarPathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
4. S.S Gulshan, Business laws, 2010, Excel Books.
5. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
6. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand

Web References:

1. <https://www.indiacode.nic.in/bitstream/123456789/2187/2/A187209.pdf>
2. <https://indiankanoon.org/doc/1132672/>
3. <https://www.mca.gov.in/content/mca/global/en/acts-rules/companies-act/companies-act-2013.html>
4. <https://e-book.icsi.edu/Default.aspx?page=rules>
5. https://www.indiacode.nic.in/bitstream/123456789/6922/1/consumer_protection_act_1986.pdf

MS122 –RESEARCH METHODOLOGY

Course Objectives:

1. To equip the students with the basic understanding of research methodology
2. To disseminate the concepts of research methodology and provide insight into the development of research methodology concepts.
3. To familiarize the role of analytics for the purpose of management decision making.
4. To understand the concept of Data and its role in analytics
5. To understand the concepts of data storage

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

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

1. To get the knowledge of research methodology
2. To develop the process of research methodology.
3. To know the fundamentals of Business Analytics
4. To know the role of Data in Research
5. To understand the concepts of data storage.

Unit-I

[CO:1] (9)

Introduction: Meaning and Importance of Research – Nature and Scope of Research Methodology, Research Process – Research Objectives – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

Unit-II

[CO:2] (9)

Research Design and Sampling: Concept of Research Design – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non – Probability Sampling – Convenience Sampling – Judgement Sampling – Quota Sampling.

Unit-III

[CO:3] (9)

Data collection and measurement: Data Collection; Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Unit-IV

[CO:4] (9)

Research and Data: Meaning and Importance of business data– Data for Business Research– Data reliability and validity – Analysis of Data – Introduction to SPSS.

Unit-V

[CO:5] (9)

Research Data Analytics: Business data analysis as Solution for Business Challenges – Master Data Management: Data Warehousing – Data Mining – Meta Data – Data Marts –Data Integration – Concept of OLTP and OLAP.

Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornhill, Research Methods for Business Students, Pearson, ND
2. Churchill, Iacobacci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Bhattacharya D. K., “Research Methodology”, Excel Books, New Delhi. 2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
5. Panneerselvam.R., RESEARCH METHODOLOGY, Prentice hall of India, New Delhi, 2005.
6. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010. 5. K.V. Rao, “Research Methodology in Commerce and Management”, Sterling Publishers, New Delhi, 2012.
7. R.N Prasad and Seema Acharya, “Fundamentals of Business Analytics”, Wiley India Publication.
8. James R.Evans, Business Analytics Methods, Models and Decisions, Pearson, 2015.

Web References:

1. <https://www.classcentral.com/course/swayam-business-research-methods-1981>
2. <https://www.ibm.com/think/topics/business-analytics>.

MS 123 - HUMAN RESOURCE MANAGEMENT

Course Objectives:

1. To outline key HRM functions and role of HR Manager.
2. To analyze the process of HR planning and factors influencing recruitment.
3. To understand the various training methods and appraisal programs.
4. To gain knowledge on Job evaluation and key elements of grievance procedure.
5. To Analyze the Quality of Work Life (QWL) and evolving role of HRM.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

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

1. Understand the significance of HRM and methods of Job analysis.
2. Identify Purpose and significance of Recruitment and selection.
3. Able to understand different types of training methods and administering performance appraisal
4. Understand the carrier planning and development.
5. Gain knowledge on strategies to improve QWL, HRIS and HR Audit.

UNIT – I:

[CO: 1] (9)

Human Resource Management: Nature – significance – functions of HRM – Qualities and Role of HR Manager – HRM Models – Job Analysis – Objectives and methods of Job Analysis – Line and Staff responsibility.

UNIT – II:

[CO: 2] (9)

Human Resource Planning: Objectives – process – factors affecting HR Planning – Requisites for successful HR Planning. Recruitment – purpose – factors influencing, sources of recruitment. Selection – Essentials – Process – Placement – Induction & orientation.

UNIT – III:

[CO: 3] (9)

Development and Performance Management: Training– Methods – Training Procedure – Evaluating Effectiveness of Training – Management Development. Performance Appraisal: Characteristics – Objectives - Importance – Limitations - Process – Essentials - Methods of Performance Appraisal – Developing and Administering appraisal programme.

UNIT – IV:

[CO: 4] (9)

Job Evaluation: Characteristics - Significance – Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure.

UNIT – V:

[CO: 5] (9)

Quality of Work Life (QWL): Meaning, conditions, specific issues in QWL – strategies for improvement of QWL. Changing Role of HR – HRIS and HR Audit – HR in Knowledge Era.

Suggested Books:

1. Aswathappa.K., Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, Personnel/ Human Resource Management, Pearson Publications.
3. Edwin B.Flippo, Personnel Management, McGraw-Hill.
4. P.Subba Rao, Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
5. V.S.P.Rao, Human Resources Management, Excel Books, New Delhi.
6. T.V. Rao, “Performance Management & Appraisal Systems”, SAGE Publications.

Web References:

1. www.whatishumanresource.com
2. www.managementstudyguide.com
3. www.humanresources.about.com
4. www.managementhelp.org

Course Objectives:

1. To outline key Finance Functions and role of Finance Manager.
2. To understand capital budgeting techniques for effective investment decisions..
3. To analyze financing decisions using leverage and EBIT–EPS concepts
4. To gain knowledge on Dividend Valuation models.
5. To analyze the Working Capital of an organization.

Course Outcomes:

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

1. Understand the significance of Finance Management and role of Financial Manager.
2. Identify Purpose and significance of Investment Decision by using Capital Budgeting techniques.
3. Evaluate financing decisions using leverage, EBIT–EPS analysis to determine optimal capital structure.
4. Understand the different models in Dividend Decision.
5. Gain knowledge on Estimation of Working Capital.

UNIT – I**[CO1] (9)**

Foundations of Finance: Introduction to Finance and Financial Management – Nature and Scope of Financial Management – Functions of Financial Management – Objectives of Financial Management – Role of a Financial Manager.

UNIT – II**[CO2] (9)**

Investment Decision: Significance and types of Investment Decisions– Steps in Capital Budgeting Process – Traditional techniques – Discounted Cash Flow techniques – Capital Rationing.

UNIT – III**[CO3] (9)**

Financing Decision: Concept of Leverage – Types of Leverages – Measurement of Leverages – Degree of Operating Leverage – Financial Leverage – Combined Leverage – EBIT - EPS Analysis (Problems).

Capital Structure: Concept – Factors determining Capital Structure - Capital Structure theories: Net Income Approach, Net Operating Income Approach, MM Hypothesis.

Cost of Capital: Concept of Cost of Capital – Cost of Debt – Cost of Preferential shares – Cost of Equity shares – Cost of Retained Earnings – Weighted Average Cost of Capital (Problems).

UNIT – IV**[CO4] (9)**

Dividend Decisions: Meaning and significance of dividend – Concept of relevance and irrelevance theories – Walter’s Model – Gordon’s Model – MM Model.

UNIT – V**[CO5] (9)**

Working Capital Management: Concept of Working Capital – Determinants of Working Capital – Operating Cycle - Estimation of Working Capital requirements – Components of Working Capital – Recent advances Fintech solutions.

Suggested books

1. I. M. Pandey – *Financial Management*, Vikas Publishing House.
2. Prasanna Chandra – *Financial Management*, Tata McGraw Hill, New Delhi.
3. M. Y. Khan&P. K. Jain – *Financial Management*, Tata McGraw Hill, New Delhi.
4. James C. Van Horne – *Financial Management*, Prentice Hall of India, New Delhi.
5. Sheeba Kapil – *Financial Management*, Pearson Education, 2011.
6. P. C. Tulsian – *Financial Management*, S. Chand.

Web References:

1. <https://corporatefinanceinstitute.com/resources/>
2. <https://fpacert.afponline.org/candidates/suggested-references>
3. <https://www.oreilly.com/library/view/handbook-of-finance/9780470080139/>

MS 125 – MARKETING MANAGEMENT

Course Objectives:

1. To outline key marketing concepts and its application to different markets through STP.
2. To Analyze different product offerings and price mechanisms.
3. To understand the various marketing channels and elements of promotion mix.
4. To gain knowledge on Digital marketing.
5. To Analyze the Digital and Social Media platforms.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

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

1. Examine Marketing concepts and phenomenon to current business events in the Industry.
2. Identify product mix, product line and price structures offered by an organization.
3. Able to understand different types of marketing channels, conflicts and marketing communication process.
4. Understand the Digital Marketing process.
5. Get knowledge on Mobile Marketing and Social media marketing.

UNIT I

[CO1] (9)

Introduction: Marketing concept - Selling concept, Need and Significance of Marketing in Business - Marketing Environment –Market segmentation - Identifying Market Segments - Market Segmentation Process - - Target Markets –Target Market types – Importance – Positioning – Benefits.

UNIT II

[CO2] (9)

Marketing Information and Research: Role of Marketing Information – Components - Consumer Buying Behavior – Process - Marketing Research – Concept – Scope – Methods - Process – Merits and Demerits – Marketing Audit – Characteristics - Process

UNIT III

[CO3] (9)

Product and Price: Product - Product classification- Product mix decisions - Product line decisions - Product Positioning - Product Differentiation - Product life cycle –New Product Development - Setting the price –Adapting the price - Pricing process - Pricing methods.

UNIT IV

[CO4] (9)

Place and Promotion: Marketing channels - Importance of marketing channels - Types, Causes and managing the conflict - Channel Dynamics – VMS, HMS and MMS - Marketing Communication Process – Promotion Mix: Advertising – 5M's of Advertising - –Personal Selling- Sales Promotion - Types - Publicity.

UNIT V

[CO5] (9)

Emerging Trends in Marketing: Networking Marketing –Tele Marketing - Mobile Marketing –Green Marketing – Services Marketing – Rural Marketing - E Business – Social Media Marketing - YouTube – Facebook – Instagram – Twitter - Google G Suit.

Suggested Books:

1. Philip Kotler and Armstrong, Principles of Marketing, PHI
2. WilliamJStanton,FundamentalsofMarketing,McGraw-Hill.
3. V.S Ramaswamy and S. Namakuari, Marketing Management.
4. Vandana, Ahuja; Digital Marketing, Oxford University Press India.
5. Seema Gupta; Digital Marketing, McGraw Hill Education; First edition
6. Dave Evans., Susan Bratton, Social Media Marketing: The Next Generation of Business Engagement, Wiley.

Web References:

1. <https://www.qualtrics.com/en-au/experience-management/brand/what-is-market-segmentation/>

2. <https://www.salesforce.com/in/marketing/mix/>
3. <https://www.coursera.org/in/articles/digital-marketing>

MS126–PRODUCTION&OPERATIONSMANAGEMENT

Course Objectives:

1. To familiarize the Production & Operations Management
2. To disseminate the concepts of Operations Planning & Control
3. To expose the students to Maintenance Management
4. To gain knowledge on Material Management
5. To know the Quality Management and Standards

L	P	C	INT	EXT
1	-	4	40	60

Course Outcomes:

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

1. Apply knowledge of production and operations functions in an integrated manner.
2. Use specialized knowledge in Operations planning and control to solve business processes.
3. Improve the techniques of Maintenance management in an Organization
4. Get knowledge on the material handling aspects related to materials management.
5. Assess the quality standards and the measurements towards product and industry-wise.

UNIT I

[CO:1] (9)

Introduction : Overview of Production and Operations Management (POM) Function – Historical Development of POM – POM scenario Today – Production Systems - Facilities location - Layout Design - Product and Process Design – Materials Handling - Value Analysis - Operations Strategy

UNIT II

[CO:2] (9)

Operations Planning and Control: - Projects Planning and Control – Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations – Work Design: Method Study and Work Measurement – Work Sampling.

UNIT III

[CO:3] (9)

Maintenance Management: Need for Maintenance Management – Maintenance Alternatives – Equipment life cycle – Managing of Work Environment – Kaizen technique – Waste Management – Safety Management – Reliability Concept

UNIT IV

[CO:4] (9)

Materials Management: An Overview of Materials Management – Material Requirements Planning – Purchase Management – Stores Management – Inventory Planning and Control Systems – Perpetual Inventory Control System.

UNIT V

[CO:5] (9)

Quality Management: Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles – Six Sigma and Kanban System – Total Quality Management.

Suggested Books:

1. Chary, S.N. Production and Operations Management, Tata McGraw Hill, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Gopalakrishnan P. and Sundaresan M., Materials Management - An Integrated Approach, Prentice-Hall of India, New Delhi.
4. Upendra Kachru, — Production & Operations Management, Excel Books.
5. Krishnaswamy K.N., Cases in Production/Operations Management, Prentice Hall of India, New Delhi.

Web References:

1. https://onlinecourses.nptel.ac.in/noc24_mg146/previe
2. https://saylordotorg.github.io/text_operations-management/

MS161-DATABASE MANAGEMENT SYSTEM- LABORATORY (DBMS LAB)

L	P	C	INT	EXT
-	4	2	40	60

Course Objectives:

- To provide a formal foundation in database concepts and technology.
- To understand the practical applicability of database management system concepts.
- To describe the basics of SQL and construct queries using SQL.
- To understand data manipulation language to query, update and manage a database.

Course Outcomes:

At the end of the course, students will be able to

- Gain practical knowledge on designing and creating relational database systems.
- Build queries using SQL DML or DDL commands.
- Formulate the queries required to solve the issues in database.
- Apply various advanced queries execution such as relational constraints, joins, set operations, aggregate functions, and views on database.

List of Experiments:

1. Create Tables (With and Without Constraints),
2. Perform the following on tables
 - i) Inserting
 - ii) Updating
 - iii) Deleting Records in a Table
3. Perform the following on tables
 - i) Saving (Commit)
 - ii) Undoing (rollback)
4. Perform the following on tables
 - i) Altering a Table
5. Perform the following on tables
 - i) Dropping/Truncating/Renaming Tables
6. Create tables for a given set of relation schemes (Primary key & Foreign Key).
7. Perform Simple Queries with Aggregate functions.
8. Perform queries with Aggregate functions (group by and having clause).
9. Perform Queries involving-
 - ii) Date Functions
 - ii) String Functions
 - iii) Math Functions.
10. Implement Joins on tables (Inner Join, Outer Join).
11. Implement concept of subqueries.
12. For a given set of relation tables perform the following:
 - i) Creating Views
 - ii) Dropping views
 - iii) Selecting from a view

Suggested Books:

1. Kevin Loney, Oracle Database 10g the Complete Reference. Tata McGraw-Hill Publishing Company Limited.
2. Scott Urman, Oracle 9i PL/SQL Programming. Tata McGraw-Hill Publishing Company Limited.
3. Parteek Bhatia, Sanjiv Datta and Ranjit Singh, Simplified Approach to Oracle. Kalyani Publishers.

Web References:

1. <https://www.tutorialspoint.com/dbms/>
2. <http://www.studytonight.com/dbms/introduction-to-sql>
3. <http://nptel.ac.in/courses/105102015/37>

II YEAR MBA – I SEMESTER
MS 211 – STRATEGIC MANAGEMENT

L	P	C	INT	EXT
4	-	4	40	60

Course Objectives:

1. To understand the concept, process, and components of strategic management.
2. To analyse internal and external business environments affecting strategy.
3. To study various corporate and competitive strategies used by firms.
4. To examine strategy implementation through leadership, culture, and organizational frameworks.
5. To evaluate strategies using performance measurement and control techniques

Course Outcomes:

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

1. Explain the concepts and process of strategic management.
2. Analyse internal and external environments using strategic tools.
3. Identify different strategies used for achieving competitive advantage.
4. Apply strategy implementation frameworks and leadership approaches.
5. Evaluate organizational performance using strategic evaluation and control techniques.

UNIT-I: [CO1](9)

Introduction: Concept of strategy, Strategic Management-Strategic Management Process -Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy, Role of strategist, Strategic Management in Indian Business Context.

UNIT-II: [CO2](9)

Environmental Analysis: External Environmental Analysis- Techniques for Environmental Scanning - Industry Analysis- Internal environmental analysis-SWOT Analysis-Strategy in VUCA environment (Volatility, Uncertainty, Complexity and Ambiguity) - Porter’s Five forces model -Porter’s Value chain analysis.

UNIT-III: [CO3](9)

Strategy Formulation: Competitive Advantage of a Firm, Types of Strategies – Expansion strategies, Diversification strategies, Retrenchment strategies, Combination strategies, Blue Ocean Strategy, Strategic Business Units, BCG Matrix,

UNIT-IV: [CO4](9)

Strategy Implementation: McKinsey’s 7S framework, Strategies for competing in Globalizing markets– Organizational Culture and Impact on Strategy- Strategic Leadership -Types of Strategic Leadership styles.

UNIT-V: [CO5](9)

Strategy Evaluation and control: Process of Strategy Evaluation and control - Qualitative and Quantitative Techniques for Performance measurement –AI-Based Strategic Evaluation-Benchmarking- Balanced Score card.

Text Books

1. Strategic Management and Business Policy – AzharKazmi, McGraw Hill Education, 2016.
2. Business Policy and Strategic Management – P. Subba Rao, Himalaya Publishing House, 2017.
3. Strategic Management – C. B. Gupta, Sultan Chand & Sons, 2019.

Reference Books

1. Strategic Management: Concepts and Cases – Fred R. David, Pearson Education, 2017.
2. Strategic Management: An Integrated Approach – Charles W. L. Hill and Gareth R. Jones, Cengage Learning, 2017.
3. Strategic Management and Business Policy – Thomas L. Wheelen and J. David Hunger, Pearson Education, 2018.

Web References

1. <https://www.coursera.org/learn/strategic-management>
2. <https://www.edx.org/learn/strategic-management>

MS 212: CORPORATE GOVERNANCE AND ETHICAL PRACTICES

L	P	C	INT	EXT
4	-	4	40	60

Course Objectives:

1. To introduce the concept and importance of Corporate Governance in modern organizations.
2. To understand the structure and role of the Board of Directors in effective governance.
3. To familiarize students with corporate ethics, ethical practices, and Corporate Social Responsibility.
4. To analyze corporate governance failures and understand the need for reforms and accountability.
5. To examine the corporate governance framework in India and the role of regulatory bodies.

Course Outcomes:

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

1. Explain the meaning, principles, and significance of Corporate Governance.
2. Describe the composition and responsibilities of the Board of Directors and governance committees.
3. Analyze ethical issues and evaluate CSR practices in organizations.
4. Identify causes of corporate failures and assess governance reforms and risk management practices.
5. Understand the corporate governance framework and evaluate current challenges and future trends.

UNIT I

[CO1] (9)

Introduction to Corporate Governance: Corporate Governance – Meaning, Definition, Importance and Objectives – Principles of Corporate Governance – Need for Good Corporate Governance in Modern Organizations – Role of Corporate Governance in Economic Development.

UNIT II

[CO2] (9)

Board of Directors and Governance Structure: Board of Directors – Composition – Roles and Responsibilities – Independent Directors – Women Directors – Board Committees (Audit, Nomination, Remuneration, CSR Committee) – Executive vs Non-Executive Directors.

UNIT III

[CO3] (9)

Corporate Governance Failures and Reforms: Causes of Corporate Failures – Role of Auditors and Accountability – Risk Management – Corporate Governance Reforms – Whistle Blowing Mechanism.

UNIT IV

[CO4] (9)

Corporate Governance in India and Reforms: Corporate Governance Framework in India – Corporate Governance Reforms in India – Role of Regulatory Bodies – Corporate Governance Practices in Indian Companies – Challenges and Future Trends in Governance.

UNIT V

[CO5] (9)

Corporate Ethics and CSR: Business Ethics – Ethical Decision Making – Code of Conduct – Corporate Social Responsibility (CSR) – CSR Activities in India – Role of Ethics in Corporate Governance.

Text Books:

1. Corporate Governance – K. V. Bhanu Murthy, Oxford University Press.
2. Corporate Governance: Principles, Policies and Practices – A.C. Fernando, Pearson Education.
3. Business Ethics and Corporate Governance – S.S. Khanka, S. Chand Publications.
4. Corporate Governance and Ethics – N. Balasubramanian, Wiley India.

Reference Books:

1. Corporate Governance in India – N. Balasubramanian, McGraw Hill.
2. Corporate Governance Matters – David Larcker & Brian Tayan, Pearson.
3. Corporate Governance: An International Review – Various Authors, Wiley Publications.
4. Business Ethics – Andrew Crane & Dirk Matten, Oxford University Press.

Web References:

1. <https://www.mca.gov.in> – Ministry of Corporate Affairs, Government of India.

2. <https://www.ibef.org> – Information on Indian corporate practices and policies.
3. <https://www.investopedia.com> – Easy explanations of governance and business concepts.

Course Objectives:

1. To understand the increasing significance of logistics management and importance of supply chain management.
2. To learn the critical elements of customer service and concepts of bench marking.
3. To familiarize Sourcing, Transportation and warehousing decisions.
4. To acquire knowledge on coordination in supply chain and role of IT in supply chain.
5. To understand the differences between domestic LSCM and Global LSCM.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

After successful completion of the course, the students can

1. Identify LSCM activities and drivers of supply chain in a business.
2. Analyze the various elements of customer service to create service driven logistics system.
3. Elaborate the key decisions of logistics and supply chain.
4. Evaluate various Information technologies of Logistics and Supply chain.
5. Compare the logistics and supply chain in National and Global Scenario.

Unit I

[CO1] (9)

Introduction to Digital Logistics and Supply Chain: Concepts of Logistics – Objectives of logistics management – Mission of logistics – components of logistics – definition and importance of supply chain – objectives of supply chain – decision phases in supply chain – Supply Chain Drivers.

Unit II

[CO2] (9)

Customer Service and Supply Chain Benchmarking: Elements of Customer Service – Customer-Centric Supply Chain – Service Driven Logistics System – Concept and Process of Benchmarking – Benefits of benchmarking - Competitive Benchmarking.

Unit III

[CO3] (9)

Logistics and Supply Chain Decisions: Sourcing Decisions – Transportation Decisions – Warehousing Decisions – Material Handling and Packaging Decisions – Digital Procurement and E-Sourcing.

Unit IV

[CO4] (9)

Digital Technologies in Supply Chain: Coordination in the Supply Chain – Role of Information Technology in Supply Chain – Logistics Information Systems – Bar Coding and RFID – Electronic Data Interchange (EDI)– Block chain in Supply Chain – Artificial Intelligence.

Unit V

[CO5] (9)

Global and Digital Supply Chain Management; Concept of Global Logistics – Global vs Domestic Supply Chain Management – Challenges in Global Logistics – E-Commerce Logistics – Digital Supply Chain Platforms – Sustainability and Green Logistics.

Text Books

1. Christopher Martin, *Logistics & Supply Chain Management: Creating Value-Adding Networks*, Pearson Education.
2. R.P. Mohanty and S.G. Deshmukh, *Supply Chain Management*, Jaico.
3. Rahul V. Altekar, *Supply Chain Management: Concepts and Cases*, PHI.

Reference Books

1. Bowersox, Closs& Cooper, *Supply Chain Logistics Management*, McGraw-Hill.
2. G. Raghuram, *Logistics and Supply Chain Management*, Macmillan.
3. K. Shridhara Bhat, *Logistics & Supply Chain Management*, Himalaya Publishing House.

Web references:

1. <http://www.scribd.com/document/812214881/L-SCM-0>
2. https://en.wikipedia.org/wiki/Supply_chain_management
3. <https://www.coursera.org/learn/supply-chain-logistics>

MARKETING SPECIALIZATION
MS 214 DMEL01 – PRODUCT AND BRAND MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

Course Objective:

1. To familiarize the students with the theory and practice of product Management.
- 2 To understand the concepts of product mix and product line.
- 3 To understand the concept of Brand, Building brand and creating value.
- 4 To know the concept of brand positioning and the role of brand
5. To know the concept of brand building and developing loyalty

Course outcomes:

1. Create awareness regarding the product development.
2. Enrich the students with product mix and line decisions
3. To create awareness regarding Brand building techniques.
4. Identify the steps in managing the brands
5. To analyze the strategies for developing loyalty and equity

UNIT I

[CO1] (9)

Product Management: Concept - classifications of product - Fast Moving Consumer Goods and Markets (FMCG), - Product analysis –Product Life Cycle– Market Potential – New Product: Planning.

UNIT II

[CO2] (9)

Product Mix and Line Decisions: Concept of Product Mix and Product line - Product Line Extensions- Concept of Product Positioning: Elements and Methods of Positioning, Communicating the Positioning Strategy, and Developing Positioning Strategy

UNIT III

[CO3] (9)

Concept of Brand: Meaning, Definition - Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution-- Brand Building – Brand Value.

UNIT IV

[CO4] (9)

Managing the Brands: Brand Creation - Brand Extension- Brand, Product relation – Brand assessment through Research – Brand Portfolio and Revitalization – Brand Development through Mergers and Acquisitions – Brand Licensing and Franchising – Role of Packaging and Labeling.

UNIT- V

[CO5] (9)

Brand Equity: Concept of Brand Equity – Customer Based Brand Equity – Brand Loyalty – Brand Personality –Brand Loyalty Programs – Building Global Brands – Branding Failures– Brand Positioning – 3Cs of Positioning.

Text Books:

1. Kenneth B Kahn: New Product Planning (Sage)
2. Mathur.U.C: Product & Brand Management (Excel)
3. RamanujMajumdar: Product Management in India (Prentice Hall)
4. Kevin Lane Keller, Strategic Brand Management, Person Education, New Delhi.

Reference books:

1. Jean Noel, Kapferer, Strategic Brand Management, the Free Press, New York.
2. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York,
3. S.Ramesh Kumar, Managing Indian Brands, Vikas publishing House (P) Ltd.,New Delhi.

Web References:

1. <https://www.sciencedirect.com/topics/business-management/brand-building>
2. <https://www.getabstract.com/en/summary/the-new-strategic-brand-anagement/4243>
3. <https://www.tutor2u.net/business/reference/product-life-cycle-and-product-portfolio>

Course Objectives:

	L	P	C	INT	EXT
1. To make students understand the business visibility and digital marketing trends	3	-	3	40	60
2. To help students to secure more leads and convert them into loyal customers.					
3. To develop an understanding of the importance of digital market planning.					
4. To provide deeper insights into Online Advertising importance of Search Engine Marketing					
5. To make them familiar to extract the benefits for business through social media.					

Course Outcomes:

After successful completion of the course, the students can

1. Understand the applications of digital marketing in the globalized market.
2. Acquire knowledge on Channels of Digital Marketing.
3. Analyze the digital marketing plan.
4. Understand Search engine marketing and Online Advertising.
5. Understand Social Media Marketing.

UNIT – I

[CO1] (9)

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT – II

[CO2] (9)

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

UNIT – III

[CO3] (9)

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

UNIT – IV

[CO4] (9)

Search Engine Marketing and Online Advertising: Importance of SEM, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT – V

[CO5] (9)

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, and LinkedIn, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Text Books:

1. Michael Miller, Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

Reference Books:

1. A. K. Singh – Digital Marketing: Strategy, Implementation & Practice (Cengage)
2. Marketo Press – Digital Marketing for Dummies (Wiley)
3. Rajiv Verma – Digital Marketing (Latest Edition) (McGraw-Hill Education)
4. Damian Ryan – Understanding Digital Marketing (Kogan Page)

Web References:

1. <https://www.sultanchandandsons.com/book/662/digital-marketing>

FINANCE SPECIALIZATION
MS 216 FMEL01 – FINANCIAL MARKETS AND SERVICES

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To enlighten the students with the concepts about Indian Financial system
2. To understand the concepts of financial markets and the types
3. To understand the practical dynamics of Financial Services.
4. To understand the role of merchant banking in financial system and rating agencies
5. To know the concepts of merchant banking

Course outcomes:

1. Enrich the students with the process of transfer of money from surplus to deficit.
2. To know the instruments, institutions and markets in financial system.
3. Understand the role of services in financial system
4. Role of public issues and credit rating agencies in financial system\
5. Enrich the students with importance of venture capital and the role of leasing and venture capital.

UNIT– I

[CO1] (9)

INTRODUCTION: Concept and meaning of Financial System – Structure of Indian Finance System – Functions – Role of Financial System in Economic Development – Financial Sector Reforms.

UNIT– II

[CO2] (9)

FINANCIAL MARKETS: Money Market – Capital Market – Structure of Money Market – Money Market instruments -Term deposits – REPO – Reverse REPO – Inter corporate deposits, certificate of deposit.

UNIT– III

[CO3] (9)

FINANCIAL SERVICES: Concept, Nature and Scope of Financial Services — Growth of Financial Services in India-Role of Financial Services in Economic Development.

Mutual Funds: Concept –Significance – Classification – Merits.

UNIT– IV

[CO4] (9)

MERCHANT BANKING: Meaning – Origin – Types – Functions – Services – Responsibilities in Public Issue Management.

Credit Rating: Meaning – Functions – Credit Rating Agencies – Rating Methodology of CRISIL – ICRA – CARE.

UNIT– V

[CO5] (9)

FINTECH: Evolution of future of fintech India and globe. UPI eco system; Online payments system like phone pay google pay and online banking services, transfer of money through Shift services, Cross border digital payments systems and real time gross settlements.

Text Books:

1. David & Zenoff, Marketing of Financial Services, Ballinger Publishing.
2. Khan M.Y., **Financial Services**, Tata McGraw Hill Education Private Limited, New Delhi.
3. Vasant Desai, **Financial Markets and Financial Services**, Himalaya Publishing House, Mumabi.
4. Siddiah, T., **Financial Services**, Pearson.

Reference Books:

1. TripatyNaliniPrava, **Financial Services**, Prentice Hall of India, New Delhi.
2. Guruswamy.S, **Financial Services**, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
3. V. Avadhani, **Financial Services in India**, Himalaya Publishing House, Mumbai, 2009.
4. Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi.

Web References:

1. <https://www.angelone.in/smart-money/stock-market-courses/understanding-indian-financial-system-structure>.
2. https://en.wikipedia.org/wiki/Unified_Payments_Interface

MS 217 FMEL02 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives:

L	P	C	INT	EXT
3	-	3	40	60

1. To explain the concept, and process of investment and speculation.
2. To understand the functioning of securities markets and different methods of issuing securities.
3. To develop knowledge of risk and return and their measurement in investment decisions.
4. To introduce methods of security valuation and approaches to security analysis.
5. To provide understanding of portfolio construction, evaluation, and revision techniques.

Course Outcomes

1. Identify the concepts and process of investment and the role of securities markets.
2. Explain risk, return, and their measurement in investment decisions.
3. Apply valuation models for equity securities.
4. Analyze securities using fundamental and technical analysis.
5. Evaluate portfolio performance using various portfolio theories and measures.

UNIT-I

[CO1] (9)

Investment: Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue

UNIT-II

[CO2] (9)

Return and Risk – Meaning and Measurement of Security Returns. Meaning of Risk – Types of Risk – Measurement of Risk.

Valuation of Securities: Basic Concepts: Intrinsic value — Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price – Earnings (P/E) Approach.

UNIT-III

[CO3] (9)

Approaches to Security Analysis: Fundamental Analysis: Economy, Industry and Company Analysis.

Technical Analysis: Charting Techniques - Dow Theory - Elliot wave –Relative Strength Index (RSI), Breadth of the Market.

UNIT-IV

[CO4] (9)

Portfolio Analysis and Selection: Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe’s Single Index Model –Capital-Market Theory – CML,SML and Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis (EMH).

UNIT-V

[CO5] (9)

Portfolio Evaluation & Revision: Methods of Portfolio Evaluation – Sharpe’s, Treynor’s and Jensen’s measures of portfolio performance evaluation - Fama’s decomposition of portfolio return.

Text Books:

1. **Security Analysis and Portfolio Management** – Punithavathy Pandian (*Vikas Publishing House*)
2. **Security Analysis and Portfolio Management** – S. Kevin (*PHI Learning Pvt Ltd*)
3. **Security Analysis & Portfolio Management** – VanitaTripathi(*Taxmann*)

Reference Books

1. **Investment Management: Security Analysis and Portfolio Management** – V.K. Bhalla(*S. Chand*)
2. **Investment & Security Markets in India** – V.A. Avadhani(*Himalaya Publishing House*)
3. **Prasanna Chandra – Portfolio Management**(*Tata McGraw Hill*)

Web References

1. https://collegehive.in/docs/4th_sem/site/SAPM/Syllabus.html
2. <https://www.amrita.edu/course/security-analysis-and-portfolio-management/>
3. https://www.msuniv.ac.in/images/research/downloads/course_work_syllabus.pdf

HUMAN RESOURCE MANAGEMENT SPECIALIZATION
MS 216 HREL01 STRATEGIC HUMAN RESOURCE MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To understand the concept, evolution, and strategic role of human resource management in organizations.
2. To explain the process of strategic workforce planning and talent acquisition in organizations.
3. To understand the importance of strategic training, leadership development, and career planning in organizations.
4. To examine performance management systems and compensation strategies used to motivate employees.
5. To understand the implementation and evaluation of HR strategies using HR analytics, change management, and global HR practices.

Course Outcomes:

After completing this course, students will be able to,

1. Explain the role of HR in strategic decision-making & differentiate between traditional HRM and SHRM.
2. Design strategic recruitment and workforce planning methods aligned with organizational goals.
3. Design training and development programs that support long-term organizational strategy.
4. Analyze and design performance appraisal and compensation systems aligned with strategic objectives.
5. Evaluate HR strategies using HR metrics and recommend improvements for organizational effectiveness.

Unit I

[CO1] (9)

Introduction to Strategic Human Resource Management - Concept and evolution of Strategic Human Resource Management, Difference between HRM and SHRM, Role of HR in strategic planning, HR environment analysis (internal and external), Strategic role of HR managers in organizations.

Unit II

[CO2] (9)

Strategic Workforce Planning - Strategic workforce planning process, Job analysis and competency mapping, Talent acquisition strategies, Recruitment and selection in strategic perspective, Employer branding and talent management.

Unit III

[CO3] (9)

Strategic Training and Development - Training and development strategies, Learning organizations and knowledge management, Leadership development programs, Career planning and succession planning Evaluation of training effectiveness.

Unit IV

[CO4] (9)

Performance Management and Strategic Compensation - Strategic performance management systems, Performance appraisal methods, Linking performance with rewards, Compensation strategies and pay structures, Incentives, benefits, and employee motivation.

Unit V

[CO5] (9)

HR Strategy Implementation and Evaluation - HR strategy implementation, HR analytics and HR metrics. Managing organizational change, Global HRM and cross-cultural management, HR audit and evaluation.

Text Books

- 1.Strategic Human Resource Management – Jeffrey A. Mello
- 2.Strategic Human Resource Management: A Guide to Action – Michael Armstrong
- 3.Strategic Human Resource Management – TanujaAgarwala

Reference Books

- 1.Human Resource Management – Gary Dessler
- 2.Human Resource Management – P. Subba Rao
- 3.Human Resource Management – K. Aswathappa

Web References

- 1.<https://www.shrm.org>
- 2.<https://www.cipd.co.uk>

MS217 HREL02 ORGANIZATION CHANGE AND DEVELOPMENT

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To understand the nature, types, and models of organizational change and the role of change.
2. To examine the causes of resistance to organizational change.
3. To understand the concept, values, and models of organizational development.
4. To explain the different types of organizational development interventions.
5. To understand the role of power, politics, ethics, and consultant–client relationships.

Course Outcomes:

After completing this course, students will be able to,

1. Explain how technological advancements influence organizational change.
2. Identify causes of resistance and apply modern strategies and practices to manage change.
3. Explain the principles of organizational development and apply them to enhance teamwork.
4. Evaluate the impact of interventions on organizational development.
5. Evaluate the role of leadership, ethics, and sustainability in the success of organization.

UNIT I

[CO1] (9)

Introduction to organizational change: Nature of change, forces of change, types or styles of change, Change Agents - Planned Change - Unplanned Change – Lewin's Three Step Model, Change Management in the Era of Artificial Intelligence.

UNIT II

[CO2] (9)

Resistance to organizational change and Change Process: Resistance to Change - Individual Factors - Organizational Factors – Techniques to Overcome Resistance to Change, Effectiveness of Change Programs - Change Process, Employee Well-being during Organizational Change .

UNIT III

[CO3](9)

Introduction to organizational Development: OD –Concept and definition, values, assumptions and beliefs in OD– foundations of OD – models or theories – Participation and empowerment – teams and teamwork, Organizational Culture and OD.

UNIT IV

[CO4] (9)

Organizational Development Interventions: Interventions and types of interventions. Individual Interventions - Team Interventions – Comprehensive Interventions – Structural interventions.

UNIT V

[CO5] (9)

Power Politics and Organizational Development: Power and politics in organizations, Research on OD – future of OD. Issues in consultant–client relationship; Mechanistic & Organic systems, Ethical Leadership in Organizational Development

Text Books

1. Organization Development and Change – Thomas G. Cummings & Christopher G. Worley
2. Organization Development: Principles, Processes, Performance – Gary N. McLean
3. Organizational Development – V.S.P. Rao
4. Organization Development and Transformation – T.V. Rao

Reference Books

1. Organizational Behavior – Stephen P. Robbins & Timothy A. Judge
2. Leading Change – John P. Kotter
3. The Fifth Discipline – Peter M. Senge
4. Managing Transitions – William Bridges

Web References

1. <https://www.shrm.org>
2. <https://www.ilo.org>
3. <https://nptel.ac.in>

BUSINESS ANALYTICS & DATA MANAGEMENT SPECIALIZATION
MS216BAEL01: WEB DESIGNING

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To introduce the fundamentals of the Internet and the history of the web.
2. To construct basic Websites using HTML and cascading style sheets.
3. To develop the ability to logically plan and develop web pages.
4. To learn to write, test and debug web pages using HTML and JavaScript.
5. To build dynamic web pages using JavaScript objects.

Course Outcomes:

At the end of this course, the students will be able to

1. Describe the concepts of the World Wide Web, and the requirements of effective web design.
2. Develop web pages using the HTML and CSS features with different layouts as per the need of applications.
3. Support the development of web pages.
4. Write scripts using JavaScript on a web page
5. Use JavaScript System Objects.

UNIT-I

[CO1] (9)

Web Fundamentals – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications.

UNIT-II

[CO2] (9)

Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy.

UNIT-III

[CO3] (9)

Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags.

UNIT-IV

[CO4] (9)

Cascading Style Sheets (CSS) Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images.

UNIT-V

[CO5] (9)

JavaScript Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects.

Text Books:

1. **HTML and CSS: Design and Build Websites** – Jon Duckett
2. **Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript** – Jennifer Niederst
3. **HTML, CSS, and JavaScript All in One, Sams Teach Yourself** – Julie Meloni & Jennifer Kyrnin
4. **Web Design with HTML, CSS, JavaScript and jQuery Set** – Jon Duckett — Combines foundational topics including scripting and styling for modern websites.

Reference Books:

1. **Head First HTML and CSS** – Elisabeth Robson & Eric Freeman
2. **Murach's HTML5 and CSS3: Training & Reference** – Anne Boehm & Zak Ruvalcaba

Web References:

1. <https://developer.mozilla.org/en-US/docs/Web/HTML>
2. <https://developer.mozilla.org/en-US/docs/Web/CSS>
3. <https://developer.mozilla.org/en-US/docs/Web/JavaScript>

Course Objectives:

To understand the Data Mining techniques and general data features.

1. To learn data preprocessing and association rule mining techniques.
2. To know about classification techniques.
3. To know about clustering techniques.
4. To explore the need and application of Map Reduce and various search algorithm

Course Outcomes:

At the end of this course, the students will be able to

1. Explain the fundamental concepts of data mining and the features of data.
2. Discover and measure interesting patterns from different kinds of databases.
3. Demonstrate different classification techniques.
4. Demonstrate various clustering techniques.
5. Design algorithms by employing Map Reduce technique for solving problems.

UNIT I

[CO1] (9)

Introduction:- Structured vs unstructured data, Master data vs transactional data, Systems of Record vs. Systems of Reference, Data Life Cycle, Data hierarchies.

UNIT II

[CO2] (9)

Data modelling: Database modelling, Entity Relation models, Data Normalization, Structured Query Language

UNIT III

[CO3] (9)

Data Warehousing: Enterprise data model, Data Warehouse architecture, Master Data Management, Data Governance processes to support finance and accounting reporting processes, Data Stewardship, Analytical & Operational Master Data Management.

UNIT IV

[CO4] (9)

Data Quality, Data Quality Dimensions: Uniqueness, Consistency, Precision, Timeliness, Integrity, completeness, Maturity Model

UNIT V

[CO5] (9)

Data Security and controls: Data Security Framework, Managing PII Data, Secure Software Development Lifecycle.

Text Books:

1. **Data Management for Researchers** – Kristin Briney
2. **Database Systems: Design, Implementation, & Management** – Carlos Coronel & Steven Morris
3. **The Data Warehouse Toolkit** – Ralph Kimball & Margy Ross
4. **Data Quality: The Accuracy Dimension** – Jack Olson

Reference Books:

1. **Master Data Management and Data Governance** – Alex Berson & Larry Dubov
2. **Data Architecture: A Primer for the Data Scientist** – W. H. Inmon & Daniel Linstedt
3. **Data Quality: Concepts, Methodologies and Techniques** – Carlo Batini & Monica Scannapieco

Web References

1. <https://www.ibm.com/cloud/learn/structured-vs-unstructured-data>
2. <https://www.guru99.com/database-normalization.html>
3. <https://www.oracle.com/data-warehouse/what-is-data-warehousing/>
4. <https://www.talend.com/resources/data-quality-dimensions>

DIGITAL LOGISTICS SPECIALIZATION
MS216 DLEL01 SMART WAREHOUSING AND AUTOMATION

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To introduce the concepts of smart warehousing and warehouse operations.
2. To gain knowledge of warehouse automation technologies and digital systems.
3. To provide knowledge of warehouse automation technologies.
4. To familiarize students with inventory control and warehouse optimization.
5. To analyze the importance of technology in modern warehouse management.

Course Outcomes:

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

1. Understand the fundamentals of international logistics and global trade.
2. Describe warehouse automation technologies and digital tools.
3. Understand the role and benefits of automation in improving warehouse productivity.
4. Gain knowledge of inventory management and warehouse control systems.
5. Analyze the impact of smart technologies on warehouse efficiency and logistics performance.

UNIT 1

[CO1] (9)

Introduction to Warehousing: Importance of Warehousing in Supply Chain – Types of Warehouses – Functions of Warehousing – Traditional vs Smart Warehousing – Role of Warehousing in Logistics – Warehouse Layout and Design – Challenges in Warehouse Management.

UNIT 2

[CO2] (9)

Warehouse Operations and Systems: Warehouse Receiving and Storage – Order Picking and Packing – Material Handling Systems – Warehouse Management System (WMS) – Inventory Tracking Systems – Barcode Technology– Warehouse Information Systems.

UNIT 3

[CO3] (9)

Automation in Warehousing: Introduction to Warehouse Automation – Automated Storage and Retrieval Systems (AS/RS) – Conveyor Systems – Robotics in Warehouses – Automated Guided Vehicles (AGVs) – Benefits of Warehouse Automation.

UNIT 4

[CO4] (9)

Smart Warehouse Technologies: Data Analytics in Warehousing – Smart Sensors and Monitoring Systems – Cloud-Based Warehouse Management – Real-Time Inventory Visibility – Digital Twin Technology in Warehousing.

UNIT 5

[CO5] (9)

Future Trends in Smart Warehousing: E-commerce Warehousing – Last-Mile Fulfillment Centers – Green and Sustainable Warehousing – Smart Packaging Systems – Warehouse Safety and Security Systems –Emerging Trends in Warehouse Automation.

Text Books:

1. Warehouse Management – Gwynne Richards, Kogan Page.
2. Logistics and Supply Chain Management – Martin Christopher, Pearson.
3. Warehouse & Distribution Science – John Bartholdi and Steven Hackman.

Reference Books:

1. Warehouse & Distribution Science – John J. Bartholdi III and Steven T. Hackman
2. Supply Chain Logistics Management – Donald J. Bowersox, David J. Closs, and M. Bixby Cooper
3. Supply Chain Management: Strategy, Planning and Operation – Sunil Chopra and Peter Meindl

Web References:

1. <https://supplychaindigital.com>
2. <https://www.logisticsmgmt.com>
3. <https://www.inboundlogistics.com>
4. <https://www.logiwa.com/complete-guide-to-warehouse-management-systems>

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To understand transport as a derived demand and factors affecting it
2. To analyze transport supply, pricing policies, and cost structures.
3. To study the different transport modes: road, rail, air, and marine.
4. To understand public-private partnerships (PPP) and investment mechanisms.
5. To gain knowledge of Indian and global transport policies and governance.

Course Outcomes:

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

1. Understand transport demand, elasticity, and operator strategies.
2. Analyze transport supply sources, pricing policies, and cost-based pricing.
3. Compare cost structures across road, rail, air, and marine transport.
4. Recognize the role of PPP funding, public sector investments, and risk management.
5. Understand Indian and global transport policies, governance, and market integration forces.

Unit I

[CO1] (9)

Transport Demand: Transport as a Derived Demand – Factors Affecting Transport Demand (Passenger & Freight) – Operator Strategies to Influence Demand – Price and Service Elasticity in Transport Context – Measuring Elasticity for Transport Services.

Unit II

[CO2] (9)

Transport Supply and Pricing: Sources of Transport Supply – Factors Affecting Supply – Transport-Specific Pricing Policies – Price Discrimination in Transport (Road, Rail, Air, Marine) – Customer Needs and Service Considerations – Cost-Based Pricing for Transport Modes.

Unit III

[CO3] (9)

Transport Modes and Cost Structures: Road Transport Cost Structure – Railways Cost Structure – Airline Cost Structure – **Marine Transport Cost Structure** – Economic Forecasting of Transport Demand.

Unit IV

[CO4] (9)

Public-Private Partnership (PPP) Investment: PPP Funding – Public Sector Investments – Value for Money – Transfer of Risk and Commercial Risk – Private Sector Enthusiasm for PPPs – Solutions to Primary Private Sector Concerns.

Unit V

[CO5] (9)

Integrated Transport Policy: Indian Transport Policy – Globalized Integrated Transport Policy – Governance of an Integrated Transport Policy – Market Integration Forces – **Global Transport Policy Trends.**

Text Books:

1. Stuart Cole (2019) Applied Transport Economics- Policy, Management and Decision Making. 3rd Edition, The Chartered Institute Of Logistics & Transport: Uk.
2. Maitri V & Sarkar P.K. (2017). *Theory and Applications of Economics in Highway and Transport Planning*. Standard Publishers
3. Gwilliam, K.M., & Mackie, P.J. (2018). *Economics and Transport Policy*. Routledge: UK.

Reference Books:

1. Emile Quintet & R. W. Vickerman (2005) Principles of Transport Economics Paperback – Import.

Web References:

1. <http://Www.Kuleuven.Be/Traffic/Dwn/H111part4.Pdf>
2. <http://Ocw.Mit.Edu/Courses/Civil-And-Environmental-Engineering/1-201j>
3. [http://Www.Tcd.Ie/Civileng/Staff/Brian.Caulfield/4a8/Lecture%201%20%20transport%](http://Www.Tcd.Ie/Civileng/Staff/Brian.Caulfield/4a8/Lecture%201%20%20transport%20)

ARTTIFICIAL INTELLIGENCE SPECIALIZATION
MS216 AIEL01 INTRODUCTION TO WEB DESIGN (HTML & CSS)

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. Understand the fundamental principles of web design, including planning design concepts.
2. To introduce students to HTML structure, elements, and basic mark-up tags.
3. To teach the concepts of CSS for styling HTML elements, including text and tables.
4. To develop skills in advanced CSS techniques such as grouping, positioning, pseudo-classes, navigation bars, and creating responsive layouts.
5. To provide practical knowledge of publishing, hosting, and maintaining website.

Course Outcomes:

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

1. Design visually appealing, user-friendly home pages and navigation layouts.
2. Create functional HTML pages with headings, paragraphs, lists, tables, hyperlinks and forms.
3. Apply CSS to format and style web pages effectively, controlling layout, fonts.
4. Implement advanced styling and responsive design features to create professional and interactive web pages.
5. Publish and manage websites on the web, ensuring proper navigation, titles, themes.

UNIT-I

[CO1] (9)

Web Design Principles: Basic principles involved in developing a web site, Planning process, Five Golden rules of web designing, Designing navigation bar, Page design, Home Page Layout, Design Concept.

Basics in Web Design: Brief History of Internet, What is World Wide Web, Why create a web site, Web Standards, Audience requirement.

UNIT-II

[CO2] (9)

Introduction to HTML: What is HTML, HTML Documents, Basic structure of an HTML document, creating an HTML document, Mark up Tags, Heading-Paragraphs, Line Breaks, and HTML Tags.

Elements of HTML: Introduction to elements of HTML, Working with Text, Working with Lists, Tables and Frames, Working with Hyperlinks, Images and Multimedia, Working with Forms and controls.

UNIT-III

[CO3] (9)

Cascading Style Sheets: Concept of CSS , Creating Style Sheet , CSS Properties, CSS Styling(Background, Text Format, Controlling Fonts), Working with block elements and objects, Working with Lists and Table, CSS Id and Class, Box Model(Introduction, Border properties, Padding Properties, Margin properties)

UNIT-IV

[CO4] (9)

CSS Advanced: Grouping, Dimension, Display, Positioning, Floating, Align, Pseudo class, Navigation Bar, Image Sprites, Attribute selector, CSS Color, Creating page Layout and Site Designs.

UNIT-V

[CO5] (9)

Web Publishing or Hosting: Creating the Web Site, Saving the site, working on the web site, Creating web site structure, Creating Titles for web pages, Themes-Publishing web sites.

Text Books:

1. Kogent Learning Solutions Inc. HTML 5 in simple steps Dreamtech Press A beginner's guide to HTML NCSA,14th May,2003.
2. Murray,Tom/Lynchburg Creating a Web Page and Web Site College,2002.

Reference Books:

1. Web Designing & Architecture-Educational Technology Centre University of Buffalo. Steven M. Schafer HTML, XHTML, and CSS Bible, 5ed Wiley India .
2. John Duckett Beginning HTML, XHTML, CSS, and JavaScript Wiley India.

Web References:

1. <https://www.w3schools.com/html>
2. <https://www.w3schools.com/css>
3. <https://www.tutorialspoint.com/html/index.htm>

COURSE OBJECTIVES:

1. To introduce the fundamental concepts of AI, its history, current state, and the principles of designing intelligent agents.
2. To develop an understanding of search algorithms and problem-solving techniques used in AI.
3. To teach modeling of constraint satisfaction problems (CSPs) and strategies for adversarial search.
4. To introduce logic-based AI, knowledge representation, propositional logic, and theorem.
5. To provide an overview of AI applications in real-world problems.

L	P	C	INT	EXT
3	-	3	40	60

COURSE OUTCOMES:

After successful completion of the course, the students are able to

1. Explain AI foundations, the concept of rational agents, and differentiate types of environments and agent architectures
2. Implement and analyze search algorithms to solve structured and complex problems efficiently.
3. Formulate CSPs, apply backtracking and constraint propagation, and perform game-based decision-making using alpha-beta pruning.
4. Design knowledge-based agents, represent knowledge logically, and perform inference using propositional logic.
5. Identify and apply AI techniques for solving practical problems in language processing, information systems, and intelligent applications.

UNIT I

[CO1] (9)

Introduction: What Is AI? The Foundations of AI, the History of AI, the State of the Art. **Intelligent Agents:** Agents and Environments, Good Behavior: The Concept of Rationality, The Nature of Environments, The Structure of Agents.

UNIT II

[CO2] (9)

Solving Problems by Searching: Problem-Solving Agents, Search Algorithms, Uninformed Search Strategies. Informed (Heuristic) Search Strategies, Heuristic Functions.

Search in Complex Environments: Local Search and Optimization Problems, Search with Non-Deterministic Actions, Online Search Agents and Unknown Environments.

UNIT III

[CO3] (9)

Constraint Satisfaction Problems: Defining Constraint Satisfaction Problems, Constraint Propagation: Inference in CSPs, Backtracking Search for CSPs.

Adversarial Search and Games: Game Theory, Optimal Decisions in Games, Heuristic Alpha-Beta Tree Search.

UNIT IV

[CO4] (9)

Logical Agents: Knowledge-Based Agents, The Wumpus World, Logic, Propositional Logic, Propositional Theorem Proving.

UNIT V

[CO5] (9)

Applications: AI applications, Language Models, Information Retrieval, Information Extraction, Natural Language Processing, Machine Translation, Speech Recognition.

TEXT BOOKS:

Artificial Intelligence-A Modern Approach, Stuart Russell and Peter Norvig, Fourth Edition, Pearson Education

REFERENCE BOOKS:

1. Artificial Intelligence, E. Richard K.Knight,3rdEdn.,(TMH)
2. Artificial Intelligence, 3rdEdn.,Patrick Henny Winston,3rdEdn.,Pearson Education.
3. A First Course in Artificial Intelligence, Deepak Khemani, Tata Mc-Grah Hill.

Web References

1. <https://ai.stanford.edu>
2. <https://www.aaai.org>
3. <https://www.geeksforgeeks.org/search-algorithms-in-artificial-intelligence/>

II YEAR MBA – II SEMESTER
MS221 - INTERNATIONAL BUSINESS

L	P	C	INT	EXT
4	-	4	40	60

Course Objectives:

1. To understand the concept of international business and IB environment.
2. To outline the various major trading blocs.
3. To gain knowledge on entry and growth strategies of global business.
4. To analyze the foreign exchange markets and opportunities.
5. To understand the different global business operations.

Course outcomes:

After successful completion of the course, the students

1. Able to know business at global level and impact of IB environment
2. Understand the multilateral trade negotiations
3. Get knowledge global business strategies.
4. Examine the foreign exchange market mechanism.
5. able to understand the Business operations at global level.

Unit I

[CO1] (9)

International Business an Overview: Concept of International Business - Stages of International Business – Approaches of International Business – International Business Environment – Economic, Political, Legal, Demographic, Socio and Cultural environment.

Unit II

[CO2] (9)

Economic Integration: Tariff and Non-Tariff Barriers. Multilateral Trade Negotiations – GATT– World Trade Organization – Structure and Functions- TRIPs and TRIMs – Economic Integration, Major trading blocs: EU, NAFTA, ASEAN, UNCTAD and SAARC.

Unit III

[CO3] (9)

Global Business Strategies: Global Market entry strategies – Exporting, Licensing, Franchising, Contract Manufacturing. Strategies for Growth: Startups, Mergers, Acquisitions, Takeover, Joint Ventures & Strategic Alliances – Turnaround Market strategies.

Unit IV

[CO4] (9)

Foreign Exchange and global Business: Foreign Exchange Markets: Foreign Exchange market mechanism; Exchange rate determination, Disequilibrium in BOP, Methods of Correction and its effect on Global Business.

Unit V

[CO5] (9)

Global Business Operations: Global Manufacturing Management – Global Marketing Management – Global HRM – Global E-Business – Global Logistics.

Text Books:

1. Aswathappa, K, “International Business”, Tata Mc Graw Hill, New Delhi.
2. Bhalla V.K. International Economy, Liberalization Process, New Delhi, Anmol.
3. Francis Cherunilam, International Business, Text and Cases, Prentice Hall of India.
4. Daniel John D and redebough, Lee. H., International Business, Addison Wesley India.

Reference Books:

1. Deresky, H. – *International Management: Managing Across Borders and Cultures*
2. Cavusgil, S. T., Gary Knight & John Riesenberger – *International Business: The New Realities*
3. Gupta, C. B. – *International Business* – Reference focusing on IB concepts, WTO, and global strategies.

Web References:

1. <https://open.umn.edu/opentextbooks/textbooks/international-business>
2. <https://books.opencourseware.online/pg420/chapter-4-international-business/>
3. https://www.wto.org/english/res_e/reser_e/wtr_e.htm

Course Objectives:

1. To understand the concept and role of entrepreneurship in economic development.
2. To learn project management and sources of entrepreneurial finance.
3. To understand the role of small scale industries and support institutions.
4. To understand government support and incentives for entrepreneurs.
5. To identify problems of entrepreneurs with start-ups and digital entrepreneurship.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

After successful completion of the course, the students

1. Identify the concept and characteristics of entrepreneurship.
2. Explain project management and feasibility analysis.
3. Examine the role of small scale industries and support agencies.
4. Describe government policies and incentives for entrepreneurship.
5. Analyse entrepreneurial problems and start-up opportunities.

Unit I

[CO1] (9)

The Entrepreneurial Development Perspective: The Concept and Evolution of Entrepreneurship Development, Characteristics, Role and Different Forms of Entrepreneurship, Attributes and Characteristics of a Successful Entrepreneur, Role of Entrepreneurs in the Indian Economy,

Unit II

[CO2] (9)

Feasibility Analysis and Investment Appraisal: An Overview of Project Life Cycle, Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing Funds Requirement, Schemes offered by Financial Institutions like Industrial Development Bank of India, Industrial Credit and Investment Corporation of India, Small Industries Development Bank of India, Venture Capital Funding, Project Appraisal and Reports.

Unit III

[CO3] (9)

Entrepreneurship in Small Scale industry: Present Status of Entrepreneurship in Small Scale Industries in India, Various Problems faced by Entrepreneurs, Role of Support Agencies such as District Industries Centre (DIC) and Small Industries Service Institute (SISI).

Unit IV

[CO4] (9)

Government Support for Entrepreneurship: Role of Central Government and State Government in Promoting Entrepreneurship, Various Incentives available to Entrepreneurs in India, Fiscal and Tax Concessions available.

Unit V

[CO5] (9)

Problems associated with Entrepreneurship in India: Reasons for Failure of Entrepreneurs, The Four Entrepreneurial Pitfalls suggested by Peter Drucker, Reasons for the Low Number of Women Entrepreneurs, Introduction to Start-up Ecosystem in India and Digital Entrepreneurship.

Text Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.

Reference Books:

1. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
2. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.

Web References:

1. <http://www.msme.gov.in>
2. <http://www.entrepreneur.com>
3. <http://www.smallbusiness.chron.com>
4. <http://www.startupindia.gov.in>

Course Objectives:

1. To understand the basic concepts of project management and the responsibilities.
2. To explain the process and tools used for identifying, analyzing, and controlling project risks.
3. To understand the concept and framework of enterprise risk management.
4. To understand strategies and practices used for managing risks at the project level.
5. To understand corporate risk management practices.

L	P	C	INT	EXT
4	-	4	40	60

Course Outcomes:

After completing this course, students will be able to,

1. Explain the characteristics, selection criteria, and management process of projects.
2. Apply risk management tools and techniques to monitor and control project risks.
3. Differentiate between project risk and enterprise risk and explain the ERM framework.
4. Develop risk response plans and manage risks effectively during project execution.
5. Analyse corporate risk management practices and evaluate emerging business risks.

Unit I

[CO1] (9)

Project Management: Introduction to Project – Characteristics of project – Drivers of project management – project selection criteria - project feasibility analysis – project management process – roles and responsibilities of project manager.

Unit II

[CO2] (9)

Project Risk Management Process: Project risk management planning, Risk management tools and techniques, Risk monitoring and control, Risk communication and documentation, Role of stakeholders in project risk management, Use of technology and analytics in project risk management.

UNIT III

[CO3] (9)

Enterprise Risk Management: Concept of risk and uncertainty - Types of risks in projects and enterprises, Sources of risk - Project risk versus enterprise risk, Risk management framework and objectives.

Unit IV

[CO4] (9)

Risk Management at Project Level: Strategies for risk mitigation and avoidance, risk response plans, updating risk registers, Monitoring and reporting of risks, risk reporting and communication.

Unit V

[CO5] (9)

Risk Management at Corporate Level: Introduction to corporate risk management, Corporate risk appetite and tolerance, Integration of ERM with corporate strategy, cybersecurity risk and global risks.

Text Books:

1. Project Management: A Systems Approach to Planning, Scheduling, and Controlling – Harold Kerzner, Wiley.
2. Enterprise Risk Management: From Incentives to Controls – James Lam, Wiley.
3. Risk Management and Financial Institutions – John C. Hull, Wiley.

Reference Books:

4. Principles of Risk Management and Insurance – George E. Rejda, Pearson.
5. Risk Management in Organizations – Margaret Woods, Routledge.

Web References:

1. <http://www.pmi.org>
2. <http://www.investopedia.com/risk-management>
3. <http://www.theirm.org>
4. <http://www.risk.net>
5. <http://www.projectmanagement.com>

MARKETING SPECIALIZATION
MS224DMEL03 - INTERNATIONAL MARKETING MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives

1. To understand the concept, scope, and challenges of international marketing.
2. To study international marketing intelligence and global consumer behavior.
3. To examine India's foreign trade policies and export promotion institutions.
4. To understand export procedures and documentation.
5. To analyze international marketing mix decisions.

Course Outcomes

1. Explain the concept and scope of international marketing.
2. Identify sources of international marketing information and market entry strategies.
3. Describe India's foreign trade policies and export promotion support.
4. Outline export procedures and documentation.
5. Analyze international product, pricing, promotion, and distribution decisions.

UNIT- I:

[CO:1] (9)

International Marketing Concept: Importance and challenges – Scope- Domestic Marketing vs International Marketing – Barriers of International Marketing: Tariff & Non-Tariff Barriers – Problems of International Marketing – Reasons of international Marketing – International orientations: ethnocentrism, polycentrism, regiocentrism and Geocentrism.

UNIT- II:

[CO:2] (9)

International Marketing Intelligence: Information Requirements – sources of information - International Marketing Information System and Marketing Research – Understanding Global Consumers- International Marketing Entries.

UNIT- III:

[CO:3] (9)

India's foreign Trade: Import & Export policies- Directions of INDIA's Exports – Institutional Support for Export Promotion – Export Promotion Councils – Free Trade Zones – ECGC – Commodity Boards.

UNIT- IV:

[CO:4] (9)

Export Procedure and Documentation: Export procedure – Registration Procedure – stages of Shipment and its procedure– Export quotations – Production and Clearance of Goods for Exports – Shipping & Transportation – Insurance – Negotiation of Documents — Bills of Exchange: Letter of credit.

UNIT- V:

[CO:5] (9)

International Marketing Integration: International product Decisions-International Pricing – International Promotion – International Distribution.

Text Books:

1. Warren J. Keagan, Mark Green, Global Marketing 3/e, Prentice Hall.
2. Philip R. Cateora, John Graham, International Marketing, Irvine – Sage Publications.
3. R.Srinivasan, International Marketing, Prentice Hall.
4. S.A.Sherlekar, S.A.Sherlekar, Global Marketing Management, Himalaya publishing House.

Reference Books:

1. R. Srinivasan, International Marketing, Prentice Hall India.
2. Francis Cherunilam, International Marketing, Himalaya
3. B.Bhattacharya, Going International, Response Strategies of the Indian Corporate Sector, Wheeler Publishing.

Web References:

1. <https://www.investopedia.com/terms/i/international-marketing.asp>
2. https://www.tutorialspoint.com/international_marketing/index.htm
3. <https://www.dgft.gov.in>

MS225 DMEL04 - DIGITAL SERVICES AND RETAIL MARKETING

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To explain the unique challenges of services marketing, including the elements and people.
2. To describe how customer relationship marketing (CRM), including retention strategies.
3. To describe how service designs and standards will help to develop good interaction with customers.
4. To understand the conceptual and organizational aspects of the retail sector.
5. To understand the key elements in planning, managing, and executing the retail marketing mix.

Course Outcomes: Upon successful completion of the course, the student will be able to:

1. Understand fundamental knowledge of the various services and importance of services.
2. Impart knowledge of customer relationship marketing and maintaining proper relations.
3. Gain knowledge on how to release new services and also know about promotional channels.
4. To understand & analyze the need of strategic approach in retailing accordingly.
5. To understand and able to assess the importance of location, layout designing.

UNIT I:

[CO:1] (9)

Introduction to Service Marketing: Services and Services marketing, Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, Gaps model of Service Quality, Positioning a service in the market, planning and branding service products, new service development.

UNIT II:

[CO:2] (9)

Consumer Focus: Consumer Behavior in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

UNIT III:

[CO:3] (9)

Aligning Service Design and Standards: Service innovation and design – challenges, types of service innovations, stages in service innovation and development, service blue printing, high performance service innovations, Customer defined service standards, factors, types and development.

UNIT IV:

[CO:4] (9)

Introduction to Retailing: Meaning of Retailing, Retailing Management Decision Process, Product Retailing v/s Service Retailing, Types of Retailers, Retailing Environment – Introduction, Elements and issues, Strategic Retail Management, Merchandise Management.

UNIT V:

[CO:5] (9)

Retail Marketing Issues and Strategies: Introduction, types of Retail stores Location, Factors effecting Retail Location Decisions, Integrated Marketing Communication in Retail – Customer Service – Customer Satisfaction – Customer Loyalty – Customer Relationship Management – Store Management.

Text Books:

1. Christopher Lovelock, Jochenwirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015.
2. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.
3. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.

Reference Books:

1. Retail Management: A Strategic Approach, 11e Paperback – 2011 by Berman / Mathur (Author)
2. Retail Management: A Strategic Approach, Gilbert, Pearson Education India.

Web References:

1. <https://www.marketing91.com/services-marketing/>
2. https://www.tutorialspoint.com/services_marketing/services_marketing_consumer_behavior.htm
3. <https://hbr.org/2006/06/service-innovation>

FINANCE SPECIALIZATION
MS 226 FMEL03 - INTERNATIONAL FINANCIAL MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives

1. To introduce the international monetary system and foreign exchange markets.
2. To understand the structure of forex markets and balance of payments.
3. To explain the determination of exchange rates.
4. To understand foreign exchange exposure and risk management.
5. To study cross-border financial decisions in multinational companies.

Course Outcomes

1. Identify the functions of international financial and foreign exchange markets.
2. Explain the structure of forex markets and components of balance of payments.
3. Analyze exchange rate determination using parity conditions.
4. Evaluate foreign exchange exposure and risk management methods.
5. Assess financial decisions in multinational companies.

UNIT-I

[CO:1](9)

International Monetary System and Financial Markets: An overview of Global Financial Markets - Foreign exchange market – Functions.

UNIT-II

[CO:2](9)

Structure of Forex markets: – Major participants – Types of transactions and settlements - Balance of payments (BoP) – Functions of BoP – Accounting components of BoP.

Unit-III

[CO:3] (9)

Determination of exchange rates: Spot and forward rates – International parity conditions – Purchasing power parity – Forward rate parity and interest rate parity – Fisher opencondition.

Unit-IV

[CO:4](9)

Foreign Exchange Exposure and Risk: Economic exposure – Transaction exposure and translation exposure–Management of exposure - Currency options and futures – Currency swaps.

Unit-V

[CO:5] (9)

Cross Border Investment Decisions: Working capital management in Multinational companies (MNCs) – Capital budgeting for MNCs – Capital structure of multinational firms.

Text Books:

1. Eiteman, D.K., Stonehill, A.I. & Moffett, M.H. — Multinational Business Finance (15th Global Edition, Pearson, 2021 – still current standard).
2. Shapiro, Alan C. — Multinational Financial Management (12th Edition, Wiley, February 2024 – latest update).
3. Apte, P.G. — International Financial Management (TMH, latest Indian edition).
4. Madura, Jeff — International Corporate Finance (Cengage, latest edition).

Reference Books

1. Eun, C.S. & Resnick, B.G. — International Financial Management (McGraw Hill).
2. Madura, J. — International Financial Management (Cengage, latest Indian adaptation).
3. CheolEun& Bruce Resnick — International Finance (latest).

Web References

1. <https://www.rbi.org.in>
2. <https://www.imf.org>
3. <https://www.worldbank.org>
4. <https://www.bis.org>
5. <https://www.nseindia.com>

MS 227 FMEL04 FINANCIAL DERIVATIVES & RISK MANAGEMENT

Course Objectives	L	P	C	INT	EXT
1. To introduce the concept, types, and participants of financial derivatives markets.	3	-	3	40	60
2. To develop understanding of futures and forwards, their pricing, and hedging applications.					
3. To explain option contracts, option pricing determinants, and option trading strategies.					
4. To familiarize students with option valuation models and different types of financial swaps.					
5. To understand the use of derivatives in risk management and exposure control.					

Course Outcomes

1. Identify different derivative instruments and participants in derivative markets.
2. Explain the functioning of futures and forwards and their role in hedging.
3. Analyze option contracts and apply basic option trading strategies.
4. Apply option valuation models and understand the structure of financial swaps.
5. Evaluate risk management techniques using derivatives and hedging strategies.

UNIT– I

[CO:1] (9)

Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.

UNIT– II

[CO:2] (9)

Futures and Forwards: Meaning, Importance, Futures Exchanges Market Participants – Clearing House and Margins – Futures Pricing – Stock Index Futures – Forwards Vs Futures – Hedging strategy Using Future – Basic Principle, Arguments for and Against Hedging –Basic Risk, Minimum Variance Hedge Ratio, Hedging through Stock Index Futures.

UNIT– III

[CO:3] (9)

Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India - Warrants and Convertible Securities. Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.

UNIT– IV

[CO:4] (9)

Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices - Volatility - Causes of Volatility. Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

UNIT– V

[CO:5] (9)

Risk Management with Derivatives: Hedging Using Greeks (Delta-Gamma Hedging), Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, VaR, Historical Simulations, **Management of Derivatives Exposure:** Introduction, nature of derivatives trading, setting of Risk vision, reasons for managing derivatives risk and types of risk in derivative trading.

Text Books:

1. Bhalla, V.K. — Financial Derivatives (S. Chand, latest reprint).
2. Mishra, BishnuPriya — Financial Derivatives (Excel Books, latest).
3. Chance, Don M. & Brooks, Robert — Derivatives and Risk Management (Cengage, latest edition).

Reference Books:

1. Sundaram& Das — Derivatives: Principles and Practice (McGraw Hill, latest).
2. McDonald, R.L. — Derivatives Markets (Pearson, latest).
3. Chance, D.M. — Introduction to Derivatives and Risk Management (Cengage).

Web References:

1. <https://www.nseindia.com/products/content/derivatives/derivatives.htm>
2. <https://www.sebi.gov.in>
3. <https://www.investopedia.com>

HUMAN RESOURCE MANAGEMENT SPECIALIZATION
MS226 HREL03 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To understand the concept of International Human Resource Management.
2. To explain the role of culture, cross-cultural communication, and cultural intelligence.
3. To understand international staffing approaches and global talent acquisition strategies.
4. To examine international assignments, global mobility management, and compensation.
5. To understand training and development practices in IHRM..

Course Outcomes:

After completing this course, students will be able to,

1. Explain key concepts of IHRM and analyze the impact of globalization on HR practices.
2. Analyze cross-cultural issues and apply cultural intelligence.
3. Evaluate international staffing approaches and apply recruitment strategies.
4. Analyze strategies for managing international assignments and sustaining global operations.
5. Design and evaluate cross-cultural training programs for international employees.

UNIT I

[CO:1] (9)

An Overview of IHRM - Difference between IHRM & HRM - Issues in IHRM - Barriers to effective Global HRM – Model of international HRM - Global Talent Management, Digitalization and Technology in IHRM.

UNIT II

[CO:2] (9)

Cultural Dimensions of IHRM – Understanding Culture – Determinants of Culture – Cultural Sensitivity – Cross Cultural Communication – Cross Culture Negotiations - Global Leadership and Cultural Intelligence (CQ), Managing Diversity in Global Organizations.

UNIT III

[CO:3] (9)

International Staffing approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric – Attracting an effective work force – International Labour Market PCNs, HCNs, TCNs – Global Talent Acquisition Strategies, Virtual and Remote Global Workforce Management.

UNIT IV

[CO:4] (9)

Sustaining International Business Operations – Transferring staff for international business activities – Types of international assignments – transfer of competence and knowledge, Global Mobility Management, International Compensation and Benefits.

UNIT V

[CO:5] (9)

Training and Development in IHRM – Reasons for training – Expatriate training – Cultural awareness training and Assignment Performance - Cross Cultural Training, Virtual Training and Global E-Learning, Repatriation Management and Career Planning.

Text Books

1. International Human Resource Management – Peter J. Dowling, Marion Festing & Allen D. Engle
2. International Human Resource Management – Anne-Wil Harzing & Ashly Pinnington
3. International Human Resource Management – Monir H. Tayeb

Reference Books

1. Global Human Resource Management – David G. Collings, Geoffrey T. Wood & Paula Caligiuri
2. Human Resource Management – Gary Dessler
3. Global Human Resource Management – Peter J. Dowling

Web References

1. Society for Human Resource Management – <https://www.shrm.org>
2. International Labour Organization – <https://www.ilo.org>
3. Chartered Institute of Personnel and Development – <https://www.cipd.co.uk>
4. World Bank – <https://www.worldbank.org>

Course Objectives:

1. To understand the concept, evolution, functions, and importance of HRD.
2. To explain the framework of HRD in assessment, design, implementation, and evaluation..
3. To examine the applications of HRD like career development, employee engagement.
4. To understand the concept of human capital development and the role of HRD Audit.
5. To analyze the practical applications of HRD in different organizations.

Course Outcomes:

After completing this course, students will be able to,

1. Explain the concepts, processes, and role of HRD in modern organizations.
2. Design and evaluate effective HRD programmes to improve employee performance.
3. Apply HRD techniques like coaching, mentoring, and career planning.
4. Analyze human capital and evaluate HRD practices using HRD audit and analytics tools.
5. Evaluate HRD practices across industries and understand global developments in HRD.

UNIT I:

[CO:1] (9)

Human Resource Development: Evolution of HRD, goals, Importance, functions, challenges of HRD, Relationship with HRM, Micro and Macro Perspectives of HRD, HRD Climate, HRD Process, Skills and Competencies of HRD Professionals, **Digital HRD and E-Learning**, Role of HRD Manager, **Artificial Intelligence applications in HRD.**

UNIT II:

[CO:2] (9)

Frame work of Human Resource Development: Assessing HRD needs, Designing HRD Programmes, Implementing HRD Programmes and Evaluating HRD Programmes.

UNIT III:

[CO:3] (9)

HRD Applications: Career concepts: Stages and models of career development, Balanced scorecard, Quality of work life, **Coaching and Mentoring for employee development**, HRD and Employee Engagement, Management Development: Concept, Meaning, Importance and Scope of Management Development, Management Development versus Organization Development.

UNIT IV:

[CO:4] (9)

Human Capital Development and HRD Audit: Human capital concept, evolution, Philosophy and Principles, Human Capital Asset Life Cycle Development, HRD Audit: Concept, Reasons, Methodology, **HR Analytics in HRD evaluation, Talent analytics and workforce planning** HRD Scorecard,.

UNIT V:

[CO:5] (9)

HRD in Practice: HRD in large, small, manufacturing and service organizations, Global Developments and Implications for HRD in India, HRD Outsourcing, BPO - ITES.

Text Books

- 1.Human Resource Development – T.V. Rao
- 2.Human Resource Development – Jon M. Werner & Randy L. DeSimone
- 3.Human Resource Development – UdayPareek& T.V. Rao

Reference Books

- 1.Human Resource Management – Gary Dessler
- 2.Human Resource Management – K. Aswathappa
- 3.Human Resource Management – P. Subba Rao

Web References

1. <https://www.nhrdn.org>
- 2.<https://www.shrm.org>
- 3.<https://www.ilo.org>

Course objectives:

- 1 To gain insights on the concept of big data, importance and various sources of data.
- 2 Learn about big data analytics and its business implications
- 3 Understand several key big data technologies used for storage, analysis and manipulation of data.
- 4 To understand the key terminology of Hadoop Distributed File Systems (HDFS).
- 5 To gain knowledge on Map reduce framework

Course outcomes: After completion of the unit student is able to

1. Get an overview of Big data in the real world.
2. Know how to Optimize business decisions and create competitive advantage with Big data analytics
3. Identify the key concepts of Hadoop framework,
4. Know about basic file system processes in hadoop.
5. Understand the architecture of Map Reduce framework.

UNIT I

[CO:1] (9)

An Overview ToBIGDATA : Introduction to Big data: Characteristics of Data, Evolution of Big Data, Definition of Big Data, Challenges with BigData,TraditionalBusinessIntelligence(BI)versusBigData.

Unit II

[CO:2] (9)

BIG DATA ANALYTICS: Big data analytics: Classification of Analytics, Importance and challenges facing big data, Terminologies Used in Big Data Environments, The Big Data Technology Landscape.

Unit III

[CO:3] (9)

HADOOP FRAMEWORK:Introducing Hadoop, RDBMS versus Hadoop, Distributed Computing Challenges, History and overview of Hadoop,HadoopDistributors.

Unit IV

[CO:4] (9)

THEHADOOPDISTRIBUTEDFILESYSTEM – Hadoop Distributed File System (HDFS): The Design of HDFS, HDFS Concepts,Basic File system Operations,and Hadoop File systems.

Unit V

[CO:5] (9)

MAPREDUCEFUNDAMENTALS: Map Reduce Framework:Exploring the features of Map Reduce,Working of Map Reduce,Exploring Map and Reduce Functions, Techniques to optimize Map Reduce jobs,Uses of Map Reduce.

Text Books:

1. Tom White — Hadoop: The Definitive Guide| Third Edit on, O'reily Media, 2012.
2. Seema Acharya, SubhasiniChellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis|, Springer, 2007.

References

1. Jay Liebowitz, —Big Data and Business Analytics| Auerbach Publications, CRC press (2013)
2. Tom Plunkett, Mark Hornick, —Using R to Unlock the Value of Big Data: Big Data Analytics with Oracle R Enterprise and Oracle R Connector for Hadoop|, McGraw-Hill/Osborne Media (2013), Oracle press.
3. AnandRajaraman and Jeffrey David Ulman, —Mining of Massive Datasets|, Cambridge University Press, 2012.

WebReferences:

1. https://www.sas.com/en_us/insights/analytics/big-data-analytics.html
2. <https://www.searchbusinessanalytics.techtarget.com/definition/big-data-analytics>
- 3.<https://www.webopedia.com>

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To give basic information about the computer and office functions.
2. To give knowledge about information flow model.
3. To familiarize with the use of MS Office – MS word, MS Excel, & MS Power point.
4. To know the advanced functions in MS Excel & MS Power point.
5. To enable the students to usage of Email etiquette.

Course outcomes:

1. Recognize the basic concept of office automation in Office structure.
2. Understand the Approaches of optimization of office information work flow model.
3. Understanding the Process of Merging Rules in MS word.
4. Demonstrate the mechanics and usage of Excel pivot chart from pivot table.
5. Apply the knowledge of Email etiquette and usage of search engines.

UNIT I

[CO:1] (9)

Introduction: Modern Office and Productivity, Office Automation, Matching Computer and office Function, Impact of Automation on Productivity, Economic Considerations, Impact of Office Automation in office Structure.

UNIT II

[CO:2] (9)

Approaches to Office Automation: Information Flow Model Development and optimization, Analysis of Office Structure, Optimization of Information Flow Model, Impact of Office Structure Development, Technical Aspects of Office Automation, Human Considerations.

Application Softwares

UNIT III

[CO:3] (9)

Working with Microsoft Office Suite: MS WORD: Merging Documents , Typing new address list Importing address list from Excel file ,Write and insert field , Merging with outlook contact , Preview Result , Merging to envelopes , Merging to label , Setting rules for merges , Finish & Merge options **MS-EXCEL:** Creating Simple Formulas ,Setting up your own formula Date and Time Functions, Financial Functions, Logical Functions, Lookup and Reference Functions Mathematical Functions , Statistical Functions, Text Functions.

UNIT IV

[CO:4] (9)

MS EXCEL Advanced: Understand PivotTables, create a Pivot Table, Framework Using the PivotTable and PivotChart, Create Pivot Chart from pivot Table. Inserting slicer, Creating and Recording Macros, Assigning Macros to the work sheets, Saving Macro enabled workbook **MS PowerPoint:** Shapes, Clipart and Picture, Word Art, Smart Art, Change the Order of Objects, inserting slide header and footer, Inserting Text boxes, Inserting shapes, using quick styles, Inserting Word art, Inserting symbols, Inserting Char

UNIT V

[CO:5] (9)

Internet and E-Commerce: E-Mail Etiquette - Usages of Search Engines and Portals – Website and Web Based E-mail, FTP and Net Meeting – Wi-Fi Environment in Modern Offices- E-Commerce advertisements.

Text Books:

1. Vijayaraghavan. G., Computer Applications for Management, 1st Edition (2006), Himalaya Publishing Company.
2. Rayudu, C.S., E-Commerce and E-Business, 1st Edition (2004), Himalaya Publishing Company.
3. Agarwala, N. Kamlesh, Business on the Net, Macmillan Publishers

Reference Books:

1. George Reynolds, Information Technology for Managers, Course Tech., 2009.
2. Shelly, Cashman and Vermaat, Microsoft Office 2007, Course Tech., 2007.
3. Shelly and Vermaat, Discovering Computers, Course Tech., 2010.

WebReferences:

1. https://www.sas.com/en_us/insights/analytics/big-data-analytics.html
2. <https://support.microsoft.com/en-us/office>
3. https://www.tutorialspoint.com/ms_word/ms_word_mail_merge.htm

L	P	C	INT	EXT
3	-	3	40	60

Course Objectives:

1. To introduce the concepts of international logistics and global trade.
2. To understand different modes of international transportation.
3. To familiarize students with export–import procedures and documentation.
4. To explain customs regulations and international trade practices.
5. To understand the role of logistics in global supply chains.

Course Outcomes:

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

1. Understand the fundamentals of international logistics and global trade.
2. Explain various modes of international transportation and logistics services.
3. Identify important export and import documents.
4. Understand customs procedures and international trade regulations.
5. Analyze the role of logistics in facilitating international trade.

UNIT I

[CO:1] (9)

Introduction to International Logistics: Introduction to Logistics – Importance of International Trade – Global Supply Chain – Role of Logistics in International Trade – International Transportation Systems – Challenges in Global Logistics.

UNIT II

[CO:2] (9)

Modes of International Transportation: Sea Transport – Air Transport – Road and Rail Transport – Multimodal Transportation – Containerization – Freight Forwarding – Role of Shipping Companies and Logistics Service Providers.

UNIT III

[CO:3] (9)

Export and Import Procedures: Export Procedures – Import Procedures – Role of Export Promotion Councils – EXIM Policy – International Trade Regulations – Role of Government in Foreign Trade – Export Financing – Role of DGFT in Foreign Trade.

UNIT IV

[CO:4] (9)

Trade Documentation: Commercial Invoice – Bill of Lading – Packing List – Certificate of Origin – Insurance Certificate – Letter of Credit – Export and Import Documentation Process – Proforma Invoice – Shipping Bill and Bill of Entry.

UNIT V

[CO:5] (9)

Customs and Trade Practices: Customs Clearance Procedures – Duties and Tariffs – Incoterms – Role of Customs Authorities – Risk Management in International Trade – Trade Facilitation Measures – Customs Valuation – Export Promotion Schemes.

Suggested Books:

1. International Logistics – Pierre A. David & Stewart R. Stewart, Cengage Learning.
2. Export Import Management – K. Khurana, Galgotia Publications.
3. International Logistics and Supply Chain Management – Douglas Long, Springer.
4. Global Logistics and Supply Chain Management – John Mangan, Wiley.

Reference Books:

1. Global Supply Chain Management – John Mangan, Chandra Lalwani, and Tim Butcher
2. Logistics and Supply Chain Management – Martin Christopher
3. International Trade and Export Management – Francis Cherunilam

Web References:

1. <https://www.investopedia.com/terms/s/supplychain.asp>
2. <https://unctad.org/topic/transport-and-trade-logistics>
3. <https://www.trade.gov/export-solutions>
4. <https://www.dgft.gov.in/CP/?opt=exim-policy>

L	P	C	INT	EXT
3	-	3	40	60

Course objectives:

1. To understand digital purchasing concepts.
2. To know purchasing operations and processes.
3. To learn strategic sourcing methods.
4. To understand purchasing law and ethics.
5. To know supply chain information systems.

Course outcomes:

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

1. Distinguish the concepts of supply chain and value chain in purchasing.
2. Apply the knowledge to purchasing processes and prepare purchase orders.
3. Understand the concept of strategic sourcing and supplier selection.
4. Apply legal and ethical principles in purchasing decisions.
5. Understand the supply chain information systems and modern supply chain practices.

Unit I

[CO:1] (9)

Introduction: Introduction to Digital Purchasing – Supply Chain and Value Chain – Role of Purchasing in Modern Organizations – Real Time Collaborative Technology – Purchasing Objectives – Strategic Supply Management – E-Procurement Systems and Digital Procurement Platforms – Role of Data Analytics in Purchasing Decisions

Unit II

[CO:2] (9)

Purchasing Operations and Structure: Purchasing Process – Procure to Pay (P2P) Process – Purchase Requisition and Purchase Order Preparation – Approval of Contract – Types of Purchases (Direct, Indirect, Capital Purchases) – **Inventory Monitoring and Stock Control Systems – Electronic Purchase Orders and Procurement Automation Tools**

Unit III

[CO:3] (9)

Strategic Sourcing: Global Sourcing – Supplier Evaluation and Selection – Identification of Potential Supply Sources – Purchasing Analysis and Spend Analysis –

Unit IV

[CO:4] (9)

Strategic Sourcing and Legal Authority: Strategic Sourcing Framework – Purchasing Law and Ethics – Legal Authority in Procurement – Patents and Intellectual Property Rights –

Unit V

[CO:5] (9)

Critical Supply Chain Elements and Future Direction: Supply Chain Elements – Lean Supply Chain Management – Supply Chain Information Systems – Performance Measurement in Purchasing – Evaluation of Purchasing Performance.

Text Books:

1. James Patterson, Robert Monczka, Robert Handfield & Larry Giunipero (2015) Purchasing and Supply Chain Management. 6th Edition, Cengage Learning.
2. Procurement And Supply Chain Management, Kenneth Lysons & Brian Farrington Tenth Edition, Pearson.

Reference Books:

1. Michael H. Hugos, Essentials of Supply Chain Management. 3rd Edition, John Wiley & Sons.
2. Arjan Van Weele, (2014) Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice, 6th Edition.
3. Jeffrina Demberere, Robert Kariuki Waithaka, Denish Ateto Matunga, E-Procurement Practices And Supply Chain Performance

Web References:

1. <https://www.investopedia.com/terms/e/e-procurement.asp>
2. <https://www.coupa.com/blog/procure-to-pay-process/>
3. <https://www.cips.org/knowledge/procurement-topics-and-skills/strategic-sourcing/>

Course Objectives:

The main objectives of this course are to:

1. To introduce the basic concepts of data warehousing, modeling using data cubes.
2. To provide knowledge of data mining techniques, types of data and patterns.
3. To teach mapping of data onto visual representations, understanding aesthetics.
4. To introduce techniques for visualizing single and multiple distributions using histograms.
5. To teach visualization of distributions along vertical and horizontal axes.

Course Outcomes:

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

1. Design a data warehouse, model data using OLAP and cubes.
2. Perform data pre-processing and apply data mining techniques.
3. Create effective visualizations to represent data amounts and relationships.
4. Analyze and compare data distributions visually to identify trends, patterns, and anomalies.
5. Create multi-dimensional visualizations to compare and interpret complex data distributions.

UNIT I**[CO:1] (9)**

Data Warehouse: Data Warehouse: Basic Concepts, Data Warehouse Modelling: Data Cube and OLAP, Data Warehouse Design and Usage, Data Warehouse Implementation.

Getting to know Data: Data Objects and Attribute Types, Basic Statistical Descriptions of Data, Measuring Data Similarity and Dissimilarity.

UNIT II**[CO:2] (9)**

Data Mining: What is Data Mining, Kinds of Data, Kinds of Patterns, Technologies Used, Major Issues in Data Mining.

Data Pre-processing: Data cleaning, Data Integration, Data Reduction, Data Transformation and Data Discretization.

UNIT III**[CO:3] (9)**

Visualizing Data: Mapping data onto aesthetics, aesthetics and types of data, scales map data values onto aesthetics, visualizing amounts: bar plots, grouped and stacked bars, dot plots and heat maps, exploration of visualization tools.

UNIT IV**[CO:4] (9)**

Visualizing Distributions: Histograms and density plots - visualizing a single distribution, visualizing multiple distributions at the same time.

UNIT V**[CO:5] (9)**

–. **Visualizing Multiple Distributions:** Visualizing distributions along the vertical axis, visualizing distributions along the horizontal axis.

Text Books:

1. Jiawei Han and Micheline Kamber, Data Mining - Concepts and Techniques, Morgan Kaufmann Publishers, Elsevier, 3rd Edition.
2. Claus O. Wilke, Fundamentals of Data Visualization, O'Reilly publication, 1st Edition.

Reference Books:

1. Arun K Pujari, Data Mining Techniques, 3rd Edition, Universities Press.
- Kieran Healy, Data Visualization: A Practical Introduction 1st Edition, Princeton University Press

Web References:

1. <https://www.tutorialspoint.com/dwh/index.htm>
2. <https://www.geeksforgeeks.org/data-mining-introduction/>
3. <https://www.datacamp.com/community/tutorials/data-visualization-python>

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CourseObjectives:

1. To introduce algorithm fundamentals, recursion and performance analysis.
2. To study linear data structures including arrays, stacks, queues, and linked lists.
3. To understand non-linear data structures including trees and graphs.
4. To learn searching algorithms (sequential, binary, BFS, DFS) and sorting algorithms.
5. To understand file organization methods (and graph representations).

CourseOutcomes:

Upon successful completion of the course, the student will be able to:

1. Write, analyze, and evaluate algorithms using recursion, Big-O/Theta/Omega notations.
2. Implement and use linear data structures for solving computational problems efficiently.
3. Design, represent, and traverse trees and graphs, and choose appropriate structures.
4. Implement efficient searching and sorting algorithms and analyze their performance.
5. Manage data storage, implement file access schemes, and perform graph traversal efficiently.

UNIT I

[CO:1] (9)

Basic Terminologies and Introduction to Algorithm & Data Organization: Algorithm specification, Recursion, Performance analysis, Asymptotic Notation - The Big-O, Omega and Theta notation, Programming Style, Refinement of Coding - Time-Space Trade Off, Testing, Data Abstraction

UNIT II

[CO:2] (9)

Linear Data Structure: Array, Stack, Queue, Linked-list and its types, Various Representations, Operations & Applications of Linear Data Structures.

UNIT III

[CO:3] (9)

Non-linear Data Structure: Trees (Binary Tree, Threaded Binary Tree, Binary Search Tree, B & B+ Tree, AVL Tree, Splay Tree) and Graphs (Directed, Undirected), Various Representations, Operations & Applications of Non-Linear Data Structures

UNIT IV

[CO:4] (9)

Searching and Sorting on Various Data Structures: Sequential Search, Binary Search, Comparison Trees, Breadth First Search, Depth First Search Insertion Sort, Selection Sort, Shell Sort, Divide and Conquer Sort, Merge Sort, Quick Sort, Heap sort, Introduction to Hashing

UNIT V

[CO:5] (9)

File: Organization (Sequential, Direct, Indexed Sequential, Hashed) and various types of accessing schemes.
Graph: Basic Terminologies and Representations, Graph search and traversal algorithms and complexity analysis.

Text Books:

1. Fundamentals of Data Structures, E. Horowitz, S. Sahni, S. A. Freed, Universities Press.
2. Data Structures and Algorithms, A. V. Aho, J. E. Hopcroft, J. D. Ullman, Pearson.

Reference Books:

1. The Art of Computer Programming: Volume 1: Fundamental Algorithms, Donald E. Knuth.
2. Introduction to Algorithms, Thomas, H. Cormen, Charles E. Leiserson, Ronald L. Rivest, Clifford Stein, The MIT Press.
3. Open Data Structures: An Introduction (Open Paths to Enriched Learning), (Thirty First Edition), Pat Morin, UBC Press.

Web References:

1. <https://www.geeksforgeeks.org/data-structures/>
2. https://www.tutorialspoint.com/data_structures_algorithms/index.htm
3. <https://www.programiz.com/dsa/sorting-algorithms>