

KALINGA UNIVERSITY RAIPUR



SYLLABUS OF MASTER OF BUSINESS ADMINISTRATION

**UNDER CHOICE BASED CREDIT, GRADING AND
SEMESTER SYSTEM WITH OUT COME BASED
EDUCATION PATTERN**

(To be implemented from Academic Year 2021-22)

**FACULTY OF COMMERCE AND
MANAGEMENT
KALINGA UNIVERSITY, RAIPUR, (C.G.)**

1. PREAMBLE:-

The MBA Curriculum 2021 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2. INTRODUCTION TO PROGRAM:-

MBA course aims at exploring Management Skills in the students. The course curriculum is designed in such a way so as to develop basic Business and Management Skills in the students. The course structure is spread across four semester in two years which focuses on detailed study of business administration. It involves detailed study of different aspects of the business and managing its operations. It equips the students with the latest business knowledge to meet the requirements of changing corporate firms. The Social Wellbeing Project, The Live project, SIP& CAPSTONE inculcates real time business situations & learning corporate social responsibilities which improve decision making skills among students.

The successful completion of the course leads the management graduates to get basic knowledge of various fields such as general managerial principles, processes and concepts. These are building blocks for working in different type of organizations in diverse business conditions. A wide range of opportunities open in front of the students once the course is completed.

3. MBA PROGRAMME FOCUS:-

3.1 Programme Educational Objectives (PEOs):-

PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models, and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.

PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.

PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.

PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.

PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the following:-

- 1. Generic and Domain Knowledge** – Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of Management and allied domains to the solutions of real-world complex business issues.
- 2. Problem solving & Innovation** – Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problem by systematically applying modern quantitative and qualitative problem solving tools and techniques.
- 3. Critical Thinking-** Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions.
- 4. Effective Communication** – Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.
- 5. Leadership and Team Work-** Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- 6. Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of cross cultural aspects of business and management.
- 7. Entrepreneurship** – Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
- 8. Environment and Sustainability** – Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
- 9. Social Responsiveness and Ethics** – Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choice in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
- 10. Lifelong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs):-

PSO1: To guide and channelize the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them strive towards personal victory and value creation to society.

PSO2: An ability to apply conceptual foundations of management to solve practical decision-making problems.

PSO3: An ability to adapt to dynamic changes in an environment with an understanding of societal and ecological issues relevant to professional managerial practice through life-long experiential learning.

PSO4: Develop excellent adaptability to function in the multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.

PS05: To ignite a passion for a multidisciplinary approach to problem solving, critical analysis, and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective that is not just simple but effective.

Graduate Attributes (Gas):-At the end of the MBA programme the learner shall exhibit:-

GA1: Managerial competence.

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership.

GA3: Competence in Creativity & Innovation.

GA4: Research Aptitude, Scholarship & Enquiry.

GA5: Global Orientation.

GA6: Proficiency in Digital Literacy.

GA7: Entrepreneurship & Inter-disciplinary Orientation.

GA8: Cross-functional & Inter-disciplinary Orientation.

GA9: Results Orientation.

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behavior.

GA11: Life-Long Learning Orientation.

4. MBA PROGRAMME COURSE TYPE AND EVALUATION PATTERN

Credit Distribution for M.B.A.

CBCS COURSE STRUCTURE FOR MBA		
Courses	Credits	Total
I. Core Course: -	10X3	30
(10 Paper of 3 Credit each)		
II Elective Courses: -		
1. Discipline Specific Elective	8X4	32
(8 Paper of 4 Credit each)		
2. Generic/Open Elective (Inter disciplinary)	(5X3)	15
(5 Paper of 3 Credit each)		
III Ability Enhancement Courses: -		
1. Ability – Enhancement Compulsory Course	6X2	12
(6 Paper of 2 Credit each)		
2. Employment Enhancement Compulsory Course	(1X4) + (2X2)	8
(1 Paper of 4 credit & 4 paper of 2 credit each)		
3. Skill-Enhancement Elective Course	(2X2)	4
(4 Paper of 2credit each)		
4. ECA and GI	(1X2)	2
(1 paper with 2 credit)		
Total Credits:		103

4.1 COURSE TYPES:-

4.1.1 Foundation Course: These courses focus on developing the basic abilities that support the understanding of other courses like Accounting, statistics and economics which will be taken at the time of induction as bridge course. The Foundation course will be offered for a brief period of Two weeks carrying 10 hours of learning. It will have no credits but will be compulsory for the students. It is not mandatory for a learner to opt for Foundation Courses. However, Faculty members may advise a student to enroll for Foundation Course(s) after a methodical assessment of the relevant competencies of the student. Foundation Courses shall be taught by the course teacher in workshop mode / project mode. Pre- and post-test: A test or other assessment activity shall be administered to the students both at the beginning of the foundation course and at the end of the foundation course, with the intention of demonstrating improved skills upon completion. The tests shall be essentially skill based.

4.1.2 Core courses are the compulsory courses for all the students. There are 10 core courses majorly taken in first year.

4.1.3 Open /Generic Elective:Four open electives are offered with an intension to see cross functional exposure.

4.1.4 Discipline Specific Elective:Discipline Specific Elective are the specialization which are offered by the University. Students can opt for two specialization carrying 4 papers in 3rd and 4th Semester. Specialization are offered only in 2nd year.

4.1.5 Ability Enhancement Courses: Ability Enhancement Compulsory Courses are mandatory for students to take it in their first year with 4 credit each. The courses like Managerial Communications, Introduction to Microsoft suite and Aptitude skills and Quantitative Analysis.

4.1.6 Employment Enhancement Compulsory Courses: Employment Enhancement courses like liveprojects, Company Analysis project,Social Wellbeing project , and Summer Project.

Liveprojects are valuable segment in the study of MBA. It connects the practical knowledge of theoretical subjects learned in first year of study. Live projects aim at developing employment abilities in students and provide industrial experience and insights. Live projects come under EECC.

Capstone typically serves as the culminating requirements for an MBA program, requiring students to synthesize what they learned to research and address a contemporary business problem. In first semester students will do sectoral analysis in structural way.

In second semester further in-depth PESTEL analysis of company will be done.

Social Wellbeing Project is mandatory for the students to take up some innovative ideas to serve an NGO/CSR/ Adopted village. It aims to sensitize the students towards society and work for uplifting the under privileged and in areas like environment, health, education, social services and community development. It will be carried in first year of Program.

Summer Project have functional focus i.e., the student may exhibit cross functional orientation. At the end of the second semester each students shall undertake a summer internship project of minimum 12 weeks. For SIP one credit is equivalent to minimum 60 hours of effective work. SIP shall have 4 credits.

4.1.7Skill Enhancement Elective Course: Interpersonal and Leadership skills enhancement courses are designed to enhance interpersonal and leadership skills of MBA students. It is

mandatory for the students to learn Indian Ethos and leadership: learning management and leadership from Bhagwat Geeta, Chanakya, Mahabharata etc.

4.1.8 Extra-Curricular & General interest: ECA * GI stands for Extra Curricular Activities and General Interest, which is designed to appraise the potential of students. It intends to develop the students in every facet and will groom his/her personality for the competitive world. All the Academic and Non-Academic Competitions Intra & Inter-College levels in which a student has to actively participate. Students have to participate and give a detailed presentation regarding the Extra Curricular Activities done by them. They will be evaluated on the basis of their Participation and Presentation of Report submitted.

5. SPECIALIZATIONS OFFERED:- The following specializations shall be offered. Students can opt for two specializations out of total 11 specializations listed below:

1. Marketing Management (MKT).
2. Finance (FIN).
3. Human Resources Management (HRM).
4. Business Analytics (BA).
5. Banking and Insurance.
6. Start up and Entrepreneurship.
7. Digital Marketing and E-commerce.
8. Health care and Hospital management.
9. Real estate and Infrastructure Management.
10. Logistics and Supply Chain Management.
11. International Business management.

Note:

1. Faculty of Management and Commerce may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
2. Faculty of Management and Commerce MAY NOT offer a specialization if a minimum of 20% of students are not registered for that specialization.
3. Faculty of Management and Commerce MAY NOT offer an elective course if a minimum of 20% of students are not registered for that elective course.

6. END SEMESTER EVALUATION (ESE):

1. The End Semester Evaluation (Summative Evaluation) for the Core Courses, Generic Electives (GE), Discipline Specific Elective (DSE), Employment Enhancement Compulsory Courses (EECC) Ability Enhancement Courses (AEC) and the Skill Enhancement Elective Course (SEC) shall be conducted by the Kalinga University Raipur.
2. The Evaluation pattern includes subjective and practical evaluation depending upon the course type.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE question paper shall be as follows:

<i>Section</i>	<i>Cognitive Abilities Evaluated</i>	<i>Nature</i>
A	REMEMBERING	Very short Questions
B	UNDERSTANDING	Short Questions
C	APPLYING & ANALYSING	Long Questions
D	EVALUATING	Case Study Analysis
	CREATING	

7. MISCELLANEOUS:

7.1 Attendance: - The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 15%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

7.2 Medium of Instruction:- The medium of Instruction & Evaluation shall be English.

8. DETAILED COURSE LIST for each category of courses is provided in Annexure I.

9. DETAILED SYLLABUS of each course is provided in Annexure II.

SYLLABUS FOR MBA2021-2022

SEMESTER - I						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA101	Accounting for Managers	CC-1	3	30	70	100
MBA102	Self and Group Dynamics	CC-2	3	30	70	100
MBA103	Marketing Management	CC-3	3	30	70	100
MBA104	Managerial Economics	GE-1	3	30	70	100
MBA105	Business Statistics and Decision Science	GE-2	3	30	70	100
MBA106	Legal Aspect of Business	CC-4	3	30	70	100
MBA107	Managerial Communication I	AECC-1	2	15	35	50
MBA108	Introduction to Microsoft Suite I	AECC-2	2	35	15	50
MBA109	Aptitude Skills and Quantitative Analysis I	AECC-3	2	15	35	50
MBA110P	Live Projects	EECC-1	1	15	35	50
MBA111P	CAP (Company Analysis Project) I	EECC-2	1	15	35	50
MBA112P	Knowing Self and others	SEC-1	1	15	35	50
MBA113P	Indian Ethos and Leadership: Learning Management Through Bhagwat Geeta	SEC-2	1	15	35	50
Total			28			

SEMESTER – II						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA201	Financial Management	CC-5	3	30	70	100
MBA202	Human Resource Management	CC-6	3	30	70	100
MBA203	Consumer Behavior	CC-7	3	30	70	100
MBA204	Business Environment: India and the World Economy	GE-3	3	30	70	100
MBA205	Operations and Supply Chain Management	GE-4	3	30	70	100
MBA206	Business Ethics & Corporate Governance/Law	CC-8	3	30	70	100
MBA207	Managerial Communication II	AECC-4	2	15	35	50
MBA208	Introduction to Microsoft Suite II	AECC-5	2	15	35	50
MBA209	Aptitude Skills and Quantitative Analysis II	AECC-6	2	15	35	50
MBA210P	Social Well-being Project	EECC-3	1	15	35	50
MBA211P	CAP (Company Analysis Project) II	EECC-4	1	15	35	50
MBA212P	Knowing Self and others	SEC-3	1	15	35	50
MBA213P	Indian Ethos and Leadership: Leadership lessons by Chanakya	SEC-4	1	15	35	50
Total			28			

SEMESTER – III						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA301	Research Methodology for Business Decision	CC-9	3	30	70	100
MBA302	SUMMER TRAINING PROJECT	EECC-3	4	50	50	100
SELECT ANY TWO GROUP						
MARKETING MANAGEMENT						
MBA303	Marketing to Emerging Markets & Bottom of the Pyramid	DSE-I	4	30	70	100
MBA304	Retail Marketing	DSE-I	4	30	70	100
HUMAN RESOURCE MANAGEMENT						
MBA305	Competency Based Human Resource Management System	DSE-II	4	30	70	100
MBA306	Employee Relations and Labour Legislations	DSE-II	4	30	70	100
FINANCE						
MBA307	International Finance	DSE-III	4	30	70	100
MBA308	Commodities Markets	DSE-III	4	30	70	100
DIGITAL MARKETING & E-COMMERCE						
MBA309	Social Media, Web & Text Analytics	DSE-IV	4	30	70	100
MBA310	Digital Marketing	DSE-IV	4	30	70	100
BANKING AND INSURANCE						
MBA311	Insurance Laws and Regulation	DSE-V	4	30	70	100
MBA312	Marketing of Financial Services	DSE-V	4	30	70	100

HEALTH CARE AND HOSPITAL MANAGEMENT						
MBA313	Health care Analytics	DSE-VI	4	30	70	100
MBA314	Fundamental of Pharma and Healthcare	DSE-VI	4	30	70	100
INTERNATIONAL BUSINESS MANAGEMENT						
MBA315	Global Business Environment	DSE-VII	4	30	70	100
MBA316	Cross Cultural issues in International Management	DSE-VII	4	30	70	100
LOGISTICS AND SUPPLY CHAIN MANAGEMENT						
MBA317	Logistics Management	DSE-VIII	4	30	70	100
MBA318	Sustainable Supply Chains	DSE-VIII	4	30	70	100
START UP AND ENTREPRENEURSHIP						
MBA319	Start Up and New Venture Management	DSE-IX	4	30	70	100
MBA320	Managing Innovation	DSE-IX	4	30	70	100
REAL ESTATE AND INFRASTRUCTURE MANAGEMENT						
MBA321	Real estate economics	DSE-X	4	30	70	100
MBA322	Affordable housing	DSE-X	4	30	70	100
BUSINESS ANALYTICS						
MBA323	Basic Business Analytics Using R	DSE-XI	4	30	70	100
MBA324	Data Mining	DSE-XI	4	30	70	100
Total			23			

SEMESTER – IV						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA401	Exploring Small and Home Business	GE-5	3	30	70	100
MBA402	Strategic Management and Business Analytics.	CC-10	3	30	70	100
MBA403	ECA AND GI * (Report and Viva)	ECA & GI	2	15	35	50
SELECT ANY TWO GROUP						
MARKETING MANAGEMENT						
MBA404	Marketing Analytics	DSE-I	4	30	70	100
MBA405	Marketing of High Technology	DSE-I	4	30	70	100
HUMAN RESOURCE MANAGEMENT						
MBA406	HR Analytics	DSE-II	4	30	70	100
MBA407	Conflict & Negotiation Management	DSE-II	4	30	70	100
FINANCE						
MBA408	Technical Analysis of Financial Markets	DSE-III	4	30	70	100
MBA409	Corporate Financial Restructuring	DSE-III	4	30	70	100
DIGITAL MARKETING & E-COMMERCE						
MBA410	E Commerce Analytics	DSE-IV	4	30	70	100
MBA411	Cyber laws and Security	DSE-IV	4	30	70	100
BANKING & INSURANCE						
MBA412	Risk Management in Banks and Derivatives	DSE-V	4	30	70	100
MBA413	Rural Banking and Microfinance	DSE-V	4	30	70	100

HEALTH CARE AND HOSPITAL MANAGEMENT						
MBA414	Pharmaceutical Import and Export	DSE-VI	4	30	70	100
MBA415	Information Technology in Pharma and Healthcare	DSE-VI	4	30	70	100
INTERNATIONAL BUSINESS MANAGEMENT						
MBA416	Global Strategic Management	DSE-VII	4	30	70	100
MBA417	International Treaties and Conventions	DSE-VII	4	30	70	100
LOGISTICS AND SUPPLY CHAIN MANAGEMENT						
MBA418	Six Sigma for Operations	DSE-VIII	4	30	70	100
MBA419	Industry 4.0	DSE-VIII	4	30	70	100
START UP AND ENTREPRENEURSHIP						
MBA420	Entrepreneurship Lab	DSE-IX	4	30	70	100
MBA421	Entrepreneurship Development	DSE-IX	4	30	70	100
REAL ESTATE AND INFRASTRUCTURE MANAGEMENT						
MBA422	Construction contract and safety management	DSE-X	4	30	70	100
MBA423	Real estate valuation and project financing	DSE-X	4	30	70	100
BUSINESS ANALYTICS						
MBA424	Workforce Analytics	DSE-XI	4	30	70	100
MBA425	Retailing Analytics	DSE-XI	4	30	70	100
Total			24			

IMPORTANT ABBREVIATION:-

CATEGORY	DESCRIPTION
AECC	Ability – Enhancement Compulsory Course
CC	Core Course
GE	Generic Elective
SEC	Skill-Enhancement Elective Course
DSE	Discipline Specific Elective
EECC	Employment Enhancement Compulsory Course
ECA & GI	Extra-Curricular& General Interest

Important Abbreviations:-

MBA is aligned with Choice Based Credit System (CBCS) adopted by the Kalinga University, Raipur. Following types of courses are offered under CBCS:

1. Core Course (CC): These courses are to be compulsorily studied by a student.
2. Elective Course (EC): An elective course is a course that can be chosen from a pool of courses.

An elective may be of following types:

1. Discipline Specific Elective (DSE): It is an elective course that adds proficiency to the students in the discipline or leads to an interdisciplinary approach to learning. MBA offer 8 papers under this category four each in semesters III and IV. An additional paper in Research project mode (Semester-long Research Project) may be offered at semester IV as extra credit paper under discipline specific electives. Students can choose one Research project as extra paper under the guidance of a teacher.
2. Generic Elective (GE): It is an elective course offered by different academic disciplines. Under this category total 5 papers will be studied two papers each in I and II Semester where as one paper in four semesters.
3. Ability Enhancement Compulsory Course (AECC): Six AECC papers are offered, Three in semester I and Three in semester II.
4. Skill Enhancement Course (SEC): Four SEC papers are offered, Two in semester I and Two in semester II.

SEMESTER – I

MASTER OF BUSINESS ADMINISTRATION

(COMPULSORY & SKILL ENHANCEMENT COURSES)

FACULTY OF COMMERCE & MANAGEMENT

KALINGA UNIVERSITY

RAIPUR

SEMESTER - I						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA101	Accounting for Managers	CC-1	4	30	70	100
MBA102	Self and Group Dynamics	CC-2	4	30	70	100
MBA103	Marketing Management	CC-3	4	30	70	100
MBA104	Managerial Economics	GE-1	4	30	70	100
MBA105	Business Statistics and Decision Science	GE-2	4	30	70	100
MBA106	Legal Aspect of Business	CC-4	4	30	70	100
MBA107	Managerial Communication I	AECC-1	2	15	35	50
MBA108	Introduction to Microsoft Suite I	AECC-2	2	35	15	50
MBA109	Aptitude Skills and Quantitative Analysis I	AECC-3	2	15	35	50
MBA110P	Live Projects	EECC-1	1	15	35	50
MBA111P	CAP (Company Analysis Project) I	EECC-2	1	15	35	50
MBA112P	Knowing Self and others	SEC-1	1	15	35	50
MBA113P	Indian Ethos and Leadership: Learning Management Through Bhagwat Geeta	SEC-2	1	15	35	50
Total			28			

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Name of the Program/Semester: MBA-I	Course: CC-1
Name of the Course: ACCOUNTING FOR MANAGERS	Course Code: MBA101
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is to acquaint the students with the basic knowledge of financial cost, management accounting and further to develop understanding for taking financial decisions.

Course Outcome: The successful completion of this course shall enable the student:

CO1: To get acquainted with the concept of Finance, cost and management accounting.

CO2: To prepare statements in accordance with generally accepted principles.

CO3: To develop thinking about analysis and interpretation of financial data.

CO4: To develop ability to provide knowledge, data effectively, and recommendation.

CO5: To develop ability about Budgetary Control & Standard Costing.

Unit I

Contact Hours: 9

Basic Concepts: Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance. Case study on related topics.

Unit II

Contact Hours: 9

Financial Statements: Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. Case study on related topics.

Unit III

Contact Hours: 9

Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet. Case study on related topics.

Unit IV

Contact Hours: 9

Short Term Business Decision Techniques – Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions. Case study on related topics.

Unit V
Contact Hours: 9

Exercising Control – Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. Case study on related topics.

Text Book:

1. Maheshwari, S.N. (2nd ed., 2017).Financial and Cost Accounting. Sultan Chand & Sons. LastestEdition.
2. M Y Khan, P K Jain, (2017) Management Accounting- Text, Problems & cases, Mc Graw Hills, 7thEdition.

Reference Books:

1. Bhattacharya, Ashish K., Financial Accounting for Business Managers. Prentice Hall of India. Latest Edition.
2. Arora, M. N. Cost Accounting, VikasPublication. Lastest Edition.
3. P.C. Tulsian, Financial Accounting - PearsonLatest Edition.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing.
CO2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO5	EVALUATING	EVALUATE the financial impact of the decision.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about accounting standard and basics of accounting.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Understanding about the financial position of a company/business/firm.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Understanding and analysis the data from the point of view of a manufacture who convert raw material into finished goods.	Presentation/ Video.	Quiz, Assignment.
IV	Identify and proper use of the data available from financial and cost accounting and utility it for betterment of the stokeholders profit.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding and analysis of Budgetary Control & Standard Costing.	Lecturing and Numerical problems.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA – I	Course: CC-2
Name of the Course: SELF AND GROUP DYNAMICS	Course Code: MBA102
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: This course is designed to expose the students to fundamental concepts of self and group, its processes and behavioral dynamics in organizations.

Course Outcome: The successful completion of this course shall enable the student:

CO1: To get acquainted with the concept of Self-esteem, and Self-dynamics.

CO2: To understand about the concept and theories of perception.

CO3: To develop understanding about the Group dynamics.

CO4: To develop understanding about the informal Groups.

CO5: To understand about the Organizational Culture.

Unit I

Contact Hours: 9

Self Esteem: Concept, Nature, Importance; Low and excessive self -Esteem; How to improve Self-Esteem, Maslow’s Hierarchy of needs, Self-Esteem as a complex dynamic system. Self -Dynamics: Content and structure, Self-Regulation, The Dynamic Self-Concept, Intrapersonal process regulated by self-concept, Interpersonal process regulated by Self-concept; Leadership styles. Case study on related topics.

Unit II

Contact Hours: 9

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow’s Need Hierarchy & Herzberg’s Two Factor model Theory), The Process Theories (Vroom’s expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Case study on related topics.

Unit III

Contact Hours: 9

Group Dynamics: Concept, Characteristics, Importance of Group Dynamics; Process/ Stages of Group Development/ Evolution; Types of groups; Tuckman’s theory of Group Dynamics; Group Cohesiveness; Principles of Group Dynamics; Factors affecting group behavior Team Building. Case study on related topics.

Unit IV

Contact Hours: 9

Informal Groups: Concept; Advantages and limitations of Informal groups; Informal Groups according to: Mayo and Lombard; Sayles; Dalton; Group Decision making: Bain’s RAPID Framework, Hartnett’s CODM Model. Case study on related topics.

Unit V
Contact Hours: 9

Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Organizational Culture: Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. Case study on related topics.

Text Books:

1. Robins.S, (2016, 16thedt.).Organizational Behaviour. Pearson.

Reference Books:

1. Debra Nelson and James Campbell Quick (2020. 6th edition) Organizational Behaviour.
2. Fred Luthans (13th edition 2015) Organizational Behavior.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I.	Improved knowledge of the concept of self-esteem, and self-dynamics.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Able to differentiate among various implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of various Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Knowledge of approaches to reorient individual, team, managerial and leadership behavior in order to achieve.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
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Name of the Program/Semester: MBA - I	Course: CC-3
Name of the Course: MARKETING MANAGEMENT	Course Code: MBA103
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is to introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

Course Outcome: The successful completion of this course shall enable the student to:

CO1. Understand the nature and scope of Product marketing.

CO2. Develop an understanding of various marketing philosophies related to pricing.

CO3. Understand the Channel Design Decisions.

CO4. Understand s communication mix elements in marketing.

CO5. Evaluate product level marketing plan.

Unit I

Contact Hours: 9

Product: Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, The Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity. Case study on related topics.

Unit II

Contact Hours: 9

Pricing: Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. Case study on related topics.

Unit III

Contact Hours: 9

Place: Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. Case study on related topics.

Unit IV
Contact Hours: 9

Promotion: Meaning, The role of marketing communications in marketing effort
 Communication Mix Elements - Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. Case study on related topics.

Unit V
Contact Hours: 9

Product Level Planning: Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit. Case study on related topics.

Text Book:

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2017). Marketing (18thed.). New Delhi: TataMcGraw-Hill.

Reference Books:

1. Kotler, P. & Armstrong, G. (2017). Principles of Marketing (22thed.). Pearson.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.).
CO3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ e-services.).
CO4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.).
CO5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.).
CO6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.).

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I.	Improved Knowledge of concept of Product in marketing.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Able to differentiate among various approaches to pricing for a real world marketing offering.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of various understanding of various channel options for a real world market.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of communication mix elements for a real world marketing offering.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Able to Prepare & evaluate product level marketing plan.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - I	Course: GE-1
Name of the Course: Managerial Economics	Course Code: MBA104
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is to familiarize the students with the concepts and techniques used in economics.

Course Outcome: The successful completion of this course shall enable the student to:
CO1: Strengthening the foundations of the analytical approach to Managerial decision-making.
CO2: Understanding Utility & Demand Analysis.
CO3: Understanding the production problem and how managers make input purchase decision.
CO4: Understanding the Revenue Analysis and Pricing Policies.
CO5: Understanding the various market structures and how supply is determined in each.

Unit I

Contact Hours: 9

Managerial Economics: Concept of Economy Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm.

Unit II

Contact Hours: 9

Utility & Demand Analysis: Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, and Methods of Demand Forecasting.

Unit III

Contact Hours: 9

Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.

Unit IV

Contact Hours: 9

Revenue Analysis and Pricing Policies: Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing.

Unit V

Contact Hours: 9

Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, and Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly.

Text Books:

1. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.). McGraw Hill Education.
2. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). Managerial Economics (7th ed.). Pearson.

Reference Books:

1. Hirschey, M. (2009). Managerial Economics: An Integrative Approach. Cengage Learning.
2. Koutsoyiannis, A. (2008). Modern Microeconomics (2nd ed.). Palgrave, McMillan.
3. Mark, H. (2009). Fundamentals of Managerial Economics (9th ed.). Cengage Learning.
4. Salvatore, D. (2016). Managerial Economics (8th ed.). Oxford University Press.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms in Managerial-economics.
CO2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Strengthening the foundations of the analytical approach to Managerial decision-making.	Lectures/discussion of case lets.	Short quizzes consisting of numerical problems.
II.	Improved knowledge of the concept of Utility & Demand Analysis.	Lectures/ discussion of case lets/ demand Estimation.	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate demand functions.
III.	Knowledge of the production problem and how managers make input purchase decisions.	Lectures /discussing industry/specific technology and input demand.	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate input-demand functions.
IV.	Improved Understanding of various market structure and how supply is determined.	Lectures/ discussion of case lets.	Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.
V.	Practical understanding of different form of markets.	Lectures/ discussion of case lets.	Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.

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Name of the Program/Semester: MBA - I	Course:GE-2
Name of the Course: BUSINESS STATISTICS AND DECISION SCIENCE	Course Code:MBA105
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives:The objective of this course is to equip students with basic statistical tools and decision models.

Course Outcome: The successful completion of this course shall enable the student to:

CO: 1. Know about concept of Statistics.

CO: 2. Ability to understand about the tools of advanced statistics.

CO: 3. Understand and use sampling and inferential statistics.

CO: 4. Ability to use spreadsheet software for data analysis and statistical model building.

CO: 5 Understand concept of data science & to use predictive analytics tools.

Unit I

Contact Hours: 9

Statistics and its importance for managers, Data collection, Quality of data, Descriptive statistics Probability and Probability Distributions: What is Probability? Terminologies, Probability Rules, Joint and Conditional probability and Bays theorem, Random variables: Concept, Discrete and continuous probability distributions Binomial, Poisson, Negative binomial and Hypergeometric distributions. Uniform, Normal, Exponential, Log-normal, Weibull distributions.

Unit II

Contact Hours: 9

Chi-square test, Sign test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test, Covariance and Correlation, Introduction to Regression: what is linear regression, fitting of the linear model, using Regression for prediction.

Unit III

Contact Hours: 9

Inference from Samples: Sampling from a Population, Sampling Distribution of the Sample Mean, Central Limit Theorem, Point Estimation, Estimators and their properties Confidence Interval for the Population mean and Proportion.

Unit IV

Contact Hours: 9

Types of data, data warehouse and data-marts, Data quality, Data cleaning, handling missing data and outliers Overview of big data, Data analytics lifecycle, Data exploration and data visualization Linear and logistics regression, Decision tree, Model comparison. Clustering, Association rules, Classification, Market basket analysis.

Unit V

Contact Hours: 9

Un-Predictive analytics and its use in marketing, healthcare, operations and finance Text analysis, Analysis of unstructured data In-database analytics, Technology (analytics) solutions and management of their implementation in organizations.

Text Books:

1. Albright, S.C., & Winston, W.L. (2017). Business Analytics: Data Analysis and Decision Making (6th ed.). Cengage Publications.
2. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2017). Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
3. Provost, F. & Fawcett, T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. O'Reilly Media, Inc.

Reference Books:

1. Gareth, J., Witten, D., Hastie, T., & Tibshirani, R. (2013). An Introduction to Statistical Learning with Applications in R. New York: Springer.
2. Marz, N., & Warren, J. (2015). Big Data: Principles and best practices of scalable realtime data systems. DreamtechCo.
3. Miller, T.W. (2014). Modeling Techniques in Predictive Analytics: Business Problems and Solutions with R. Pearson FT Press.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms in Statistics and data science.
CO2	UNDERSTANDING	EXPLAIN the key terms in statistics, from a managerial perspective.
CO3	APPLYING	IDENTIFY the various tools of statistics in business context and DEMONSTRATE their significance from the perspective of business decision making.
CO4	ANALYSING	EXAMINE the inter-relationships between various facets of statistics and data science in from the perspective of a consumer, industry, market, competition and business cycles.
CO5	EVALUATING	DEVELOP critical thinking based on various statistical and data science tool for informed business decision making.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge of key concepts of statistics and Ability to summarize present data to a diverse audience.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Quiz, Assignments, Software-based exercises, Written tests
II	Hands on working knowledge of different advanced statistical techniques.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test, Quiz.
III	Improved understanding for the application of sampling and inferential statistics.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Quiz, Assignment.
IV	Practical knowledge to use spreadsheet software for data analysis and statistical model building.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.
V	Application of predictive and Un-Predictive analytics in different functions of management.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.

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Name of the Program/Semester: MBA - I	Course: CC-4
Name of the Course: LEGAL ASPECT OF BUSINESS	Course Code: MBA106
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is to develop an understanding of Legal aspect of Business in the emerging perspective.

Course Outcome: The successful completion of this course shall enable the student:

CO1: To acquaint students with various laws, forces and regulatory measures governing business Operations in India.

CO2: To demonstrate an understanding of the legal environment of business.

CO3: To Apply basic legal knowledge to business transactions.

CO4: To understand the basic concepts relating to negotiable instruments.

CO5: To understand the fundamentals of consumer protection act.

Unit I

Contact Hours: 9

The Indian contract act ,Nature of contract, consideration, capacity to contract, free consent, Lawful consideration and Object, not Expressly declared void, performance of contract, breach of contract and its remedies, contingent and quasi contracts. Case study on related topics.

Unit II

Contact Hours: 9

Sale of goods act 1930: Formation OFG the contract of sale, conditions and warranties, transfer of ownership and delivery of goods, unpaid seller. Case study on related topics.

Unit III

Contact Hours: 9

Companies act 2015 - Types of Companies, Incorporation of a Company, Memorandum and Articles of Association, Prominent Labour Laws and a Brief Description of Regulatory Provisions. Case study on related topics.

Unit IV

Contact Hours: 9

Negotiable Instruments Act, 1881 , Foreign Exchange Management Act, Consumer protection Act, Securities and Exchange Board of India (SEBI) and investors' protection. Case study on related topics.

Unit V

Contact Hours: 9

The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. Case study on related topics.

Text Books:

1. M.C. Kuchha(2018.) Business Legislations for Management, (5thedition)vikas publishing india.

Reference Books:

1. N.D.Kapoor (2014.) Elements of Mercantile Law, (34thedition)Sultan chand& sons.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME:

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge of characteristics of Indian Contract Act.	Presentation/ Lecture.	Presentation/Assignme nt Evaluation, Quiz.
II	Application of Sales of Good Act 1930.	Application Based learning/Case Study/ Lecture.	Application-Based Activity/ Evaluation, Assignment, Class test.
III	Knowledge of COMPANIES ACT 2015.	Presentation/Vide o/Case Study/Live Project.	Presentation on Live Project/ Assignment.
IV	Improved understanding of main provisions of Negotiable instruments Company Law.	Presentation/ Video/Case Study/Research Study.	Research Study Presentation/ Assignment Evaluation.
V	Knowledge of provision Consumer Protection Act, 1986.	Application Based learning/Case Study/ Lecture.	Assignment Evaluation/ Class test.

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Name of the Program/Semester: MBA - I	Course: AEC-1
Name of the Course: SKILLS AND ABILITY ENHANCEMENT A. MANAGERIAL COMMUNICATION	Course Code: MBA107
Total Marks for Evaluation: 50(Internal marks: 15 External marks : 35)	No. of Contact hours: 10

Objectives: The objective of this course is to develop an understanding of Managerial communication in the emerging perspective.

Course Outcome: The successful completion of this course shall enable the student:

CO1: To understand the significance of effective communication in business.

CO2: To understand the practical uses of verbal communication more specific related to speech.

Unit I

Contact Hours: 4

Basics of Communication: Communication elements and process , Need of Communication Skills for Managers, Channels ,forms and dimensions of communication , Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language , Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication.

Unit II

Contact Hours: 6

Speaking : Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette..

Text Books:

1. Bovee C L et. al (2018).Business Communication Today,(14th edition) Pearson Education.

Reference Books:

1. P.D. Chaturvedi (2013) Business Communication, ,(3rd edition) Pearson Education.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO3	APPLYING	DEMONSTRATE appropriate use of body language.
CO4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge of managing and understanding fundamental of Communications.	Presentation/Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Indexed knowledge and Application of Oral communication more specific related to speech.	Application Based learning/Case Study/Video/Role-Play/ Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.

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Name of the Program/Semester: MBA - I	Course: AEC-II
Name of the Course: B. INTRODUCTION TO MICROSOFT SUITE-I (WITH LAB)	Course Code: MBA108
Total Marks for Evaluation: 50 (Internal marks: 35 External marks : 15)	No. of Contact hours: 25

Objectives: The objective of this course is to develop an understanding of Microsoft suite in the emerging perspective.

Course Outcome: The successful completion of this course shall enable the student:

CO1: To understand the excel function.

CO2: To understand formula in excel.

CO3: To understand and implement Charts in excel.

CO4: To have knowledge of Microsoft Word.

CO5: To have knowledge of Google Suite.

Unit I
Contact Hours: 5

Introduction to Excel, Basic Concepts, Data Type in Excel, Worksheet and its Attribute, Tabs and Ribbon. Cell References – Absolute, Mixed and Relative. Cut Copy Paste and Advance Options. Find & Replace with Advanced Options. Sorting and Filtering, Introduction to Advanced Filters and Sorting, Group & Ungroup of Data, Color Filter etc. Importance of CTRL+I (Home Tab) and its uses. Understanding Different Group under Home Tab, Table and its uses. MATCH etc.

Unit II
Contact Hours: 5

Introduction to Formulas and Functions – Understanding Syntax, Error Type, Reference Type. Conditional Operators – IF, AND, OR, NOT, ISERROR, ISNUMBER etc. Statistical Functions – MAX/MIN, SUMIFS/COUNTIFS, SUMPRODUCT etc. Text Functions – LEFT, RIGHT, MID, SEARCH, TRIM, LEN, UPPER, LOWER, PROPER etc. Date and Time Functions – TODAY, NOW, EOMONTH, WEEKDAY, WORKDAY. Lookup Functions – VLOOKUP, HLOOKUP, INDEX.

Unit III
Contact Hours: 5

Introduction to Charts – Charts Type, Instant Charts, Line charts, Column charts, Picture Charts, Scatter Charts. Charts Style- Layout, Labels, Axis Option, Title, Legends, Data Labels. Conditional Formatting- Data Bars and Colors Scale. Modifying Rows and Columns. Data Tools – Text to Columns, Data Validation, Scenario Manager.

Unit IV
Contact Hours: 5

Introduction to Microsoft Word – Understanding Different Style and Paragraph functions. Format Painter. Font Functions. Short Cut for Basic Operation – Cut, Copy, Save, Save As. Bullets and Numbering. Working with Borders. Mail Merge and its uses. Insert Tab- Blank Page, Page Break, Tables, Picture etc. Working with Shapes and charts. Hyperlink, Header, Footer and Text Functions. Drop Cap. Understanding and Working with different Page Layout Options. Page Background. End note, Foot note.

Unit V
Contact Hours: 5

Introduction to Google Suite. Google Form - Designing of Quizzes and Feedback. Accepting and Closing responses. Google Drive and its uses. Working with Google Calendar- Designing own calendar, Sharing and Collaborating. Introduction to Google Sheets. Basic Formulas and Collaborating sheets.

Text Book:

1. Excel 2019 Power Programming with VBA - John Walkenbach.

Reference Book:

1. Microsoft Office 2016 - Steve Schwartz.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	GAIN in depth knowledge about the functioning of excel.
CO2	DEVELOPING	UNDERSTAND AND IMPLEMENT formulas in excel.
CO3	ANALYZING	UNDERSTAND AND IMPLEMENT Charts in excel.
CO4	IMPLEMENTING	WORKING knowledge of Microsoft Word.
CO5	APPLYING	APPLICATION of Google Suite.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge of managing and operations of excel.	Presentation/Video/lab.	Evaluation of Students on the basis of Presentation/Assignment / Quiz.
II	Indexed knowledge and application of formulas in excel.	Presentation/Video/lab.	Evaluation of Students on the basis of Class test.
III	Able to work effectively with excel function especially with charting.	Presentation/Video/lab.	Evaluation of Students on the basis of Assignment.
IV	Identify and properly use of Microsoft word.	Presentation/Video/lab.	Evaluation of Students based on/ Assignment Evaluation/ Class test.
V	Deep understanding of Google suite function.	Presentation/Video/lab.	Evaluation of Students based on Presentation/ Assignment / Class test.

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Name of the Program/Semester: MBA - I	Course: AEC-III
Name of the Course: APTITUDE SKILLS AND QUANTITATIVE ANALYSIS	Course Code: MBA109
Total Marks for Evaluation: 50 (Internal marks: 15 External marks : 35)	No. of Contact hours: 25

Objectives: The objectives of this course is to develop aptitude and Quantitative skills among the students of MBA. The course aims at developing the good hold on the concept for the students for the question asked in aptitude test.

Unit I

Contact Hours: 15

Numbers:-Basics,base, Divisibility, LCM, HCM, Prime. Cyclicity, Factors, Unit Digit, Remainder, Averages and Age related problems:- consecutive numbers, wrong addition, monthly / Annually, Percentage and Profit & Loss: -, Ratio and proportion, Short tricks and Questions, Probability: - Coins, Dice, cards and colored balls.

Unit II

Contact Hours: 10

Verbal Reasoning: Grammar, Sentence Correction. Reasoning: blood relations, Number series & directions.

Reference books:

1. Quantitative Aptitude for competitive Examinations, RS Agarwal – S.Chand Publication, Revised Edition:2017.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	UNDERSTANDING	ABILITY to solve numerical problem and handle numerical data.
CO2	APPLYING	ILLUSTRATE the use of mathematical tools in solving practical problems.
CO3	ANALYZING	OUTLINE the various facets of business mathematical tools in managerial perspective.
CO4	EVALUATING	DEVELOP athematic and reasoning skills to be well prepared for placement aptitude test.

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Name of the Program/Semester: MBA - I	Course: EECC-I
Name of the Course: LIVE PROJECTS	Course Code: MBA110P
Total Marks for Evaluation: 50 (Internal marks: 15 Project report marks : 35)	

Objectives: The objective of this course is to comprehend current developments in the field of business to enable them to avail the opportunities in a timely manner to enhance organizational productivity by application of innovative and effective business techniques.

This paper consists of two phases i.e., Phase-I: Practical Training/Live Project and Phase-II: Project Report.

Phase I – Practical Training and Live Project

Objective of the Practical Training: This course aims at providing field exposure on various practical learning and training to support their theoretical understanding of the core subject learned in first semester.

Mode of Live Project: This will be observational study visits to various categories of Cooperatives from primary to apex levels and to various Production and Service Sector. This has to be done under the guidance and supervision of a faculty in-charge who will mentor the students. The Students are expected to maintain a record of this observational study visits in which they shall record all the information they have gathered during the visits.

Phase I – Assessment of the Live Project

Assessment of the Live Project: Live Project and Record will be assessed by a Faculty member's and Dean of Commerce & Management, Kalinga University Raipur.

A. Project Report & Viva – Voce: 35 Marks

B. Internal continuous assessment: 15 Marks

Total Marks 50 Marks

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	UNDERSTANDING	SUMMARIZE the key functional problem in a particular organization.
CO2	APPLYING	ILLUSTRATE the key issues in the industry.
CO3	ANALYSING	OUTLINE the theoretical framework applied in real life.
CO4	EVALUATING	DEVELOP critical analysis of various job role and reporting it with the help of project.

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Name of the Program/Semester: MBA - I	Course: EECC-II
Name of the Course: COMPANY ANALYSIS PROJECT -I	Course Code: MBA111P
Total Marks for Evaluation: 50(Internal marks: 15 Project report marks : 35)	

Objectives:The objective of Capstone is to provide culminating requirements for an MBA program, requiring students to synthesize what they learned to research and address a contemporary business problem. In first semester students will do sectoral analysis in structural way.

- **Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Niche, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry.
- **External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRPC Commission, FDA, etc. against irregularities, legal violations if any.

Assessment of the CAP: CAP and Record will be assessed by a Faculty member's and Dean of Commerce & Management, Kalinga University Raipur.

A. Project Report & Viva – Voce: 35 Marks

B. Internal continuous assessment: 15 Marks

Total Marks 50 Marks

Text Books:

1. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

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Name of the Program/Semester: MBA - I	Course: SEC-I
Name of the Course: INTERPERSONAL AND LEADERSHIP ENHANCEMENT SKILLS I A. KNOWING SELF AND OTHERS	Course Code: MBA112P
Total Marks for Evaluation: 50 (Self-Report and Viva-Voce :- 50 marks)	

Objective: The objective of this course is self-introspect your behavior and self-management.it aims at developing the road map of individual through ice breaking exercise.

The course will be taught by using the self-management lessons. The main subject matter will answer following questions:-

1. Road Map Know yourself,
2. Talking about self
3. Goal setting
4. Time management

Assessment of knowing self and others will be based on presentation of the students in front of class mentor and Dean of commerce & management, Kalinga University Raipur.

- A. Self-Report and Viva-Voce :- 50 marks

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Name of the Program/Semester: MBA I	Course: SEC-II
Name of the Course: INTERPERSONAL AND LEADERSHIP ENHANCEMENT SKILLS I B. INDIAN ETHOS AND LEADERSHIP: LEARNING MANAGEMENT THROUGH BHAGWAT GEETA	Course Code: MBA113P
Total Marks for Evaluation: 50 (Self-Report and Viva-Voce :- 50 marks)	

Objective: Our academia is familiar with the educational theories and life skills thoughts developed in the West. The objective of this course is to provide information about our own historical and cultural thoughts in relation to life skills and education. In Bhagwat Gita, life skills in educational philosophy are present and the aim of this course is to reconsider Indian ethos and life skills with the help some of the Leadership lessons in the light of the BhagwatGeeta.

The course will be taught by using the s lessons from BhagwatGeeta. This will bridge the gap between:-

1. Management lesson from Bhagwat Geeta
2. BhagwatGeeta and managerial effectiveness

Assessment of “Learning Management through Bhagwat Geeta” will be based on presentation of the students in front of class mentor and Dean of Commerce & Management, Kalinga University Raipur.

B. Self-Report and Viva-Voce :- 50 marks

Reference books:

1. Varma R.R. 2013 Bhagwat Geeta.
2. A.C Bhaktivedanta Swami Prabhupada 2010 (Hindi edition) ISKCON.

SEMESTER – II

MASTER IN BUSINESS ADMINISTRATION

(COMPULSORY & SKILL ENHANCEMENT COURSES)

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SEMESTER – II						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA201	Financial Management	CC-5	3	30	70	100
MBA202	Human Resource Management	CC-6	3	30	70	100
MBA203	Consumer Behavior	CC-7	3	30	70	100
MBA204	Business Environment: India and the World Economy	GE-3	3	30	70	100
MBA205	Operations and Supply Chain Management	GE-4	3	30	70	100
MBA206	Business Ethics & Corporate Governance/Law	CC-8	3	30	70	100
MBA207	Managerial Communication II	AECC-4	2	15	35	50
MBA208	Introduction to Microsoft Suite II	AECC-5	2	35	15	50
MBA209	Aptitude Skills and Quantitative Analysis II	AECC-6	2	15	35	50
MBA210P	Social Well-being Project	EECC-3	1	15	35	50
MBA211P	CAP (Company Analysis Project) II	EECC-4	1	15	35	50
MBA212P	Knowing Self and others	SEC-3	1	15	35	50
MBA213P	Indian Ethos and Leadership: Leadership lessons by Chanakya	SEC-4	1	15	35	50
Total			28			

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Name of the Program/Semester: MBA - II	Course: CC-5
Name of the Course: FINANCIAL MANAGEMENT	Course Code: MBA201
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is to develop an understanding of the concept of Business finance, tools and techniques used to analysis financial decision.

Course Outcome: The successful completion of this course shall enable the student:

CO1: To understand the financial management, sources of finance and describe basic finance Decision.

CO2: To learn Corporate Financial Statements.

CO3: To understand working capital management.

CO4: To understand the capital structure concept and its measurement.

CO5: To analyze and implement concept of capital budgeting.

Unit I

Contact Hours: 9

Business Finance: Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager. Case study on related topics.

Unit II

Contact Hours: 9

Techniques of Financial Statement Analysis: Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement. Case study on related topics.

Unit III

Contact Hours: 9

Working Capital Management: Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method). Case study on related topics.

Unit IV

Contact Hours: 9

Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.” Case study on related topics.

Unit V

Contact Hours: 9

Capital Budgeting: Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR. Case study on related topics.

Text Book:

1. I.M. Pandey, (2021) Financial Management, Pearson, 12th edition.
2. Financial Management (2019), Shashi K. Gupta and R.K. Sharma (Kalyani Publication).

Reference Books:

1. Maheshwari, S.N. Financial Management – Principles & Practice, Sultan Chand & Sons, Latest Version.
2. Prasanna, Chandra, Financial Management: Theory and Practice. Tata McGraw Hill. Latest Version.
3. Khan, M. Y. and Jain P. K., Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi. Latest Version.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Reporting taught through the syllabus.
CO.2	UNDERSTANDING	EXPLAIN, in detail, all the theoretical concepts taught through the syllabus.
CO.3	APPLYING	DO all the necessary calculations pertaining to financial reporting.
CO.4	ANALYSING	ANALYZE the situation and decide the key elements of financial reporting through the financial statements.
CO.5	EVALUATING	EVALUATE the compliance and quality of financial reporting.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge of Finance, financial management and its source.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Indexed knowledge and tools that helps in understanding Corporate Financial Statements.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test, Quiz.
III	Deep Knowledge of Working Capital Management.	Presentation/ Video/Case Study.	Quiz, Assignment.
IV	Improved knowledge and understanding of Capital Structure theories and its tools.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.
V	Able to implement and analyses Capital Budgeting techniques.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.

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Name of the Program/Semester: MBA - II	Course:CC-6
Name of the Course: HUMAN RESOURCE MANAGEMENT	Course Code:MBA202
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of the course is to sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: familiarize participants with human resource policies and practices that they need to know regardless of their field of managerial functions.

CO2: Highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives.

CO3: Provide basic concepts, techniques, and practices of human resource management in diverse contexts.

CO4:Elaborates the concept of Industrial Relations, to outline the important causes & impactof industrial disputes and Industrial Dispute settlement procedures.

Unit I

Contact Hours:9

Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources. Case study on related topics.

Unit II

Contact Hours: 9

Job Analysis; Human Resource Planning: Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition: Recruitment, Selection and Induction; Performance Management: Systems and Strategies; Learning, Training and Development: Process and methods; Compensation and Rewards Management. Case study on related topics.

Unit III

Contact Hours:9

Selection and Recruitment; Induction and placement; Performance and Potential Appraisal, Job Evaluation: Concept, Scope and Limitation; Compensation, Transfer, Promotion and Reward Policies; Training and Development; Competency Based Training and Assessment, Motivational Model., Human Resource Information System, Human Resource Audit and Human Resource Accounting. Case study on related topics.

Unit IV

Contact Hours:9

Industrial Relations: Dynamics of Employer, Employee and the State; Trade Unions: Past, present and the future; Industrial Harmony: Workers' Participation, Collective Bargaining, Grievance, Discipline; Dispute Resolution and Conflict Management; Employee Engagement; International Dimensions of HRM. Case study on related topics.

Unit V
Contact Hours: 9

Emerging Trends in HRM: HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. Case study on related topics.

Text Book:

1. Armstrong, M. & S. Taylor. (2017). Armstrong's Handbook of Human Resource Management Practice (14thed.). London: Kogan Page.

Reference Books:

1. Aswathappa, K. (2017) Human Resource Management: Text and Cases. (8thed.) New Delhi: McGraw Hill.
2. Sharma, R.C. (2016). Industrial Relations and Labour Legislation. New Delhi: Prentice Hall.
3. Muller-Camen, M., Croucher, R.,& Leigh, S. (2016). Human Resource Management: A Case Study Approach. CIPD. New Delhi: Viva Books.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
CO3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO5	ANALYSING	OUTLINE the compensation strategies of an organization.
CO6	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved understanding of the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in the health sector.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Knowledge of the foundations of managing human resources in organizations, in terms of systems, strategies and practices.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis and implementation of the need for well-designed HR policies that enhance employee motivation and performance.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Deep understanding of Emerging Trends in HRM.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - II	Course: CC-7
Name of the Course: CONSUMER BEHAVIOR	Course Code: MBA203
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is to understand the various aspects of marketing research, identify the various tools available to a marketing researcher. Marketing research can help the marketing manager in decision making. It also helps students to explore different approaches of marketing research.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Understand the basic elements of consumer behavior.

CO2: Understand the consumer personality and attitude while taking buying decision Data.

CO3: Understand Cultural Influences on Consumer Behavior and how it will lead to modification in behavior of consumer.

CO4: Understand the overall process of consumer decision making.

CO5: Understand the organizational buying behavior.

Unit I

Contact Hours: 9

Introduction to Consumer Behavior: Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, Dimensions of Consumerism, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, Consumer Behavior and its Applications in Marketing. Case study on related topics.

Unit II

Contact Hours: 9

Individual Determinants of Consumer Behavior: Consumer Personality – Personality, Self-concept, Overview of Personality Theories, Brand Personality, Emotions. Consumer Perception - Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions. Consumer Learning, Memory and Involvement - Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity. Consumer Attitudes - Functions of Attitude, Attitude Models, and Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers. Consumer Motivation - Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Overview of Maslow's hierarchy of needs. Case study on related topics.

Unit III**Contact Hours: 9**

Environmental Influences on Consumer Behavior: Cultural Influences on Consumer Behavior – Concept of Culture, Values, Sub-cultures, and Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences. Social Class and Group Influences on Consumer Behavior - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership. Indian Consumer: Social classes in India - old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India. Diffusion of Innovation - Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion. Case study on related topics.

Unit IV**Contact Hours: 9**

Consumer Decision Making Process: Problem Recognition - Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information, Search & Evaluation - Types of information, Sources of Information Search, Search, Experience and Credence Aspects - Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence, Situational Variables, Purchasing Process - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns, Post-purchase Evaluation & Behavior - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post-Purchase Dissonance. Consumer Decision Models - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Seth Model, Engel, Blackwell, Miniard Model. Case study on related topics.

Unit V**Contact Hours: 9**

Organizational Buying Behavior: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles. Case study on related topics.

Text Book:

1. Consumer behavior, batra, kazmi, excel books (2008 2nd edition).
2. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, (1993 4th Edition).
3. Consumer Behavior - In Indian Perspective, Suja R. Nair, Himalaya Publishing House. (2015, 2nd edition).

Reference Books:

1. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition.
2. Consumer Behavior, Engel, Blackwell & Miniard.
3. Consumer Behavior - An Indian perspective, Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO.2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO.3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO.4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO.5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
CO.6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge of social and psychological factors and their influence his/her behavior as a consumer.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Indexed knowledge and understanding in more specific about Individual Determinants of Consumer Behavior.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved understanding of Cultural and social Influences on Consumer Behavior.	Presentation/Video/ Case Study/Life Project.	Evaluation of Students on Presentation on Project, Assignment.
IV	Able to analyze dynamics of human behavior and the basic factors that influence the consumer's decision process.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding of fundamental concepts associated with organizational buying behavior.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - II	Course: GE-3
Name of the Course: BUSINESS ENVIRONMENT: INDIA AND THE WORLD ECONOMY	Course Code: MBA204
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is to provide an introduction to business and the economic environment within which it operates, which has an important influence as free market policies are pursued worldwide.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Understand the concept, significance of business environment.

CO2: Understand the importance of RBI, Monetary Policy and Fiscal Policy.

CO3: Understand in detail the concept of Technological environment.

CO4: Understand the element and working of international environment.

CO5: Develop a thorough understanding of a range of Role of RTAs in new market creation.

Unit I

Contact Hours: 9

Introduction to Business Environment: Concept, Significance, Nature, Framework for internal /external environment. Environmental analysis: Meaning, Nature, Steps. Methods of environmental scanning: SWOT, ETOP, PESTL
Financial System & legal Environment: Indian financial System: Objectives, features and components; Money & Capital market, Role of FII & FDI.

Unit II

Contact Hours: 9

RBI-Role and functions, monetary policy and Fiscal Policy
Economic & Political Environment: Economic Systems, NITI Aayog: Roles and responsibilities, Policy for Small Scale Industry (MSME Act).

Unit III

Contact Hours: 9

Technological Environment: Overview of Technology policy
Technology S Curve and Technology transfer, intellectual property rights.

Unit IV

Contact Hours: 9

International Environment: Introduction to balance of payment and balance of trade, International Economic Institutes: WTO, World Bank, IMF.

Unit V

Contact Hours: 9

Role of RTAs in new market creation- BRICS: creation, economic and political factors contributing to creation of BRICS. Indian Ocean Rim Association (IOR)- India's role in promoting IOR, Basic purpose of creation. BIMSTEC (Bay of Bengal Initiative for Multi-sectoral Technical and Economic cooperation) Business Growth perspectives and present scenario. India's contribution in its development.

Text Book:

1. Aswathappa, K. (2019). Essentials of Business Environment. Himalaya Publishing House.
2. Cherunilam, F. (2018). Business Environment. 18th edition. Himalaya Publishing House.

Reference Books:

1. Goyal, Dr. A. (2010). Environment for Managers. 1st edition. V.K (India) Enterprises.
2. Neelamegam, V. (2010). Business Environment. Vrinda Publication.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key terms and concept of Business environment.
CO2	REMEMBERING	ENUMERATE the role and functions of RBI.
CO3	UNDERSTANDING	ILLUSTRATE the concept of technological environment.
CO4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO5	ANALYSING	OUTLINE the International Environment in emerging market perspectives.
CO6	EVALUATING	INTERPRET the Role of RTAs in new market creation with special focus on BRICS and IOR.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge of managing and understanding of key concept of Business environment.	Presentation/Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Indexed understanding of RBI-Role, functions, monetary policy and Fiscal Policy.	Application Based learning/Case Study/Video/Role-Play/ Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Able to work effectively with Global Business Environment.	Presentation/Video/Case Study/Live Project.	Evaluation of Students on Presentation on Live Project, Assignment.
IV	Knowledge of International Economic Institutions.	Presentation/Video/Case Study/Research Study.	Presentation, Assignment Evaluation, Class test.
V	Knowledge of role of RTAs in new market creation.	Presentation/Video/Case Study/Research Study.	Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - II	Course: GE-4
Name of the Course: Operations and Supply Chain Management	Course Code: MBA205
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The course aims at familiarizing the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.

CO2: Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.

CO3: Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.

CO4: Understand the elemental processes involved in designing a product and a service.

CO5: Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.

Unit I

Contact Hours: 9

Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.

Unit II

Contact Hours: 9

Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System Design Matrix: Design of Service Systems, Service Blueprinting.

Unit III

Contact Hours: 9

Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.

Unit IV
Contact Hours: 9

Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, and cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point.

Unit V
Contact Hours: 9

Supply Chain Management: Supply chain concept, Generalized Supply Chain Management Model -Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.

Text Book:

1. Cachon, G., and Terwiesch. (2018). Matching supply with demand. McGraw Hill, Chennai.
2. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). Operations Management (12th ed.). Pearson Education, Delhi.
3. Chopra, S., and Kalra, D. (2019). Supply Chain Management: Strategy, Planning and Operation (6th ed.). Pearson Education, Delhi.

Reference Books:

1. Ballou, H.B., and Srivastava, S.K. (2008). Business Logistics/Supply Chain Management (5th ed.), Pearson Education, Delhi.
2. Cachon, G., and Terwiesch. (2018). Matching supply with demand. McGraw Hill, Chennai.
3. Kok, A.G. de and Graves, S. (2003). Handbooks in Operations Research and Management Science, Vol. 11, Supply Chain Management: Design, Collaboration and Operation, Elsevier.
4. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). Operations Management (12th ed.). Pearson Education, Delhi.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO.3	UNDERSTANDING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO.4	APPLYING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO.5	ANALYSING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved Understanding of the fundamental concept of Operations and Supply Chain Management.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Knowledge of different types process characteristics and their linkages with process-product matrix in a real world context.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test, Quiz.
III	Able to develop the various dimensions of production planning and control and their inter-linkages with forecasting.	Presentation/ Video/Case Study.	Quiz/ Assignment.
IV	Improved awareness on different modes of transportation, different design options of transportation network in a supply chain, their applicability under different contexts and the trade-offs in transportation designefficiency of the supply chain.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.
V	Able to link with Customer Issues, Logistic and Business Issues in a real world context.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.

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Name of the Program/Semester: MBA - II	Course: CC-8
Name of the Course: BUSINESS ETHICS AND CORPORATE GOVERNANCE	Course Code: MBA206
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The course is designed to cover fundamental issues with regard to Business ethics and their application in real world issues.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions.

CO2: Explain the relationship between ethics, morals and values in the workplace.

CO3: Understand Issues in Moral conduct of Business and CSR.

CO4: Formulate ethical philosophy to explain how it contributes to current practice.

CO5: Understand the fundamentals of CSR.

Unit I

Contact Hours: 9

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behavior, Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values, Modern Business Ethics and Dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability. Case study on related topics.

Unit II

Contact Hours: 9

Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards Consumer Stakeholders and the Environment; the Corporation and Internal Stakeholders; Values-Based Moral Leadership, Culture, Strategy and Self-Regulation; Spiritual Leadership for Business Transformation, Organizational Excellence and Employee Wellbeing through Human Values. Case study on related topics.

Unit III

Contact Hours: 9

Corporate Social Responsibility: A Historical Perspective from Industrial Revolution to Social Activism, Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Case study on related topics.

Unit IV
Contact Hours: 9

Issues in Moral conduct of Business and CSR: Failure of Corporate Governance, Social Audit, Unethical Issues in Sales Marketing, Advertising and Technology: internet Crime and Punishment, Intellectual Property Rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000). Case study on related topics.

Unit V
Contact Hours: 9

Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice. Case study on related topics.

Text Books:

1. Weiss, Joseph W (2019). Business Ethics: Concepts & Cases, Cengage Learning.

Reference Books:

1. Hartman, Laura P. and Joe DesJardins (2014). Business Ethics: Decision-Making For Personal Integrity and Social Responsibility, McGraw-Hill/Irwin.
2. Colin Fisher and Alan Lovell (2016). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	DEFINE basic terms and concepts related to Values, Business ethics, relevance of values and ethics in Management.
CO.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with Corporate governance in a real world context.
CO.3	UNDERSTANDING	DESCRIBE the various dimensions of Corporate social responsibility and challenges of environment.
CO.4	ANALYSING	OUTLINE the issues in corporate governance and CSR and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
CO.5	APPLYING	INDEXED knowledge and understanding in more specific Challenges of Environment.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge of managing and understanding the fundamental of Moral Values and Ethics.	Discussion & Presentation/ Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Indexed knowledge and understanding of the process characteristics and their linkages with Corporate governance in a real world context.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Able to work effectively with Various dimensions of Corporate social responsibility and challenges of environment.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Identification of the Issues in Moral conduct of Business and CSR.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Outline the issue of Challenges of Environment.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - II	Course: AEC-IV
Name of the Course: SKILLS AND ABILITY ENHANCEMENT MANAGERIAL COMMUNICATION-II	Course Code: MBA207
Total Marks for Evaluation: 50 (Internal Marks: 15 External Marks: 35)	No. of Contact hours: 10

Objectives: The objective of this course is to develop an understanding of Managerial communication in the emerging perspective.

Unit I

Contact Hours: 4

Presentation Skills: Principles of effective Presentations, Planning, Structure and delivery, Principles governing the use of audiovisual media, Time management, and slide design and transition: representation of textual information into visuals for effectiveness of communication- style and persuasiveness of the message- Adherence to the number of slides, Dynamics of group presentation and individual presentation.

Unit II

Contact Hours: 6

Interviews: Essential of placement interviews, Web/video conferencing, tele-meeting. Impression formation, Tactics, The self-presentational Motive, The Compass Qualities, First and lasting impression, Magic Pills, Toxic traits, The social Context: Norms and roles, The Target Values, Physical appearance, communication style, content of communication, actions, The environment, success, changing from outside-in, current Social image, The private self, Worrying about impression.

Text Books:

1. Business Communication. Bovee C L et. al., Pearson Education.
2. Business Communication, P.D. Chaturvedi, Pearson Education.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	RECOGNIZE the various elements of presentation skills.
CO2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO3	APPLYING	DEMONSTRATE appropriate use of body language.
CO4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.

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Name of the Program/Semester: MBA - II	Course: AEC-V
Name of the Course: SKILLS AND ABILITY ENHANCEMENT II INTRODUCTION TO MICROSOFT SUITE -II (WITH LAB)	Course Code: MBA208P
Total Marks for Evaluation: 50 (Internal Marks: 35 External Marks: 15)	No. of Contact hours: 20

Objectives: This course will cover the implementation and more practical hands-on on the topic of Various Advanced Formulae's. Pivot Tables- Pivots Charts. Sample Dashboard designing through charts. Introduction to Basic VBA (Virtual Basic Application). Macros – Designing and working with Macros.

Unit I

Contact Hours: 10

Pivots Table – Designing Report through Pivot Data, Charts, Sorting and Filtering, Pivots Values, Slicers.

Unit II

Contact Hours: 5

Introduction to VBA – Basic of Virtual Basic Application. Macros – Building Macros, Running with Shortcuts, Understanding various saving Option.

Unit III

Contact Hours: 5

Practical Hands-On Various Advanced Formulae- Statistical, Lookup Functions, Data Validation.

Text Books:

1. Excel 2019 Power Programming with VBA - John Walkenbach.
2. Microsoft Office 2016 - Steve Schwartz.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	GAIN in depth knowledge about the functioning of Pivot table.
CO2	DEVELOPING	UNDERSTAND AND IMPLEMENT VBA and Macros.
CO3	ANALYZING	UNDERSTAND AND IMPLEMENT Advanced Formulae in excel.

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Name of the Program/Semester: MBA - II	Course: AEC-VI
Name of the Course: SKILL AND ABILITY ENHANCEMENT II APTITUDE SKILLS AND QUANTITATIVE ANALYSIS-II	Course Code: MBA209P
Total Marks for Evaluation: 50 (Internal Marks: 15 External Marks: 35)	No. of Contact hours: 15

Objectives: The objectives of this course is to develop aptitude and Quantitative skills among the students of MBA. The course aims at developing the good hold on the concept for the students for the question asked in aptitude test.

Unit I

Contact Hours: 5

Numbers: -Time , Speed and Distance-Types, Trains and Boats, Time and Work Accuracy, Efficiency, Men days , Simple and Quadratic Equations – Basic Concepts , Short Tricks and Questions, Mensuration.

Unit II

Contact Hours: 5

Logical Reasoning:Data Interpretation, syllogism, Calendar, Reasoning – Logic puzzles, All type.

Unit III

Contact Hours: 5

Verbal Reasoning- Paragraph Completion, sentence Correction, Synonym/ Antonyms, Analogies, Verbal- Reading Comprehension.

Reference books:

1. Quantitative Aptitude for competitive Examinations, RS Agarwal – S.ChandPublication, Revised Edition: 2017.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	UNDERSTANDING	Ability to solve numerical problem and handle numerical data.
CO2	APPLYING	ILLUSTRATE the use of mathematical tools in solving practical problems.
CO3	ANALYSING	OUTLINE the various facets of Business mathematical tools in managerial perspective.
CO4	EVALUATING	DEVELOP arithmetic and reasoning skills to be well prepared for placement aptitude test.

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Name of the Program/Semester: MBA - II	Course: EECC-
Name of the Course: CAREER ENHANCEMENT SKILLS II A. SOCIAL WELLBEING PROJECTS	Course Code:MBA210P
Total Marks for Evaluation: 50 (Internal Marks: 15 Project Report Marks: 35)	

Objectives: The objective of this course is to comprehend students about the working of NGO in social welfare and development.

This is novel initiative by Kalinga university Raipur in which the students have to undertake a two weeks project with a NGO or CSR department of the organization.

Phase I – Social Wellbeing Project & Report.

Objective of the Practical Training: To understand the role of NGO in social welfare and development. Mode of Live Project: This is an observational study in which visits to various categories of NGO /social work department in companies from primary to apex levels and to various developmental activities will be analyzed. This has to be done under the guidance and supervision of a faculty in-charge who will mentor the students. The students are expected to maintain a record of this observational study visits in which they shall record all the information they have gathered during the visits.

Assessment of the Social wellbeing Project will be done by faculty members and Dean of Commerce & Management, Kalinga University Raipur.

A. Project Report & Viva – Voce: 35 Marks

B. Internal continuous assessment: 15 Marks

Total Marks 50 Marks

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	UNDERSTANDING	SUMMARIZE the key functional problem in a particular organization.
CO2	APPLYING	ILLUSTRATE the key issues in the industry.
CO3	ANALYSING	OUTLINE the theoretical framework applied in real life.
CO4	EVALUATING	DEVELOP critical analysis of various job role and reporting it with the help of project.

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Name of the Program/Semester: MBA - II	Course: EECC-II
Name of the Course: CAREER ENHANCEMENT SKILLS II B. COMPANY ANALYSIS PROJECT -II	Course Code:MBA211P
Total Marks for Evaluation: 50 (Internal Marks: 15 Project Report Marks: 35)	

Objectives:The objective of Capstone is to provide culminating requirements for an MBA program, requiring students to synthesize what they learned to research and address a contemporary business problem. In first semester students will do sectoral analysis in structural way.

- Promoters & Management Ethos: Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation.
- Financials: Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry.
- Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, corporate wars & feuds in the industry, if any.

Assessment of the CAP: CAP and Record will be assessed by a Faculty member's and Dean of Commerce & Management, Kalinga University Raipur.

A. Project Report & Viva – Voce: 35 Marks

B. Internal continuous assessment: 15 Marks

Total Marks 50 Marks

Text Books:

1. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO.2	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO.3	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO.4	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

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Name of the Program/Semester: MBA - II	Course: SEC-II
Name of the Course: INTERPERSONAL AND LEADERSHIP ENHANCEMENT SKILLS II A. KNOWING SELF AND OTHERS -II	Course Code: MBA212P
Total Marks for Evaluation: 50 (Internal Marks: 15 Project Report Marks: 35)	

Objective: The objective of this course is self-introspect your behavior and self-management.it aims at developing the road map of individual through ice breaking exercise.

The course will be taught by using the self-management lessons. The main subject matter will answer following questions:-

Topics

1. Team Building:- Stages of Team building.
2. Presentation:- Book review Movie review Case review.
3. Free speech:- Public speaking.

Assessment of knowing self and others will be based on presentation of the students in front of class mentor and Dean of commerce & management, Kalinga University Raipur.

- A. Self-Report and Viva-Voce :- 50 marks

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Name of the Program/Semester: MBA - II	Course: SEC-II
Name of the Course: INTERPERSONAL AND LEADERSHIP ENHANCEMENT SKILLS II B. INDIAN ETHOS AND LEADERSHIP: LEADERSHIP LESSONS BY CHANAKYA	Course Code: MBA213P
Total Marks for Evaluation: 50 (Internal Marks: 15 Project Report Marks: 35)	

Objective: Our academia is familiar with the educational theories and life skills thoughts developed in the West. The objective of this course is to provide information about our own historical and cultural thoughts in relation to life skills and education. In Chanakya, life skills in educational philosophy are present and the aim of this course is to reconsider Indian ethos and life skills with the help some of the Leadership lessons in the light of the Chanakya.

The course will be taught by using the lessons from Chanakya. This will bridge the gap between:-

1. Management lesson from Chanakya.
2. Chanakya and managerial effectiveness.

Assessment of “Leadership Lessons by Chanakya” will be based on presentation of the students in front of class mentor and Dean of commerce & management, Kalinga University Raipur.

B. Report and Viva-Voce: - 50 marks

Reference books:

1. Chanakya 2016 Chanakya neeti with chanakya sutras (Hindi edition) Publisher Om books International.
2. B.K. Chaturvedi 2020 Chanakya Neeti with Sutras of Chanakya Included (English edition) Publisher Diamond Books.

SEMESTER – III

**MASTER OF BUSINESS ADMINISTRATION
(COMPULSORY & DISCIPLINE ELECTIVE COURSE)**

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SEMESTER – III						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA301	Research Methodology for Business Decision	CC-9	3	30	70	100
MBA302	SUMMER TRAINING PROJECT	EECC-3	4	50	50	100
SELECT ANY TWO GROUP						
MARKETING MANAGEMENT						
MBA303	Marketing to Emerging Markets & Bottom of the Pyramid	DSE-I	4	30	70	100
MBA304	Retail Marketing	DSE-I	4	30	70	100
HUMAN RESOURCE MANAGEMENT						
MBA305	Competency Based Human Resource Management System	DSE-II	4	30	70	100
MBA306	Employee Relations and Labour Legislations	DSE-II	4	30	70	100
FINANCE						
MBA307	International Finance	DSE-III	4	30	70	100
MBA308	Commodities Markets	DSE-III	4	30	70	100
DIGITAL MARKETING & E-COMMERCE						
MBA309	Social Media, Web & Text Analytics	DSE-IV	4	30	70	100
MBA310	Digital Marketing	DSE-IV	4	30	70	100
BANKING AND INSURANCE						
MBA311	Insurance Laws and Regulation	DSE-V	4	30	70	100
MBA312	Marketing of Financial Services	DSE-V	4	30	70	100

HEALTH CARE AND HOSPITAL MANAGEMENT						
MBA313	Health care Analytics	DSE-VI	4	30	70	100
MBA314	Fundamental of pharma and Healthcare	DSE-VI	4	30	70	100
INTERNATIONAL BUSINESS MANAGEMENT						
MBA315	Global Business Environment	DSE-VII	4	30	70	100
MBA316	Cross Cultural issues in International Management	DSE-VII	4	30	70	100
LOGISTICS AND SUPPLY CHAIN MANAGEMENT						
MBA317	Logistics Management	DSE-VIII	4	30	70	100
MBA318	Sustainable Supply Chains	DSE-VIII	4	30	70	100
START UP AND ENTREPRENEURSHIP						
MBA319	Start Up and New Venture Management	DSE-IX	4	30	70	100
MBA320	Managing Innovation	DSE-IX	4	30	70	100
REAL ESTATE AND INFRASTRUCTURE MANAGEMENT						
MBA321	Real estate economics	DSE-X	4	30	70	100
MBA322	Affordable housing	DSE-X	4	30	70	100
BUSINESS ANALYTICS						
MBA323	Basic Business Analytics Using R	DSE-XI	4	30	70	100
MBA324	Data Mining	DSE-XI	4	30	70	100
Total			24			

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Name of the Program/Semester: MBA - III	Course: CC-9
Name of the Course: RESEARCH METHODOLOGY FOR BUSINESS DECISION	Course Code: MBA301
Total Marks for Evaluation: (Internal Marks: 70 External Marks: 30)	No. of Contact hours: 45

Objectives: The objectives of this course is to create scientific attitude towards solving a management problem and impart knowledge about tools available for carrying out research.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the various, concepts and characteristics of Research.

CO2: Understanding of Research Design.

CO3: Understand various Interpretation of Data and Report Writing.

CO4: Understand the key Measurement and Scaling Techniques.

CO5: Understand Types of data.

Unit I

Contact Hours: 9

Meaning, Objectives and Motivation in research; Types of Research; Research Approaches; Research Process. Case study on related topics.

Unit II

Contact Hours: 9

Research Design – Definition, classification: Exploratory qualitative techniques, secondary data analysis, experience survey, focus groups, two stage design; Descriptive - cross sectional & longitudinal and Causal research design. Case study on related topics.

Unit III

Contact Hours: 9

Measurement and Scaling Techniques - Errors in Measurement, Tests of Sound Measurement; Scaling and Scale Construction Techniques Sampling- Introduction, Sampling, Complete Enumeration or Census, Types of Sampling, Sampling Errors; Sampling Design - Steps in Sample Design, Types of Sample Design, Sampling Distributions. Case study on related topics.

Unit IV

Contact Hours: 9

Types of data; Methods of Data collection- Questionnaire, Interviews, Cases and Schedules. Questionnaire design online with Google form. Exploratory data analysis - Validity and Reliability in research; Theory of estimation Testing of Hypotheses- t test, z test, ANOVA and Chi-Sq. test; overview of multivariate analysis. Case study on related topics.

Unit V

Contact Hours: 9

Interpretation of Data and Report Writing- Precautions in report writing, Creating a Database and its Use for Statistical Analysis, Styles of Referencing, Plagiarism. Applications through SPSS. Case study on related topics.

Text Book:

1. Copper, Donald R. Business Research Method. New Delhi: Tata McGraw Hill Publishing Company New Delhi.
2. Sekaran, U. Research Methods for Business: A Skill Building Approach. New Delhi: John Wiley & Sons Inc. New Delhi.

Reference Books:

1. Zikmund, W. G. Business Research Method. Cengage Learning. New Delhi.
2. Collis, J., & Hussey, R. Business Research. Palgrave Macmillan, Hampshire.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	UNDERSTANDING	SUMMARIZE overall research process.
CO.2	ANALYSING	COMPARE and CONTRAST, different kinds of research designs and methodology, for instance in terms of their appropriateness, transparency and quality.
CO.3	EVALUATING	ASSESS and APPLY the Measurement and Scaling techniques.
CO.4	UNDERSTANDING	UNDERSTANDING the concept of Exploratory data analysis.
CO2	APPLYING	ILLUSTRATE the process of Interpretation of Data and Report Writing.

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Name of the Program/Semester: MBA - III	Course: EECC-III
Name of the Course: SUMMER TRAINING PROJECT	Course Code: MBA302
Total Marks for Evaluation: 100 (Internal Marks: 50 External Marks: 50)	

Objectives: The aim of incorporating the STP project to MBA student is to expose them with tools and techniques of research with appropriate understanding of methods and methodology and will come to know the importance of research and its process. They will also be able to understand the application of research in the specified domain of organization. This is being carried out to support the organization in terms of enhancing the decision through empirical investigation of collected data which upon further treatment with any standard statistical package will generate result which in turn will help in gaining sustainability in market, The secondary objective is to bridge the theoretical learning with practical and real world and to carry out this student need to do field survey/design questionnaire in their respective domain and identify the respondents from the population. The project will be assisted by the faculty members of the school appointed/nominated by head of the school. Further the student need to prepare their research report in presentable format and are required to submit to the school for the award of credits/marks. The tenure of the project will be based on the availability of duration with the organization and the total marks for this will be 100 including viva voce. Student can select any area of research in consultation with the organization and appointed faculty members of the school.

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Name of the Program/Semester: MBA - III	Course: DSE-I
Name of the Course: MARKETING TO EMERGING MARKETS & BOTTOM OF THE PYRAMID	Course Code: MBA303
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is create awareness about the economic growth in emerging markets, and the importance to the global marketplace, and the emergence of the bottom of the pyramid (BOP) market.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the various, concepts and characteristics of emerging Markets, its size & composition.

CO2: Understand characteristics, challenges and opportunities of Emerging Markets.

CO3: Understand various practices and perspectives BOP market.

CO4: Understand the key Marketing Strategies for BOP Markets.

CO5: Understand Challenges and Opportunities in BOP market.

Unit I

Contact Hours: 9

Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11. Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries, Emerging Market size for different sectors. Role of Emerging nation in the Corona free world. Case study on related topics.

Unit II

Contact Hours: 9

Emerging Markets - Perspectives & Practices: Characteristics of Emerging Markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. Comparative Advantage of Emerging Markets: Policy based advantage, raw material-based advantage, NGO based advantage Marketing Implications in terms of strategy, policy & practice of marketing, Determinants of attractiveness of emerging markets: opportunities, risks and trends in emerging markets. Emerging markets: Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications. Case study on related topics.

Unit III

Contact Hours: 9

Bottom of the Pyramid Markets: Concept, Definition, Nature and significance of BOP Markets, Characteristics of BOP markets. Size & Composition of BP markets all over the world, Difference between Emerging Markets & BOP Markets. Criticism of Marketing to BOP & Alternate Perspectives. Case study on related topics.

Unit IV
Contact Hours: 9

Marketing Strategies for BOP Markets: Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol, Segmentation, Targeting and Positioning for BOP markets. Case study on related topics.

Unit V
Contact Hours: 9

BOP Markets: The road head: Challenges and Opportunities in BOP market, Effect of MACRO Environmental factors on BOP markets. Case let based on Marketing to BOP markets. Case study on related topics.

Text Books:

1. The Fortune at the Bottom of the Pyramid, Prahalad, C.K.(2004), Pearson –Singapore.
2. Doing Business in Emerging Markets: Entry and Negotiation Strategies By S. TAMER AUTOR CAVUSGIL, S. Tamer Cavusgil, Pervez N. Ghauri, MilindR. Agarwal, Sage Publication. Suggested Reference Books.
3. We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the various practices and perspectives, concepts and characteristics of emerging Markets and BOP markets, its size & composition.
CO2	UNDERSTANDING	EXPLAIN Characteristics, challenges and opportunities of Emerging Markets, BOP markets and need of segmentation of BOP markets.
CO3	APPLYING	APPLY principles, BOP Protocol and Criticism of Marketing to BOP, to develop marketing decision-making skills for products and services in BOP markets.
CO4	ANALYSING	COMPARE AND CONTRAST between emerging markets, developed markets and BOP markets.
CO5	EVALUATING	EVALUATE Demographic & economic scenario and Comparative Advantage of emerging market countries and next 11.
CO6	CREATING	DEVELOP Marketing strategy to Emerging Markets and elaborate four elements of BOP strategy to relate it with the BRICS Market in the context of real-world marketing offering.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about characteristics, challenges and opportunities of Emerging Markets.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Understanding about the various practices and perspectives BOP market.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis of various practices and perspectives BOP market.	Presentation/ Video.	Quiz, Assignment.
IV	Improved awareness about key Marketing Strategies for BOP Markets.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding and Analysis of Challenges and Opportunities in BOP market.	Lecturing and Numerical problems.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-1
Name of the Course: RETAIL MARKETING	Course Code: MBA304
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to develop an understanding about the services and products that meet the specific needs of customers and offering these products at competitive, reasonable prices that will still yield profits.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand various concepts associated with retail marketing.

CO2: Understand the Retail Marketing strategies.

CO3: Understand the Retail Administration and Planning.

CO4: Understand Retail Marketing Communication and Pricing.

CO5: Understand about the Customer Relationship management and Recent Trend in Retailing.

Unit I

Contact Hours: 12

Introduction to Retailing: Meaning, Nature and Scope of Retailing, Evolution of Retailing, Global and Indian Scenario in retailing, Drivers of Retail change in India, Opportunities and Challenges in Retailing in India, Major Players nationally and internationally Importance and Functions of Retailing, Classification of Retailing, Product Retailing vs. Service Retailing, Retail Management Decision Process, Retail Marketing Environment, Dealing with ethical issues, Social Responsibility, Environmental Orientation, Waste Reduction at Retail Stores. Case study on related topics.

Unit II

Contact Hours: 12

Retail Marketing Strategies: Definition, scope, Importance of Market Segmentation in Retailing, Targeted Marketing Efforts, and Criteria for Effective Segmentation, Dimensions and Differentiation Strategies, Limitations of Market Segmentation. Retail Planning Process, Retail Models, Retail "EST" model. Formats of Retailing: Super markets. Hyper Markets, Departmental stores, Convenience store. Retail Institutions categorized by ownership: Independent, franchising, leased, vertical marketing system; Non-store Retailing. Store Location - Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Location & Site Evaluation, Site Selection. Store design and Retailing mix, store layout, circulation plan, Floor Space management Retail Merchandising, Understanding Merchandising Management, Activities of a Merchandiser. Planogram, Visual Merchandising. Case study on related topics.

Unit III

Contact Hours: 12

Retail Administration and Planning: Introduction, Retail Store Management, Supply Chain Management, Human Resource Management, Information System Management, Category management, Assortment planning, Analyzing merchandise performance, Gross Margin Return on Inventory Management (GMROI), Inventory Turnover Ratio, Sales Forecasting. Product Mix Trends Mall Management. Case study on related topics.

Unit IV
Contact Hours: 12

Retail Marketing Communication and Pricing: Introduction, Role of Communication in Retailing, elements and Marketing Communication Tools, Retail Marketing Communication Process, Retail Marketing Communication Plan, Implementing and Evaluating the Retail Communication Programs. Retail Pricing-Introduction, Factors Influencing Retail Pricing, Setting the Retail Price, Pricing Objectives, Pricing strategies, Pricing Methods, Price Adjustment and Discrimination. Case study on related topics.

Unit V
Contact Hours: 12

Customer Relationship management and Recent Trend in Retailing: Introduction, Benefits of Relationship marketing, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program, Role of Technology in Retail Marketing, Applications of IT in Retailing, Data Warehousing and Data Mining, Use of Barcodes, RFID tags and electronic shelf tagging, E-Tailing, Future Trends in Retailing with respect to use of technology in retail marketing. Case study on related topics.

Text Books:

1. Swapna Pradhan (2017, 5th edition), Retailing Management, TMGH Publication.
2. David Gilbert (2006, 2nd edition) Retail Marketing Management, Pearson Publication.

Reference book:

1. Information Technology for retailing by Khurana, McGraw Hill Publication.
2. Retail Management by Michael Levy and Barton. A Weitz, McGraw Hill Publication.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE various concepts associated with retail marketing.
CO2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Marketing.
CO3	APPLYING	ILLUSTRATE value creation & competitive advantage in Retail Marketing.
CO4	ANALYSING	ANALYSE the contemporary issues affecting Retail marketing decisions.
CO5	EVALUATING	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats.
CO6	CREATING	FORMULATE effective retail marketing strategy.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about accounting standard and basics of accounting.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Understanding about the financial position of a company/business/firm.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Understanding and analysis the data from the point of view of a manufacture who convert raw material into finished goods.	Presentation/ Video.	Quiz, Assignment.
IV	Identify and properly use of the data available from financial and cost accounting and utility it for betterment of the stakeholder's profit.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding and Analysis of Budgetary Control & Standard Costing.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-II
Name of the Course: COMPETENCY BASED HUMAN RESOURCE MANAGEMENT SYSTEM	Course Code: MBA305
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The Objectives of this course is to make students aware about the Competency Based Human Resource Management System.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Understand the key terms related to performance management and competency development.

CO2: Understand the concept of Performance Management System.

CO3: Understand fundamentals of Competency.

CO4: Understand Competency Development & its Models.

CO5: Understand, Design and MAP their own competency and plan better and appropriate career for themselves.

CO6: Develop a customized competency model in accordance with the corporate requirements.

Unit I

Contact Hours: 12

Performance Management System: Introduction of PMS-Definition, Scope, Importance, Performance Planning – Individual Goal Setting, Linking individual goals to Organization goals, Performance Coaching – Identification of Training Needs – Job Specification, Identify the Performance Gap, Training Specification, Choose appropriate training module, counselling for Better Performance, Feedback Mechanism in Organization. Case study on related topics.

Unit II

Contact Hours: 12

Introduction to Competency: Definition and History of Competency, Basic Components of Competency (Knowledge (K), Skill(S), Attitude(A)), Performance Vs Competency, Difference between Competence and Competency, Type of Competency – Generic Vs Key Competency, Functional and Technical Competency, Leadership and Managerial Competency, Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency. Case study on related topics.

Unit III

Contact Hours: 12

Competency Development & its Models: Need and Importance of Competency Development, Stages in developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial/Leadership, Custom, Development of Personnel competency Framework – Lancaster Model of Competency. Case study on related topics.

Unit IV
Contact Hours: 12

Competency Mapping: Procedures/Steps-Determining objectives and Scope, clarifying implementation goals and standards, create an action plan, define competency based performance effectiveness (Key Result Area (KRA) & Key Performance Indicators (KPI)), tools for datacollection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profile in HR decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation. Case study on related topics.

Unit V
Contact Hours: 12

Competency Driven Career and Culture: Role of Competency in Career Progression – Transactional competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, skill and Attitude) Competency based Succession and Career planning, Corporate Competency driven Culture. Case study on related topics.

Text Books:

1. Competency based HRM, Ganesh Shermon(2011, 9th edition), Tata McGraw Hill Publishing.
2. The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi(2016, 3rd edition), Sage Publication Inc.

Reference book:

1. Human Capital Measurement: An Introduction, K Sangeetha ICFAI University.
2. Competency Mapping, R K Sahu.
3. Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO2	UNDERSTANDING	EXPLAIN various models of competency development.
CO3	APPLYING	PRACTICE competency mapping.
CO4	ANALYSING	ANALYZE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO5	EVALUATING	DESIGN AND MAP their own competency and plan better and appropriate career for themselves.
CO6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of key terms related to performance management and competency development.	Discussion & Presentation/Tour in an organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Thorough understanding of concept of Performance Management System.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of various understanding of Competency Development & its Models.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of Procedures/Steps-Determining in Competency Mapping.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Able to Develop Competency Driven Career and Culture.	Lecturing/ experiential learning /role plays/ case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-II
Name of the Course: EMPLOYEE RELATIONS AND LABOUR LEGISLATIONS	Course Code: MBA306
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The Objective of this course is to make this aware about the Employee Relations and Labour Legislations.

Course Outcome: The successful completion of this course shall enable the student:

CO1: Understanding Fundamentals of Employee Relations.

CO2: Understanding Mechanism for harmonious employee relations.

CO3: Understanding of legislations relating to working environment.

CO4: Understanding of Legislation governing Unions and wages.

CO5: Understanding of Legislation governing working environment.

Unit I

Contact Hours: 12

Introduction: Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, Approaches to employee relations – The Dunlop's approach, The Social Action Approach The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India. Case study on related topics.

Unit II

Contact Hours: 12

Mechanism for harmonious ER: Collective bargaining – definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Workers participation in Management & Problem solving attitude, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees. Case study on related topics.

Unit III

Contact Hours: 12

Legislations governing Employee Relations: The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained. Case study on related topics.

Unit IV
Contact Hours: 12

Legislation governing Unions and wages: The Union Act 1926 – Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognized trade unions, types and structure of trade unions, impact of globalization in trade union movement, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 –Unfair labour practices on the part of Employers and Employees, authorities and punishments under the act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records. Case study on related topics.

Unit V
Contact Hours: 12

Legislation governing working environment: The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children, Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, Maternity benefit Act, 1961 – Entire Act and latest amendment, The Sexual harassment of women at workplace (Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer. Case study on related topics.

Text Books:

1. C B Mamoria (2014, 16th edition), Personnel Management, Himalaya Pub. House- New Delhi.
2. Personnel Management, Edwin Flippo(1980).

Reference book:

1. Introduction of Labour and Industrial Laws, Avatar Singh.
2. Elements of Mercantile Law, N. D. Kapoor, Sultan chand.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations.
CO2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of Fundamentals of Employee Relations.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Able to differentiate among various Mechanism for harmonious employee relations.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of various legislations relating to working environment.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of Legislation governing Unions and wages.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Synthetization of Legislation governing working environment.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-III
Name of the Course: INTERNATIONAL FINANCE	Course Code: MBA307
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Course Objectives: This Objective of this course is to familiarize students with international financial transactions and operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management and international capital market.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the concept of international finance.

CO2: Understand Structure of Foreign Exchange Markets.

CO3: Understand the different type of transactions on the international foreign exchange market.

CO4: Understand the Taxation Systems and Legal Aspects in international finance.

CO5: Understand International Financial Reporting Standards (I.F.R.S.) and Indian Accounting Standards (I.A.S) on foreign transactions.

Unit I

Contact Hours: 12

Introduction to International Finance: Meaning/Importance, Scope, Globalization of the World Economy, Goals of International Finance, Structure and participants of the global financial system, Functioning of the global financial system in the globalization process, The Emerging Challenges in International Finance, Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Current Exchange Rate Arrangements, Issues involved in overseas funding choices, International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies, Balance of Payment: Component, Collection reporting, surplus & deficits. Case study on related topics.

Unit II

Contact Hours: 12

Introduction to Foreign Exchange Markets: Structure of Foreign Exchange Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Interest Rate Parity, Purchasing Power Parity and Fisher's Parity, Forecasting Exchange Rates: Efficient Market Approach, Fundamental Approach, Technical Approach, Global Financial Markets and Interest Rates, Concept and types of currency, Convertibility of currency, Exchange rate: the nature, types and regimes, Demand and supply of foreign currency. Case study on related topics.

Unit III**Contact Hours: 12**

The transactions on the international foreign exchange market: Spot transactions, forward contracts, currency swaps, currency futures, currency options, Transaction Exposure -Forward Hedge, Money Market Hedge, International Credit Market, Different forms of international lending, Monetary and financial conditions of the international credit, International security market: Concept & trends of development, Intermediaries of the international security market; International market of foreign equities and euro equities & depositary receipts (ADR & GDR), International bond market, Foreign bonds market, Eurobonds market, Types of Bonds, floating Rate Notes (FRNS), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds, Procedure for Bonds Issues. Case study on related topics.

Unit IV**Contact Hours: 12**

Taxation Systems and Legal Aspects:International double taxation and the ways of its regulation, Tax evasion, Definition of Money Laundering, organization of money laundering procedure: stages and methods, Monitoring, International cooperation in dealing with money laundering: the establishment of legal framework, The functions and activity of the FATF.Case study on related topics.

Unit V**Contact Hours: 12**

International Receivables and cash management, Foreign exchange risk, The essence and types of currency risks, Risks of making decisions about foreign direct investment, Political risk, International Financial Reporting Standards (I.F.R.S.) and Indian Accounting Standards (I.A.S) on foreign transactions, Foreign Exchange Trade Settlement in India, SWIFT, CHIPS, CHAPS.Case study on related topics.

Text Books:

1. International Finance by Rajiv Srivastava, Oxford University Press, 2014.
2. International Financial Management by P.G. Apte 2014 Ed., McGraw Hill Education,

Reference book:

1. International Finance, by Maurice Levi, 5th edition, McGraw Hill.
2. International Financial Management by Jeff Madura: 2021, Cengage Learning, 14th edition.

UNIT NO.	COGNITIVE ABILITIES	COURSE LEARNING OUTCOME
I	REMEMBERING	SPECIFY the key terms associated with International Finance.
II	UNDERSTANDING	SUMMARIZE the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
III	APPLYING	DEMONSTRATE the role of international monetary systems & intermediaries in Global financial market.
IV	ANALYSING	INSPECT the various parameters of global financial market and interpret best possible international investment opportunities.
V	EVALUATING	DETERMINE the various strategies to start investment or business at the international level.
VI	CREATING	ACQUAINTED by International Financial Reporting Standards (I.F.R.S.) and Indian Accounting Standards (I.A.S).

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the fundamentals of International Finance.	Discussion & Presentation/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation/ Assignment Evaluation/ Quiz.
II	Improved understanding Structure of Foreign Exchange Markets.	Application Based learning/Case Study/ Video/Role-Play/Lecture.	Evaluation of Students on the basis of Application-Based Activity/Evaluation/Assignment/Class test.
III	Knowledge of different type of transactions on the international foreign exchange market.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project/ Assignment.
IV	Synthesization of the Taxation Systems and Legal Aspects in international finance.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation/ Assignment Evaluation/Class test.
V	Application of International Financial Reporting Standards (I.F.R.S.) and Indian Accounting Standards (I.A.S).	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation/ Assignment Evaluation/Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-III
Name of the Course: COMMODITIES MARKETS	Course Code: MBA308
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives- The objective is to provide students with a conceptual framework of commodities market, product design and instruments for trading, basic principles of hedging and speculation, technical analysis.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the key concepts of commodities market.

CO2: Understand the pricing mechanism of commodity, regulatory framework and the difference between commodity and financial derivatives.

CO3: Understand all the required strategies and calculations of commodities trading.

CO4: Understand both the fundamental and technical factors that drive the commodity price movements.

CO5: Understand the various methods and tools to detect the pulse of the markets and determine the trend in which the prices are moving.

Unit I

Contact Hours: 12

Understanding commodities and Derivatives: Definition of commodity, Kinds of commodity, importance of commodity, Commodities as a New Asset Class, Evolution of Commodity Exchange, FCR Act 11252 and Regulatory structure of Commodities Derivatives Markets in India, Definition of derivative, Types of Derivatives, Over the Counter Derivative, Exchange Traded Derivatives, Difference between commodity and financial derivatives, Physical settlement, Warehousing, Historical changes and growth of global and domestic Commodities derivatives markets, Global commodities derivatives exchanges:- Africa, Asia, Latin America, Commodities as an investment tool for investors, The Kabra committee report and Latest developments. Evolution of Commodity Exchange, NCDEX Platform – Structure of NCDEX, commodities traded on NCDEX platform. Case study on related topics.

Unit II

Contact Hours: 12

Product design and Instruments for trading and pricing of commodity derivatives: Issues Related to Product Design and contract specifications, Issues related to spot price and present practices of commodities exchanges, Agricultural Commodities Markets, Agricultural Commodity Futures trading pattern in Exchange – Case study, Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, Non-Agricultural Commodity Futures trading pattern in Exchange – Case study. Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism. Instruments available for trading Forward contracts, Futures, Distinction between futures, and forwards contracts, Options, Basic payoffs, Payoff or future, Payoff for options, Pricing commodity futures, Investment assets versus consumption assets, The cost of carry model, Pricing futures

contracts on investment commodities, Pricing futures contracts on consumption commodities. Case study on related topics.

Unit III**Contact Hours: 12**

Basic principles of hedging, speculation and arbitrage:Using commodity futures, Hedging:- Basic principles of hedging, Short hedge, Long hedge, Hedge ratio, Advantages of hedging, Limitation of hedging, Speculation:-Speculation: Bullish commodity, buy futures, Speculation: Bearish commodity , sell futures, Arbitrage:- Overpriced commodity futures: buy spot, sell futures, Underpriced commodity futures: buy futures, sell spot. Case study on related topics.

Unit IV**Contact Hours: 12**

Market Mechanism:Trading-Futures trading system, Entities in the trading system, Guidelines for allotment of client code, contract specifications for commodity futures, Commodity futures trading cycle, Order types and trading parameters, Margins for trading in futures, Chares. Clearing and settlement, Clearing:- Clearing mechanism, Clearing banks, Depository participants, Settlement:- Settlement mechanism, Settlement methods, Entities involved in physical settlement, Risk management. Case study on related topics.

Unit V**Contact Hours: 12**

Analysis of commodities: Introduction to Technical Analysis, Philosophy of Technical Analysis, Relationship between Price and Time, Volume and Open Interest, basics of Dow Theory, Basic concepts of Trend, Lines Support & Resistances, Reversal and Continuation Patterns, Basics of Gap Theory, Introduction to Indicators and Oscillators. Fundamental Analysis in commodity Market, Basic Significance of Fundamental Analysis, classification of Commodities, Factors Affecting Commodities, Analytical Techniques, Commodity Baskets, Correlation Between commodities, Interrelation between Other Asset Classes and Commodities. Case study on related topics.

Text Books:

1. Futures & Options (equities & commodities) – A.N. Sridhar, 3rd Edition, 2008

Reference book:

1. Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy (The Wiley Finance Series Book 464) 1st Edition, Kindle Edition.

UNIT NO.	COGNITIVE ABILITIES	COURSE OUTCOMES
I	REMEMBERING	DESCRIBE the key concepts of commodities market.
II	UNDERSTANDING	UNDERSTANDING the pricing mechanism of commodity, regulatory framework and the difference between commodity and financial derivatives.
III	APPLYING	APPLY all the required strategies and calculations of commodities trading.
IV	ANALYSING	ANALYZE both the fundamental and technical factors that drive the commodity price movements.
V	EVALUATING	EVALUATE the various methods and tools to detect the pulse of the markets and determine the trend in which the prices are moving.
VI	CREATING	ADAPT the skills of commodity analysis and build their own trading strategies.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts of commodities market.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation/ Quiz.
II	Improved understanding the pricing mechanism of commodity, regulatory framework and the difference between commodity and financial derivatives.	Application Based learning/Case Study/Video/Role-Play/Lecture.	Evaluation of Students on the basis of Application-Based Activity/ Evaluation/Assignment/ Class test.
III	Application of all the required strategies and calculations of commodities trading.	Presentation/Video /Case Study/Life Project.	Evaluation of Students on Presentation on Life Project/ Assignment.
IV	Examining both the fundamental and technical factors that drive the commodity price movements.	Presentation/Video /Case Study/Research Study.	Evaluation of Students based on Research Study Presentation/Assignment Evaluation/Class test.
V	Evaluation of the various methods and tools to detect the pulse of the markets and determine the trend in which the prices are moving.	Presentation/Video /Case Study/Research Study.	Evaluation of Students based on Research Study Presentation/Assignment Evaluation/Class test.

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Name of the Program/Semester: MBA - III	Course: DSE- IV
Name of the Course: SOCIAL MEDIA, WEB & TEXT ANALYTICS	Course Code: MBA309
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives:The objective of this course is to understand major concerns of social media, web and text analytics.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the tools to analyze and measure social data.

CO2: Understand the social analytics for measuring success.

CO3: Understand an overview web analytics.

CO4: Understand web analytics for measuring success.

CO5: Understand the processing and understanding of text analytics.

Unit I

Contact Hours: 12

Social Media Overview: Social Media Introduction, definition, evolution, need of social Introduction, definition, evolution, need of social media, Importance of Social Media, Social Media Data Sources, and Use of Social Media in Business. Objective and KPIs, Measure, Content flow on Social Network, Challenges, Tools to analyse and measure social data (Facebook, Twitter, Instagram, LinkedIn, YouTube), Social Analytics and competitors, Strategy planning in Social Media Analytics. Case study on related topics.

Unit II

Contact Hours: 12

Social Analytics - Measuring Success: Metric categories: Divide and Conquer, Selecting the best metrics for the job, Default and Custom Metrics. Elements of effective metrics, Metrics and Strategy. Estimated Metrics: Use and common applications, Dashboards: Definition, Purpose. Objectives, default and custom dashboards, Reports: elements of reporting, good quality of reporting, 360 overview report, Data gathering in social Media Analytics, Types of Analytics in Social Media, Charts, and Machine learning in Social Media. Case study on related topics.

Unit III

Contact Hours: 12

Web Analytics Overview: Introduction to Web Analytics, Web Analytics 2.0, Elements of Web Analytics 2.0: Clickstream, Multiple Outcomes, Experimentation and Testing, Voice of Customer, Competitive Intelligence, Choosing the right web analytic tool, Critical Web Metrics-Visits and Visitors, Time on Page and Time on Site, Bounce Rates, Exit Rates, Conversion Rates, and Engagement, Attributes of Great Metrics, Web Metrics Lifecycle Process. Case study on related topics.

Unit IV
Contact Hours: 12

Web Analytics - Measuring Success: Actionable Outcome KPIs-Task completion Rate, Share of Search, Visitor Loyalty and Recency, RSS/Feed Subscribers, % of Valuable Exits, Cart and Checkout Abandonment , Days and Visits to Purchase, Average Order Value, Identify the Convertible, Measuring Macro and Micro Conversions, Building the action Dashboard, Consolidated Dashboard, Rules for High-Impact Dashboards. Case study on related topics.

Unit V
Contact Hours: 12

Text Analytics: Introduction to text Analytics, Processing and Understanding Text - Tokenization, Tagging Chunking, Stemming, Lemmatization, Applications of Text Analytics. Case study on related topics.

Text Books:

1. Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Sybex.
2. Avinash Kaushik, (2007) Web Analytics: An Hour a Day, Wiley.

Reference book:

1. Practical Web Analytics for User Experience by Michael Beasley.
2. Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from your Data by Dipanjan Sarkar.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics.
CO2	UNDERSTANDING	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios.
CO3	APPLYING	DEVELOP a thought process to harness the power of social media analytics to improve website or business.
CO4	ANALYSING	ANALYSE Social Media Analytics and Web Analytics Tools.
CO5	EVALUATING	SELECT the right metrics for Social Media Analytics and Web Analytics.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge the key terms in Social Media Analytics, Web Analytics and Text Analytics.	Discussion & Presentation/Tour in an organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights regarding the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Demonstration of a thought process to harness the power of social media analytics to improve website or business.	Presentation/Video/ Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Improved understanding of social media analytics and web analytics tools.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of the right metrics for social media analytics and web analytics.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - II	Course: DSE-IV
Name of the Course: DIGITAL MARKETING	Course Code: MBA310
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is to acquaint students with digital skills in business perspective.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the various concepts of Digital Marketing Planning and Structure.

CO2: Understand the significance and development of Digital Banking.

CO3: Understand the application Google Adwords.

CO4: Understand the process of YouTube Marketing.

CO5: Understand the overall process of Email marketing.

Unit I

Contact Hours: 12

Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website. Case study on related topics.

Unit II

Contact Hours: 12

Digital Banking Products: ATMs: Instant Money Transfer Systems Proprietary, Brown Label and White Label ATMs ATM Network Planning – Onsite/Offsite, Security and Surveillance of ATM Sites, Cash Deposit Machines: Overview, Features, CDM Network Planning – Onsite/Offsite and Profitability of CDMs, Mobile Banking: Overview and Brief History, Product Features and Diversity, IMPS, Profitability of Mobile Banking, Risk Management and Frauds, Internet Banking: Product Features Corporate and Individual Internet Banking, Integration with e-Commerce Merchant sites, Back End operations and Technology. Case study on related topics.

Unit III**Contact Hours: 12**

Google Adwords: Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA , Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, Youtube Video Promotion, Hi-Jack Competitor's Video Audience, Case Studies. Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code, Linking Google Analytics, Designing Remarketing Images, Shared Budget, GWD Software. Case study on related topics.

Unit IV**Contact Hours: 12**

YouTube Marketing: Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding Asset, Associated Website Linking, Custom Channel URL, Channel ART, Channel Links, Channel Keywords, Branding Watermark, Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Creator Library, Case Studies. Channel Navigation, Video Thumbnail, CTA –Annotation, CTA –Extro, CTA –Cards for Mobile, Redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, Managing Comments, Managing Messages, Monetization with AdSense, Paid YouTubeChannel, Channel Analytics, Real Time Analytics. Case study on related topics.

Unit V**Contact Hours: 12**

Email Marketing - Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, Re- Engagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms, Campaign Reports and Insights, Segmentation Strategy, Segmentation Lists, Auto-Responder Series, Triggering Auto – Responder Emails, Auto Responder Actions. Case study on related topics.

Text Books:

1. Google Adwords for Beginners:A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.
2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, IanBrodie.

Reference book:

1. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO.2	UNDERSTANDING	EXPLAIN the role of digital technologies in banks, Google Ad words, YouTube and Email in digital marketing.
CO.3	APPLYING	MAKE USE OF Facebook, Google Ad words, YouTube and Email for carrying out digital marketing of real life products.
CO.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, YouTube and Email in various contexts of Digital Marketing.
CO.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, YouTube and Email.
CO.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, YouTube and Email campaigns.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Remember various concepts and products in Digital Marketing.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding of the significance and development of Digital Banking.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Application of the Google Adwords.	Presentation/Video/ Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Understanding and Application of the YouTube Marketing.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Applied knowledge of Email marketing.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE- V
Name of the Course: INSURANCE LAWS AND REGULATION	Course Code: MBA311
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is make students aware about the insurance laws and regulations.

Course Outcome: On Successful completion of the course the learner will be able to:

- CO1:** Understand the basic concepts of Insurance Law.
- CO2:** Understand the framework of insurance business in India.
- CO3:** Understand the application of principles in life insurance contract.
- CO4:** Understand the basic concepts of General Insurance.
- CO5:** Understand the international insurance and regulation

Unit I

Contact Hours: 12

Introduction:History and Evolution of Insurance; Risk Management; Nature of Insurance Contract: Types of Insurance Life and General Insurance, Constitutional Perspective, Theory of Cooperation, Theory of Probability, Principles of Insurance, Utmost Good Faith, Insurable Interest & Reinsurance, Ethics and Corporate Governance Framework for Insurance Companies.Case study on related topics.

Unit II

Contact Hours: 12

Regulatory: Framework of Insurance Business in India: Development of Insurance Legislation in India and Insurance Act 1938; Insurance Regulatory and Development Authority of India (IRDAI) Functions and Insurance Councils; IRDAI and its Licensing Functions: Policy Holders Rights of Assignment, Nomination and Transfer; Protection of Policy Holders Interest; Dispute Resolution Mechanism; Financial Regulatory Aspects of Solvency Margin and Investments; International Trends In Insurance Regulation. Other Relevant Legislation (Motor Vehicles Act, Marine Insurance Act, Employees State Insurance Act etc.), Consumer Protection, Courts, Tribunals, Insurance Ombudsmen, Arbitration. Corporate Governance Practices for Insurance Companies. Case study on related topics.

Unit III

Contact Hours: 12

Life Insurance: Nature, Scope and Practice. Application of Principles in Life Insurance Contract -- Representation - Assignment and Nomination - Title and Claims - Tax Law Implications - Concept of Trusts in Life Policy - Stamp Duties - Role and Function of Life Insurance Companies. Life Insurance & Pension Products. Case study on related topics.

Unit IV
Contact Hours: 12

General Insurance: Practices and Procedures: Introduction to General Insurance; Policy Documents and forms, Underwriting: General Insurance Products : Property Insurance (Fire and Engineering), Marine Insurance (Hull and Cargo) Motor Insurance, Business Interruption. Liability Insurance (Public, Products, Professional, Directors & Officer etc), Personal Lines (Health, Accident, Travel, Residential Premises etc.) , Rural and Agricultural ,Micro-Insurance, Other Miscellaneous lines (Burglary, Bankers' Risks, Fidelity etc.). Case study on related topics.

Unit V
Contact Hours: 12

International Insurance and Regulation: Formation of International Insurance contracts; International Association of Insurance Supervisors - Future Trends. Enforcement and settlement. Conventions regulating Insurance on Maritime and Nuclear disaster. Case study on related topics.

Text Books:

1. UtpalRajanSarkaar, Motor Accidents And Motor Insurance Claims, Sodhi Publications,5rd Edn.(2015).

Reference book:

1. Banerjee, (1997) law of insurance, Asia Law House, Hydrabad.
2. J.V.N Jaiswal.(2008), Law Of Insurance, Eastern Book Company, 9th edn.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	RELATE to terminologies used in Insurance Law.
CO2	UNDERSTANDING	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
CO3	APPLYING	IDENTIFY risk management plans, strategies and techniques in Life and General Insurance.
CO4	ANALYSING	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
CO5	EVALUATING	ASSESS the insurance policies in the light of risk valuation.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge related to terminologies used in Insurance Law.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights of the role of insurance law in overall development of the country through risk management and insurance coverage.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Demonstration of risk management plans, strategies and techniques in Life and General Insurance.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Improved understanding of the framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of the insurance policies in the light of risk valuation.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE- V
Name of the Course: MARKETING OF FINANCIAL SERVICES	Course Code: MBA312
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is appreciate the major concerns marketing of financial service.

Course Outcome: On successful completion of the course the learner will be able to:

CO1: Understand the basic concepts of banking system in India.

CO2: Understand the overview of e-banking and history of e banking.

CO3: Understand the merchant banking & investment opportunities.

CO4: Understand the global trends in wealth management.

CO5: Understand the marketing strategy & consumer behavior.

Unit I

Contact Hours: 12

Concept, Nature, and Scope of the banking system in India. Regulatory framework of the Indian Banking system; Growth of banking sector in India; Role of banks in the economy and their India; Role of banks in the economy and the importance of banking in the economy. An Overview of the banking functions of Indian Banking & Non-banking financial institutions Understanding trends and challenges in Indian banking system. Cash reserve ratio, statutory liquidity ratio, repo and open market operations, security valuation, capital account convertibility, NPAs, NPA categories. Overview KYC & Anti Money Laundering laws in India. Banking Ombudsman. Case study on related topics.

Unit II

Contact Hours: 12

Overview of E-banking and history of e banking: Importance of E-banking: human involvement, and e-banking. Traditional Banking Vs E-Banking; technologies - personal computer banking, Telephone banking, branch networking. E-banking technologies/ electronic delivery channels - ATM, POS Machine, electronic cards, mobile phone banking, electronic transfer methods: IMPS, NEFT, RTGS, Payment banks, Mobile Banking, mobile valets, Payment Mobile Applications. Para Banking concept. Post office Bank. Fishing attacks and how to be safe from fishing. Case study on related topics.

Unit III**Contact Hours: 12**

Introduction to Merchant Banking: Need of merchant banking services, difference between merchant and retail banking: Role and responsibilities of merchant banker Corporate consultancy, Project Counselling, Identification of potential investment opportunities, Capital structuring, negotiate with foreign collaborations, mergers and takeovers. Preparation of project feasibility reports, Portfolio Management, Loan/Credit Syndication, Arranging Working Capital Finance, Lease Finance, Corporate consultancy, Project Counselling, Identification of potential investment opportunities. The role of bank/s associated with International Trade process. Trade Transactions, Letter of Credit (LC), LC Process Flow & Bank Guarantees. Case study on related topics.

Unit IV**Contact Hours: 12**

Wealth Management: Wealth management for high net worth individuals (HNWI), Goal-Based Planning Approach, a full range of tailored financial service offerings, Wealth management scope- Asset Management, Financial Planning (specific short term and long term goals), Tax Planning, Estate Planning, succession planning. Global trends in Wealth management services. Opportunities and challenges for technology in the wealth management services. Current state and future potential for wealth management, customer segment, consumer behaviour, wealth management service providers in India, regulatory environment competencies & skills of a wealth manager, ethics and transparency for wealth management professionals, Case study of wealth management. Case study on related topics.

Unit V**Contact Hours: 12**

Marketing strategy & consumer behaviour: Objectives of marketing financial products; marketing mix for financial services, marketing budget, lead generation, challenges, and opportunities in financial marketing, adapting to changing market environment. Traditional marketing & Social media marketing. - Print media, TV, seminars, trade shows, Advantages & disadvantages speed-scale and reach of the digital platform, use of Facebook, Twitter, LinkedIn, company websites, financial services aggregator websites, email marketing, financial blogs. Chatbots, AI, machine learning, deep learning, Blockchain, future potential for growth for the marketing of financial services. Perception about risk & returns, knowledge about financial products, touch point for buying financial products, choice of distribution channel, customer journey of buying financial services. Case study on related topics.

Text Books:

1. M Y Khan (2004) Financial Services, , Tata McGraw-Hill.

Reference book:

1. Financial Services & Markets, Dr. Punithavathy Pandian, Vikas Publication.
2. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	RECALL the key concepts of the Indian Banking system.
CO2	UNDERSTANDING	EXPLAIN the fundamental changes in banking and financial markets as financial institutions.
CO3	APPLYING	DEMONSTRATE the skills and knowledge required to understand and Need based pitching of the financial Products to the targeted customers.
CO4	ANALYSING	OUTLINE the growth & service offerings of wealth management in global & Indian context.
CO5	EVALUATING	ASSESS the customer touch-points and customer-buying journey for financial services.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge the key concepts of the Indian Banking system.	Discussion & Presentation/ Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights regarding the fundamental changes in banking and financial markets as financial institutions.	Application Based learning/Case Study/Video/Rol e-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved the skills and knowledge required to understand and Need based pitching of the financial Products to the targeted customers.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Better understanding of the growth & service offerings of wealth management in global & Indian context.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of the customer touch-points and customer-buying journey for financial services.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-VI
Name of the Course: HEALTHCARE ANALYTICS	Course Code: MBA313
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The Objective of this course is acquaint the students about Healthcare Data Analytics.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the key concept of Healthcare Data Analytics.

CO2: Understand the Electronic Health Records system.

CO3: Understand the Social Media Analytics for Healthcare.

CO4: Understand the Visual Analytics for Healthcare.

CO5: Understand fraud Detection in Healthcare system.

Unit I

Contact Hours: 12

Legislation governing working environment: Introduction, Healthcare Data Sources and Basic Analytics, Electronic Health Records, biomedical Image Analysis, Sensor Data Analysis, Biomedical Signal Analysis, Genomic Data Analysis, Clinical Text Mining. Mining Biomedical Literature, Social media Analysis, Advanced Data Analytics for Healthcare, Clinical Prediction Models, Temporal Data Mining, Visual Analytics, Clinico-Genomic Data Integration, Information Retrieval, and Privacy-Preserving Data Publishing. Applications and Practical Systems for Healthcare, Data Analytics for Pervasive Health, Healthcare Fraud Detection, Data Analytics for Pharmaceutical Discoveries, Clinical Decision Support Systems, Computer-Aided Diagnosis, Mobile Imaging for Biomedical, Resources for Healthcare Data Analytics. Case study on related topics.

Unit II

Contact Hours: 12

Legislation governing working environment: History of EHR, Components of HER, Administrative System Components, Laboratory System Components & Vital Signs, Radiology System Components, Pharmacy System Components, Computerized Physician Order Entry (CPOE). Clinical Documentation, Coding Systems, International Classification of Diseases (ICD), Current Procedural Terminology (CPT), Systematized Nomenclature of Medicine Clinical Terms (SNOMED-CT), Logical Observation Identifiers Names and Codes (LOINC), RxNorm, International Classification of Functioning, Disability, and Health (ICF), Diagnosis-Related Groups (DRG), Unified Medical Language System (UMLS). Digital Imaging and Communications in Medicine (DICOM), Benefits of HER – Enhanced Revenue, Averted Cost, Additional Benefits, Barriers to Adopting HER, Challenges of Using HER Data. Case study on related topics.

Unit III**Contact Hours: 12**

Legislation governing working environment: Social Media Analysis for Detection and Tracking of Infectious Disease Outbreaks, Outbreak Detection, Using Search Query and Website Access Logs, Using Twitter and Blogs, Analysing and Tracking Outbreak, Syndromic Surveillance Systems Based on Social Media, Social Media Analysis for Public Health Research. Topic Models for Analysing Health-Related Content, Detecting Reports of Adverse Medical Events and Drug Reactions, Characterizing Life Style and Well-Being, Analysis of Social Media Use in Healthcare, Social Media as a Source of Public Health Information, Analysis of Data from Online Doctor and Patient Communities. Case study on related topics.

Unit IV**Contact Hours: 12**

Visual Analytics for Healthcare: Introduction to Visual Analytics and Medical Data Visualization, Clinical Data Types, Standard Techniques to Visualize Medical Data, High-Dimensional Data Visualization, Visualization of Imaging Data, Visual Analytics in Healthcare, Visual Analytics in Public Health and Population Research, Geospatial Analysis, Temporal Analysis, Beyond Spatio-Temporal Visualization, Visual Analytics for Clinical Workflow, Visual Analytics for Clinicians, Temporal Analysis, Patient Progress and Guidelines, Other Clinical Methods, Visual Analytics for Patients, Assisting comprehension, Condition Management, Integration into Healthcare Contexts. Case study on related topics.

Unit V**Contact Hours: 12**

Fraud Detection in Healthcare: Understanding Fraud in the Healthcare System, Definition and Types of Healthcare Fraud, Identifying Fraud, Identifying Fraudulent Episodes, Identifying Fraudulent Claims – Bayesian Approach & Non-Bayesian Approaches to Identifying Fraudulent Claims. Identifying Fraudulent Providers, Analyzing Networks for Identifying Coordinated Frauds, Constructing a Provider Social Network, Relevance for Identifying Fraud, Temporal Modeling for Identifying Fraudulent Behavior, Change-Point Detection with Statistical Process Control Techniques, Anomaly Detection Using the CUSUM Statistic, Supervised Learning for Classifying Provider Profiles. Case study on related topics.

Text Books:

1. Chandan K. Reddy & Charu C. Aggarwal (2015, 1st edition) Healthcare Data Analytics Edited, CRC Press.
2. Vikas Kumar (2018) Healthcare Analytics Made Simple, Packt Publishing.
3. Hui Yang & Eva K. Lee (2016) Healthcare Analytics: From Data to Knowledge to Healthcare Improvement, Wiley.

Reference book:

1. Healthcare Management and Administration, S.L. Goel, Deep & Deep Publications Pvt. Ltd. New Delhi.
2. Introduction to Health Care Management, Sharon B. Buchbinder, Nancy H. Shanks, Malloy Incorporation.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Describe the key terms in healthcare data analytics.
CO2	UNDERSTANDING	Explain the fundamental concepts in Health Care Analytics.
CO3	APPLYING	Illustrate the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data.
CO4	ANALYSING	Examine the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data.
CO5	EVALUATING	Explain the perspectives of healthcare related opportunities for developing new analytical approaches.
CO6	CREATING	Adapt Healthcare data analytics for improving the health and well-being of people.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME:

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts in Healthcare Data Analytics.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the electronic health records system.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis of the social media analytics for Healthcare.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Application of the use of various models and frameworks through Visual Analytics for Healthcare.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working on fraud Detection in Healthcare system.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-VI
Name of the Course: FUNDAMENTAL OF PHARMA AND HEALTHCARE MANAGEMENT	Course Code: MBA314
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is acquaint the students with the Fundamental of Pharma and Healthcare Management.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the fundamental concept of Pharma and Healthcare Management.

CO2: Understand the Health Systems in India.

CO3: Understand the Human Resource Management in Pharma and Healthcare Organization.

CO4: Understand the marketing strategy in Pharma and Healthcare.

CO5: Understand government initiatives to provide healthcare facilities in each part of country.

Unit I

Contact Hours: 12

Introduction: Introduction of Pharmaceutical Industry, Health Care Management, Classical Management & Healthcare Services. Concept of Health Care Industry & its ever-changing character, Managerial activities for effective functioning, Duties and responsibilities of Manager, qualities of effective managers. Case study on related topics.

Unit II

Contact Hours: 12

Health Systems in India: Health Planning in India including various committees and National Health Policy and Health Goals set from time to time. Organised sector with reference to Centre, State, District and Block level structures and local bodies and Panchayati Raj Organisation and Organisation and functions of community health centres and Primary Health Centres (PHCs). Health Manpower, Primary Health Care and concept, Alternative Systems of medicine, like Ayurveda, Homeopathy, etc. Holistic Approach Non-Governmental Organisations (NGOs) and Private Voluntary Organisations (PVOs). Unorganized Sector. Case study on related topics.

Unit III

Contact Hours: 12

Human Resource Management in Pharma and Healthcare Organization: Recruitment Process, Training and development, Managerial Role: A Framework for Thinking as well as in Practices. Concept of Motivation, Significance of Motivating People in Health Care Delivery. Different Motivational Theories. Groups and Teams Organizational Learning, Innovation and Change. Case study on related topics.

Unit IV

Contact Hours: 12

Pharma and Healthcare marketing: Marketing Mix in Pharma and Healthcare, STP, CRM Concept, Role and Significance of Customer Relationship Management (CRM) in Pharma and Healthcare industry. Case study on related topics.

Unit V
Contact Hours: 12

Modern Pharma and Healthcare models: Medical tourism, Tele Diagnosis and Tele medicine, Artificial Intelligence in Pharma and Healthcare, Use of Robotics in pharma and Healthcare, Organised formats of Hospitals, Diagnostics and Chemist chain. Case study on related topics.

Text Books:

1. Organizing Design and Behavior in Health Care Services: Stephen M. Shortell, Arnold D. Kaluzny(4thedition): CENGAGE Learnings.
2. Ruchi Singh, Ms. Deeksha Sharma(2017, 1st edition) Healthcare Management Himalaya Publishing House.

Reference book:

1. Hospital Management by S. M. Jha.
2. Organization Design and Behavior in Health Care Services: Cengage Learning Stephen M Shortell.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Describe concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
CO2	UNDERSTANDING	Understand the Health Systems in India.
CO3	APPLYING	Identify right the motivation for right stakeholder in the healthcare sector for effective delivery of service.
CO4	ANALYSING	Analyze modern Pharma and Healthcare models.
CO5	EVALUATING	Explain government initiatives to provide healthcare facilities in each part of country.
CO6	CREATING	Construct model to provide effective service in healthcare management.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Strengthening the foundations of the pharma and Health care.	Lectures/discussion of case lets.	Test and quiz.
II.	Improved knowledge of the concept of Health Systems in India.	Lectures/ discussion of case lets/ demand Estimation.	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate demand functions.
III.	Knowledge of the Human Resource Management in Pharma and Healthcare Organization.	Lectures /discussing industry/specific technology and input demand.	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate input-demand functions.
IV.	Improved Understanding the marketing strategy in Pharmaand Healthcare.	Lectures/ discussion of case lets.	Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.
V.	Practical understanding of Modern Pharma and Healthcare models.	Lectures/ discussion /case lets.	Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.

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Name of the Program/Semester: MBA - III	Course: DSE-VII
Name of the Course: GLOBAL BUSINESS ENVIRONMENT	Course Code: MBA315
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to acquaint students with the social, political and economic context of international business.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: understand the social, political and economic environment in context of International business.

CO2: understand about cross cultural management and different forms of business organization.

CO3: understand the significance of Foreign Investment in the growth of any nation.

CO4: understand the various trade blocks for regional integration.

CO5: understand Global competitiveness and RTAs in new market creation.

Unit I

Contact Hours: 12

Introduction to International Business Environment: Social, cultural and technological environment - Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making. Political Environment foreign legal environment, Foreign Corrupt Practices Act; Demographic Environment – Segmentation of the International Market. Case study on related topics.

Unit II

Contact Hours: 12

International Economic Environment: International Monetary System and Foreign Exchange Marketing: The Pre-Bretton Wood's period, breakdown of Bretton Wood system and emergence of EMS, ECU and EURO. Case study on related topics.

Unit III

Contact Hours: 12

International Investment: Types and significance of foreign investments– factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global. Case study on related topics.

Unit IV

Contact Hours: 12

Multi National Corporation: Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India Country Risk Analysis: Country Risk Analysis; Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk; Managing risk. Case study on related topics.

Unit V
Contact Hours: 12

Global competitiveness: indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness; International Operations: – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy – International negotiations – international asset protection – Protection of IPRs. Case study on related topics.

Text Books:

1. The International Business Environment by Anant K. Sundaram / J. Stewart Black Prentice Hall(1996).
2. Mahua Dutta, (2020)International Business: Environment and Globalization, Publisher Dreamtech Press.
3. John D Daniel, Lee H Radebaugh, Daniel P Sullivan (2009) International Business environments and Operations - Pearson Education.

Reference book:

1. International Management Managing Across Borders and Cultures, Fourth Edition by Helen Deresky – PHI.
2. The International Environment of Business by Gerald M. Meier – Oxford press.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key terms associated with the the social, political and economic environment in context of International business.
CO2	UNDERSTANDING	COMPARE and CONTRAST various approaches to various approaches to cross cultural management and different forms of business organization.
CO3	APPLYING	DEMONSTRATE significance of Foreign Investment in the growth of any nation.
CO4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.).
CO5	EVALUATING	EXPLAIN the Global competitiveness and RTAs in new market creation.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of concept of the social, political and economic environment in context of International business.	Discussion & Presentation/Tour in an organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Able to differentiate among various approaches to cross cultural management and different forms of business organization.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstrate significance of Foreign Investment in the growth of any nation.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of various trade blocks for regional integration.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Synthetization of the Global competitiveness and RTAs in new market creation.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-VII
Name of the Course: CROSS CULTURAL ISSUES IN INTERNATIONAL MANAGEMENT	Course Code: MBA316
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to develop the understanding of fundamentals associated with the comparative international: management and provides an understanding of the various strategies of comparative international: management.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the basics of cross cultural issues and their application in international management.

CO2: Understand the Communication across culture and their application in international management.

CO3: identify key models used for comparative international management.

CO4: Describe Motivation across Cultures in international management.

CO5: Explain Cultural Dimensions of HRM international context.

Unit I

Contact Hours: 12

Introduction to Cross-cultural Management: The Dimensions of Culture, concept of Cross Culture Management, Cross Cultural issues in International Management, Importance of Cross Cultural Management in business. Case study on related topics.

Unit II

Contact Hours: 12

Communication across Cultures: Importance of Communication in Culture, High and low context culture, Effective Communication styles in Cultures, Culture and Marketing: Role of Culture in Marketing, Strategies in dealing with Culture in Marketing. Case study on related topics.

Unit III

Contact Hours: 12

National Cultures and Management: Introduction, Hofstede model of national culture, Cultural Clusters, Two views of culture: The Etic and Emic Approach, National Cultures and Cross-cultural Negotiations. Case study on related topics.

Unit IV

Contact Hours: 12

Motivation across Cultures: Equity in motivation, Influence of Culture in Motivation, Strategies in Motivating Employees from Different Cultures Leadership and Culture: Role of Leader in Leading Groups from Different Cultures, Dealing with Culture Shock. Case study on related topics.

Unit V
Contact Hours: 12

Cultural Dimensions of HRM: Recruitment and Selection process and Culture, Group Dynamics and Culture, Cross Culture Building, Managing Resistance to New Culture, Importance of Cultural Diversity in HRM. Managing Global Teams: Cultural Problems in Global Teams. Case study on related topics.

Text Books:

1. Mc Farlin D.B. and Sweeney, P.D(2015, 5th Edition)., ‘International management: strategic opportunities and cultural challenges’, Biztantra, New-Delhi.
2. Shobhana.M, (2016, 2nd edition) Cross Cultural Management, Oxford University Press.

Reference book:

1. Ralph Johann, Cross Cultural Management, Grin Verlag Publication.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key concept of Cross-cultural Management.
CO2	UNDERSTANDING	EXPLAIN Communication across Cultures.
CO3	APPLYING	IDENTIFY key models used for international comparative management.
CO4	ANALYSING	EXAMINE the inter-relationships between various facets of Motivation in cultural management.
CO5	EVALUATING	DEVELOP critical thinking based on principles of communication in cultural context.
CO6	CREATING	ANTICIPATE cultural dimensions of HRM in international business.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Strengthening the foundations of the analytical approach to Cultural management.	Lectures/discussion of case lets.	Short quizzes consisting of numerical problems.
II.	Improved knowledge of the concept of Communication across culture.	Lectures/ discussion /case lets.	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate demand functions.
III.	Knowledge of the cultural model in international comparative advantage.	Lectures /discussion / Case lets/presentations.	Tests and quizzes containing analytical and qualitative problems. Exercises to derive and estimate input-demand functions.
IV.	Improved Understanding the Motivation across Cultures.	Lectures/ discussion /case lets/presentation.	Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.
V	Practical understanding of Cultural Dimensions of HRM.	Lectures/ discussion /case lets/presentation.	Problem sets containing managers optimization problem in each market structure, various market intervention problems, and games.

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Name of the Program/Semester: MBA - III	Course: DSE-VIII
Name of the Course: LOGISTICS MANAGEMENT	Course Code: MBA317
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to make students understand the role and importance of logistics in modern day economy and analyze logistics systems from different perspectives to meet desired corporate objectives.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand basic terms and concepts related to Logistics management.

CO2: Understand the infrastructure of logistics, its linkage with various types of communication modes.

CO3: Understand the various dimensions of logistics management and transport, their inter-linkages with different types of freights.

CO4: Understand Warehousing, Handling, and Picking Systems.

CO5: Understand a typical logistic framework and service providers.

Unit I

Contact Hours: 12

The Principles of Logistics: Definitions and Significance of Logistics. Logistical System of Services Elements of Logistics, Distinction between Procurement Logistics, Production Logistics and Distribution Logistics, Service Level, Logistics and Corporate Strategy, Supply Chains and Networks. Case study on related topics.

Unit II

Contact Hours: 12

Logistics System: Logical Infrastructure, Basic Terminology, Types and Functions, Transport Infrastructure and Superstructure, Transport Routes and Transport Networks, Logistics Real Estate, Logistics Parks, and Freight Villages, Information Infrastructure and Communication Infrastructure, Telecommunication Infrastructure, Satellite Systems and Satellite Navigation. Case study on related topics.

Unit III

Contact Hours: 12

Transport Systems and Logistics Services: Transport Basics, Significance and Development, Modes of Transport and Transport Technologies, Transport Value and Transport Affinity, Road Freight Transport, Rail Freight Transport, Sea Freight Transport, Inland Waterway Transport, Air Freight Transports, Pipeline Transport. Case study on related topics.

Unit IV

Contact Hours: 12

Logistics Service Providers: Carriers and Forwarders, Courier, Express Parcel and Mail Service Providers, Systems Service Providers and Contract Logistics Providers. IT in Logistics, Communication Standards, Identification Standards, Classification of IT in the Fields of Inventory and Warehousing. Case study on related topics.

Unit V
Contact Hours: 12

Warehousing, Handling, and Picking Systems: Warehousing, Handling, and Picking Systems, Warehousing Basics, Storage Facilities, Static Storage Systems, Dynamic Storage Systems, Conveyors, Discontinuous Conveyors, Continuous Conveyors, Sorters, Packages, Loading Units, and Load Carriers, Picking and Handling Warehouse Organization, Inventory, Stock and Provisioning Management. Case study on related topics.

Text Books:

1. Logistics –Basics –Exercises_ Case studies (2016) , Harald Gleissner and J Christian Femerling Springer.
2. Myerson, Paul. Lean Supply Chain and Logistics Management. US: McGraw-Hill Professional, 2012.

Reference book:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Define basic terms and concepts related to Logistics management.
CO2	UNDERSTANDING	Explain the infrastructure of logistics, its linkage with various types of communication modes.
CO3	APPLYING	Describe the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
CO4	ANALYSING	Calculate logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
CO5	EVALUATING	Outline a typical logistic framework and services. Illustrate the linkages with its dynamic storage system/ Customer Issues, Logistic and Business Issues in a real world context.
CO6	CREATING	Discuss modern real world logistical systems using the various concepts in the syllabus.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of the concept of Logistics management.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Able to differentiate among various implications of the infrastructure of logistics, its linkage with various types of communication modes.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of the various dimensions of logistics management and transport, their inter-linkages with different types of freights.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of the. Logistics Service Providers.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Improved Knowledge of approaches to Warehousing, Handling, and Picking Systems.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-VIII
Name of the Course: Sustainable Supply Chain	Course Code: MBA318
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective to this course is acquaint students about the Sustainable supply Chain through Leveraging Connections of the Consumer.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: understand the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.

CO2: understand the role and importance of sustainability and sustainable development in different types of supply chains.

CO3: understand the relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.

CO4: understand the fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.

CO5: understand the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.

Unit I

Contact Hours: 12

Introduction: Sustainable supply Chain Concept, Supply Chain Sustainability Management, Need, Business imperative, Leveraging Connections of the Consumer, Brand and Environmental Sustainability, Overview of Green Supply Chain, Concept of Green Logistics, Green Logistics – rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, benefits of Green Supply Chains. Case study on related topics.

Unit II

Contact Hours: 12

Close Loop Supply chains: Natural resource Management, Global warming, environment legislation, Managing reverse logistics, recycling through lease and service agreements, Supply Chain Integration in View of Secondary Raw Materials, Sustainable Supply chain products- from cradle to cradle. Case study on related topics.

Unit III

Contact Hours: 12

Environmental Costs of Logistics: Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs, Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains, Sustainable transportation, Greening transportation in the supply chain, Reverse Channel design; Profitability Vs Environmental benefits. New strategies to improve sustainability: through supplier assessment. Case study on related topics.

Unit IV
Contact Hours: 12

Monitoring Performance: Measuring and Monitoring of Sustainable Supply Chain, Evaluating the impact of SC activities on Sustainability; Economic, Environmental and Social, Visible Supply chain – Process, Product and Performance, Product oriented monitoring, Benefits and use of performance measurement, Problems with measuring performance, Stages of Supply Chain Performance Measurement. Case study on related topics.

Unit V
Contact Hours: 12

Sustainable purchasing and procurement: The role of procurement in the supply chain, Drivers and barriers for sustainable procurement, Procurement frameworks, Ecolabels, Lifecycle assessment, Comparing purchasing options, Managing future supply chain, International supply chain Management and Collaboration Practices. Case study on related topics.

Text Books:

1. Strategy for Sustainability: A Business Manifesto by A. Werbach(2009).
2. Earth, Inc: Using Nature's Rules to Build Sustainable Profits, G. Unruh(2010).

Reference book:

1. Sustainable Logistics and Supply Chain Management: David B Grant, Alexander Trautrim and Chee Yew Wong.
2. Logistics Operations, Supply chain Management and Sustainability: Paulina Golinska.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the Key concept of Sustainable Supply Chains and Sustainable Supply Chain Management.
CO2	UNDERSTANDING	SUMMARIZE the role and importance of sustainability and sustainable development in different types of supply chains.
CO3	APPLYING	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings.
CO4	ANALYSING	APPRECIATE use of the relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
CO5	EVALUATING	DECIDE unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME:

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge of key concepts of Sustainable supply Chain.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Quiz, Assignments, Software-based exercises, Written tests.
II	Hands on working knowledge of Close Loop Supply chains.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test, Quiz.
III	Improved understanding of change due to Environmental Costs of Logistics.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Quiz, Assignment.
IV	Practical knowledge of Measuring and Monitoring of Sustainable Supply Chain.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.
V	Improved knowledge of Sustainable purchasing and procurement.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.

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Name of the Program/Semester: MBA - III	Course: DSE- IX
Name of the Course: START UP AND NEW VENTURE MANAGEMENT	Course Code: MBA319
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives:The objective of this course is make student aware regarding the fundamental concepts of startup and new venture management.

Course Outcome: The successful completion of this course shall enable the student:

CO1: Understand the concepts relating to behaviour and motivations of an entrepreneur.

CO2: Understand the customer discovery through market analysis.

CO3: Understand the financial roadmap for entrepreneurs.

CO4: Understand entrepreneurial leadership through various board models for different ventures.

CO5: Understand to business plan description to communicate value of the new venture to customers, investors and other stakeholders.

Unit I

Contact Hours: 12

Being an Entrepreneur: The entrepreneur, Profile analysis, behaviour and motivations, Lean Start-up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure-Product/ market, financing, managerial-Resilience. Legal Fundamentals, When, how and where to incorporate. Case study on related topics.

Unit II

Contact Hours: 12

Customer Discovery: Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, customer validation, developing your business model, Crafting your value proposition, Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-to Market Strategy, The role of selling in a start up, Sales forecasting for start-ups, Mapping buyer response modes, Social media Promotion tools. Case study on related topics.

Unit III

Contact Hours: 12

The Financial Road Map: Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, HOW to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital-Friends & Family, Role of Government in ED, various schemes – PMEGP, CGTMSE, SFURTI. Role of MSDE; Schemes by MSDE; PMKVY, SANKALP, STAR Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding-Cliff-Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. Case study on related topics.

Unit IV
Contact Hours: 12

Entrepreneurial Leadership: Building and managing the founder team, Attracting and retaining the right people, The Team – Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisor, separating leadership from management, Legal Matters – Organizational form-partnership, sole proprietorship, Tax Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. Case study on related topics.

Unit V
Contact Hours: 12

Business Plan Need & Objectives, Target audience, Contents – Cover page and table of contents, Executive summary, and description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Resumes, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan-mind map, animated videos, etc. Case study on related topics.

Text Books:

1. Donald F. Kuratko and Jeffrey S. Hornsby, (2008), New venture a Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Pearson.
2. Longenecker, Moore, Petty and Palich (2014) Managing Small Business, Cengage Learning, India Edition.

Reference book:

1. Fundamentals of Entrepreneurship, Nandan H, PHI.
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
CO3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup.
CO4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO5	EVALUATING	DESIGN a workable funding model for a proposed startup.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge the strategic decisions involved in establishing a startup.	Discussion&Prese ntation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights regardingthe decision making matrix of entrepreneur in establishing a startup.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved understanding the issues in developing a team to establish and grow a startup.	Presentation/Vide o/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Demonstration of a go to market strategy for a startup.	Presentation/Vide o/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of a workable funding model for a proposed startup.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-IX
Name of the Course: MANAGING INNOVATION	Course Code: MBA320
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to make students aware about the innovation and creativity for the start up.

Course Outcome: The successful completion of this course shall enable the student:

CO1: Understand the key ideas relevant to innovation, intellectual property, business models.

CO2: Understand the various theories of innovation and EXPLAIN with examples the types of innovation.

CO3: Understand innovation as a systematic process and generate innovative ideas for new products and services.

CO4: Understand contemporary start-up businesses for their business models, extent of innovation, success and failure.

CO5: Understand an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.

Unit I

Contact Hours: 12

Basics of Innovation: Concept of Innovation, Invention and Creativity – Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial or organizational innovation, Characteristics of innovation in different sectors, Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment-local, regional and national context. Case study on related topics.

Unit II

Contact Hours: 12

Economics and Management of Innovation: Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantages, The value chain, Drucker and the systematic innovation, Innovations diffusion, Speed, Adoption. Innovation and Knowledge, Tacit and explicit knowledge, Knowledge as a public good. Case study on related topics.

Unit III

Contact Hours: 12

Instruments for Innovation – Static Models: Incremental versus Radical Innovation, Abernathy – Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model, Dynamic Models: Utter back – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve. Case study on related topics.

Unit IV
Contact Hours: 12

Instruments for Innovation: Challenges of Innovation, Innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, customers and Complimentary Innovators, The generation of ideas: brainstorming, Creativity, Divergent V/s convergent Thinking, Design Thinking, Blue Ocean Strategy. Experimentation in Innovation Management, Technology Innovation Process, Idea Championship, Participation for Innovation, Co-creation for Innovation, Screening the innovative ideas, Prototyping to Incubation. Case study on related topics.

Unit V
Contact Hours: 12

Management and Marketing of Innovation: Innovation Management Planning, Technology Forecasting, Innovation Sustainable Conditions, Management of Innovation, Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights Patents in India. Business Models: What is a Business Model? The evolution of the business model, The Business Model Canvas, Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Future markets and Innovation needs for India. Case study on related topics.

Text Books:

1. Allan Afuah, (2008) Innovation Management, Oxford Indian Edition, Oxford University Press.
2. Shlomo Maital and D V R Seshadri, (2006) Innovation Management, Response Books, Sage Publications, New Delhi.

Reference book:

1. The Innovator's Toolkit, Harvard Business Press.
2. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
3. Blue Ocean Strategy, Kim & Mauborgne.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, and Business models.
CO2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.
CO3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO4	ANALYSING	DESSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.
CO5	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge of the key ideas relevant to innovation, intellectual property, business models.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights into the various theories of innovation and EXPLAIN with examples the types of innovation.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Demonstration of innovation as a systematic process and generate innovative ideas for new products and services.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Improved understanding of contemporary start-up businesses for their business models, extent of innovation, success and failure.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
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Name of the Program/Semester: MBA - III	Course: DSE-X
Name of the Course: REAL ESTATE ECONOMICS	Course Code: MBA321
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to draw on the literature to understand the fundamentals to housing practice and highlight the existing housing conditions and related issues and study the various plans and policies for the development of the same.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the key concept of real estate sector and Residential Land Markets.

CO2: Understand the fundamentals of Residential Development and Industrial Location

CO3: Understand the different housing development programmes announced in India

CO4: Understand the different theories of multiple centered cities and Public goods and "neighborhood" effects, Internalizing external effects through government or contracts.

CO5: Understand Macro Analysis of Non-residential Property and Time Series Analysis of Real Estate Markets.

Unit I

Contact Hours: 12

Introduction The real estate sector: the capital and property markets, Review of economic concepts, Micro- and macroeconomic analysis, Exercise: Comparative statics: predicting changes in real estate markets Residential Land Markets: Prices and Land Use, Location and rents: the indifference principle, Submarkets and land use segregation, Urban growth, rents, and prices. Case study on related topics.

Unit II

Contact Hours: 12

Residential Development The highest use for residential development, Location, land use, and density, Transition between land uses (gentrification), Exercise: Determining optimal housing FAR Industrial Location Historical development and changing technology, Transportation and shipping costs, Tax and public policy effects. Case study on related topics.

Unit III

Contact Hours: 12

Office Location: Edge Cities, The office market and the labor market, Theories of multiple centered cities, Agglomeration and clustering, The commercial land market Retail Development Retail travel patterns and the distribution of stores, Pricing and spatial competition, Shopping centers and store clustering, Exercise: Simulating potential shopping center demand. Case study on related topics.

Unit IV
Contact Hours: 12

Local Government and Land Market, Property taxes, public expenditure, and local services, Community choice, "capitalization", and income segregation, The fiscal incentives for land use regulation Regulating Development, Public goods and "neighborhood" effects, Internalizing external effects through government or contracts, Congestion, transportation infrastructure, planning regional development, Exercise: Evaluating the Washington DC Metro Macro Analysis of Housing Units, households, and tenure choice , Demographic, economic influences, Housing appreciation, mortgages, and the cost of owning, Moving, vacancy, and sales: the demand for housing quality. Case study on related topics.

Unit V
Contact Hours: 12

Macro Analysis of Non-residential Property: The operation of non-residential markets, Vacancy, absorption, market frictions, Leasing, term structures, Long-term trends in space usage and demand, Herd behavior and development "games" Time Series Analysis of Real Estate Markets: The time-series properties of housing and commercial space markets, Stock-flow theory and real estate cycles Expectations, information, "efficient markets", The issue: Can markets be forecast? , Exercise: Developing a housing market forecast. Case study on related topics.

Text Books:

1. J. Rosie Tighe and Elizabeth J. Mueller „The Affordable Housing Reader“ Routledge; 2012.
2. Graham Towers,(2005),Introduction to Urban Housing Design“ Routledge.

Reference book:

1. Annual Report 2019-2020, Ministry of Housing & Urban Poverty Alleviation, Government of India.
2. Charles Correa, Housing and Urbanization: Building Solutions for People and Cities“, Thames & Hudson May 2003.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the basic concepts related to real estate sector and the capital and property markets
CO2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts of Residential Development and Industrial Location
CO3	APPLYING	Application of the concept of Office Location: Edge Cities and Retail Development
CO4	ANALYSING	ANALYSE the Local Government, Land Market, Regulating Development, and Housing Units.
CO5	EVALUATING	EVALUATE the Non-residential Property and Real Estate Markets

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about key concept of real estate sector and Residential Land Markets.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Understanding about the Residential Development and Industrial Location.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Understanding Office Location: Edge Cities and Retail Development.	Presentation/ Video.	Quiz, Assignment.
IV	Synthesis&Analysis of Local Government, Land Market andRegulating Development, HousingUnits.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Macro and Time series Analysis of and Non-residential Property Real Estate Markets.	Lecturing and Numerical problems.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-X
Name of the Course: AFFORDABLE HOUSING	Course Code: MBA322
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to draw on the literature to understand the fundamentals to housing practice.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Recognize the role of central and state governments in developing the housing industry.

CO2: Comprehend the current situation of conditions of housing in India.

CO3: Identify the different housing development programmes announced in India.

CO4: Awareness of the different government agencies and their approach to the improvement of the housing conditions in India.

CO5: understand the various measures taken by the government towards provision of finance to the housing industry.

Unit I

Contact Hours: 12

HOUSING AND DEVELOPMENT: Importance and Reflections of Housing on Social, Cultural and Economic Development – Role of Government and Public Agencies in Housing Development – National Housing Policy in India – Comparison of Housing Policies and Programmes of Developed and Developing Countries. Case study on related topics.

Unit II

Contact Hours: 12

HOUSING SCENARIO IN INDIA: Housing Stock and its Adequacy in Urban & Rural Settlements – Housing Quality and its Determinants – Housing Supply and Demand Assessments – External and Internal factors of influence on Housing Development – Trends in Housing Market – Five Year Plans of GOI. Case study on related topics.

Unit III

Contact Hours: 12

HOUSING PROGRAMMES IN INDIA: Nature and Type of housing development Programmes - Sites and Services, LIG, MIG, HIG Schemes, - Rural Housing Schemes - Slum Housing Programmes - Cooperative and Private Sector Housing. Case study on related topics.

Unit IV

Contact Hours: 12

INSTITUTIONAL FRAMEWORK: Housing agencies for Policymaking, Programme Formulation, and Implementation, - Objectives and Functioning of agencies like TNHB, TNSCB, CMDA, Cooperatives and other Department Agencies – Support of the National and State Governments - Housing Programmes announced from time to time. Case study on related topics.

Unit V
Contact Hours: 12

HOUSING FINANCE: Formal and Informal Systems of Finance - Financing agencies and their Terms of Lending – Direct and Indirect Incentives for Housing Development - Housing Affordability in relation with demographic, social and economic status. Case study on related topics.

Text Books:

1. J. Rosie Tighe and Elizabeth J. Mueller „The Affordable Housing Reader“ Routledge; 2012.
2. Graham Towers, Introduction to Urban Housing Design“ Routledge; 2005.

Reference book:

1. Annual Report 2010-2011, Ministry of Housing & Urban Poverty Alleviation, Government of India.
2. Charles Correa, Housing and Urbanization: Building Solutions for People and Cities“, Thames & Hudson May 2003.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	RECOGNIZE the role of central and state governments in developing the housing industry.
CO2	UNDERSTANDING	COMPREHEND the current situation of conditions of housing in India.
CO3	APPLYING	IDENTIFY the different housing development programmes announced in India.
CO4	ANALYSING	AWARENESS of the different government agencies and their approach to the improvement of the housing conditions in India.
CO5	EVALUATING	UNDERSTAND the various measures taken by the government towards provision of finance to the housing industry.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved understanding of the role of state and central government in development of Housing industry.	Discussion&Prese ntation/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Knowledge of the current situation of conditions of housing in India.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved awareness the different housing development programmes announced in India	Presentation/Vide o/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Synthesis of the different government agencies and their approach to the improvement of the housing conditions in India.	Presentation/Vide o/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Analysis of Financing agencies and their Terms of Lending to the housing industry,	Presentation/Vide o/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-XI
Name of the Course: BASIC BUSINESS ANALYTICS USING R	Course Code: MBA323
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The Objective of this course is to develop an understanding of Business analytics using R programming along with different set of tools.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Understand the basic concept of Business analytics.

CO2: Understand the use of Business Analytics in business.

CO3: Understand the fundamental of R programming.

CO4: Understand Data types & Data Structures in R.

CO5: Understand the concept of Data Visualization.

Unit I

Contact Hours: 12

Business Analytics Basics: Definition of analytics, Evolution of analytics, Need of Analytics, Business Analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics, Concept of insights, Importance of data in business analytics, Difference between data, information and knowledge, various stages of an organization in terms of data maturity, options for organizations in the absence of good quality data. Case study on related topics.

Unit II

Contact Hours: 12

Analytical decision-making: Analytical decision-making process, characteristics of the analytical decision-making process, Breaking down a business problem into key questions that can be answered through analytics Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, Sports Analytics. Future of Business Analytics. Case study on related topics.

Unit III

Contact Hours: 12

Fundamentals of R: R environment, Downloading and Installing R, Using command line in R, Help, File operations in R-Reading from and Writing to a file, Writing Your first code in R, Importing data from spreadsheets, text files SAS, SPSS, Connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping. Case study on related topics.

Unit IV
Contact Hours: 12

Data types & Data Structures in R: Data types in R and its appropriate uses, Program Structure in R, Flow control: For loop, If condition, while conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars, cbind, supply, apply, tapply functions, Built-in functions in R like: seq(), cbind(), rbind(), merge(), knowledge on the various subsetting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol(), use of function like head(), tail(), for inspecting data summarize data, SQL join in R. Introduction to Data Structure in R, Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach. Case study on related topics.

Unit V
Contact Hours: 12

Data Visualization: Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis (EDA), Data Cleaning, Data Inspection, uses of the function like grepl(), grep(), sub(), summarize(), llist(), Using graphical functions in R for data visualization, Line Plots, Bar Plots, Bar Plots, for Population, Pie chart, tableplot, histogram, Plotting with base graphics, Plotting with Lattice graphics, Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis. Case study on related topics.

Text Books:

1. AOhri (2016) R for Business Analytics, Springer.
2. Seema Acharya (2018), Data Analytics using R, TMGH.

Reference book:

1. Statistical data analysis explained, applied environmental statistics with R, Clements Reimann, Chichester: John Wiley and Sons.
2. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	IDENTIFY opportunities for creating value using business analysis and DESCRIBE the basic concepts in Business Analysis, DATA Science and Business Intelligence.
CO2	UNDERSTANDING	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
CO3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
CO5	EVALUATING	SELECT the right functions of R for the given analytics task.
CO6	CREATING	COMBINE various tools and functions of R programming language and scenarios.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts in basic concept of Business analytics.	Discussion& Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about use of Business Analytics in business.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Knowledge of the fundamental of R programming.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Application and use of Data types & Data Structures in R.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working on the concept of Data Visualization.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - III	Course: DSE-XI
Name of the Course: DATA MINING	Course Code: MBA324
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is to acquaint the students with the concept and Application of data mining techniques.

Course Outcome: The successful completion of this course shall enable the student:

CO1: Understand the basics of Data Mining.

CO2: Understand the various aspects of Data processing.

CO3: Understand classification models.

CO4: Understand using clustering models.

CO5: Understand association analysis and anomaly detection tools.

Unit I

Contact Hours: 12

Basic Concepts: Concepts, Definitions and Need of Big Data, Data Mining, Business Intelligence, Data Mining Process, relation to business Intelligence techniques, Introduction to Data Mining Tasks (Classification, Clustering, Association Analysis, Anomaly Detection), Concept, Definitions of model, descriptive models, predictive modelling, basic terminology, Real-world data mining Techniques, Big Data Analytics in Business Environments. Case study on related topics.

Unit II

Contact Hours: 12

Data and Preprocessing: Understanding of Data, Type of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Clearing, Similarity Measures, Feature selection/Instance Selection, the importance of feature selection/instance selection in various big data scenarios. Case study on related topics.

Unit III

Contact Hours: 12

Classification: Decision – Tree Based Approach, Rule-based Approach, Instance-based classifiers, Support Vector Machines, Ensemble Learning, Classification model selection and Evaluation, Applications: B2B customer buying stage predication, Recommender Systems. Case study on related topics.

Unit IV

Contact Hours: 12

Clustering: Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods, Cluster Validation, Applications: Customer Profiling, Market Segmentation. Case study on related topics.

Unit V
Contact Hours: 12

Association Analysis: Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Applications: B2B Customer Buying Path Analysis, Medical Informatics, And Telecommunication alarm diagnosis, Anomaly Detection: Statistical-based and Density-based Methods, Ethics of data mining, privacy, what can/do firms know. Case study on related topics.

Text Books:

1. Churu C. Aggarwal (2016, 1st edition) Data Mining: The Textbook, Springer.
2. Foster Provost and Tom Fawcett, O'Reilly (2013) Data Science for Business Shroff.

Reference book:

1. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley.
2. Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms associated with Data Mining.
CO2	UNDERSTANDING	EXPLAIN the various aspects of Data.
CO3	APPLYING	APPLY classification models.
CO4	ANALYSING	ANALYZE using clustering models.
CO5	EVALUATING	SELECT appropriate association analysis and anomaly detection tools.
CO6	CREATING	COMBINE various data mining tools and use them in live analytical projects in business scenarios.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts in basics of Data Mining.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the various aspects of Data processing.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Application of classification models.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Able to Analyze using clustering models.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working of association analysis and anomaly detection tools.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

SEMESTER – IV

MASTER OF BUSINESS ADMINISTRATION

(COMPULSORY & DISCIPLINE ELECTIVE COURSES)

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SEMESTER – IV						
Subject Code	Subject Name	Category	Credits	Internal Marks	External Marks	Total
MBA401	Exploring Small and Home Business	GE-5	2	30	70	100
MBA402	Strategic Management and Business Analytics.	CC-10	3	30	70	100
MBA403	ECA AND GI * (Report and Viva)	ECA & GI	2	15	35	50
SELECT ANY TWO GROUP						
MARKETING MANAGEMENT						
MBA404	Marketing Analytics	DSE-I	4	30	70	100
MBA405	Marketing of High Technology	DSE-I	4	30	70	100
HUMAN RESOURCE MANAGEMENT						
MBA406	HR Analytics	DSE-II	4	30	70	100
MBA407	Conflict & Negotiation Management	DSE-II	4	30	70	100
FINANCE						
MBA408	Technical Analysis of Financial Markets	DSE-III	4	30	70	100
MBA409	Corporate Financial Restructuring	DSE-III	4	30	70	100
DIGITAL MARKETING & E-COMMERCE						
MBA410	E Commerce Analytics	DSE-IV	4	30	70	100
MBA411	Cyber laws and Security	DSE-IV	4	30	70	100
BANKING & INSURANCE						
MBA412	Risk Management in Banks and Derivatives	DSE-V	4	30	70	100
MBA413	Rural Banking and Microfinance	DSE-V	4	30	70	100

HEALTH CARE AND HOSPITAL MANAGEMENT						
MBA414	Pharmaceutical Import and Export	DSE-VI	4	30	70	100
MBA415	Information Technology in Pharma and Healthcare	DSE-VI	4	30	70	100
INTERNATIONAL BUSINESS MANAGEMENT						
MBA416	Global Strategic Management	DSE-VII	4	30	70	100
MBA417	International Treaties and Conventions	DSE-VII	4	30	70	100
LOGISTICS AND SUPPLY CHAIN MANAGEMENT						
MBA418	Six Sigma for Operations	DSE-VIII	4	30	70	100
MBA419	Industry 4.0	DSE-VIII	4	30	70	100
START UP AND ENTREPRENEURSHIP						
MBA420	Entrepreneurship Lab	DSE-IX	4	30	70	100
MBA421	Entrepreneurship Development	DSE-IX	4	30	70	100
REAL ESTATE AND INFRASTRUCTURE MANAGEMENT						
MBA422	Construction contract and safety management	DSE-X	4	30	70	100
MBA423	Real estate valuation and project financing	DSE-X	4	30	70	100
BUSINESS ANALYTICS						
MBA424	Workforce Analytics	DSE-XI	4	30	70	100
MBA425	Retailing Analytics	DSE-XI	4	30	70	100
Total			24			

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Name of the Program/Semester: MBA - IV	Course: GE-5
Name of the Course: EXPLORING SMALL AND HOME BUSINESS	Course Code: MBA401
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The objective of this course is acquaint students with the concept of business/home business and Develop a business strategy that leverages the unique aspect of a business.

Course Outcome: The successful completion of this course shall enable the student to:

- CO1. Understand the concepts of small business, self-employment, entrepreneurship and start – up.
- CO2. Understand the overall process of managing Small Business.
- CO3. Develop a strategic vision & building teamwork for small business.
- CO4. Identify the Source of Fund for Small Business & Home Business.
- CO5. Study the process to conduct a SWOT Analysis in Small Business.

Unit I

Contact Hours: 9

Concepts of small business, self-employment, entrepreneurship and start – up. Size Definition – Demo graphs – Franchise Business – Retailers’ Corporative – Extended Home-based business. Launching of Small/Home Business Finance and Human Resource Mobilization Planning – Market and Channel Selection – Growth Strategies – Product Launching.

Unit II

Contact Hours: 9

Management of Small Business - The Basis of Small Business - Small Business: Its opportunities & Rewards – Small Business and the Economy Monitoring and Evaluation of Business – Prevent Sickness & Habitation of Business Units – Advantages of Small Business - Effective Management of Small Business.

Unit III

Contact Hours: 9

Small business: Meaning, importance and role of small business in developing a nation’s economy, different forms of organization for small business. Family business: The nature, importance, and uniqueness of family business, challenges before family business, The family’s relationship with the business: developing a strategic vision & building teamwork, Professional Management of the Family business firm, the 3-circle model, managing succession: the leadership challenge, Model of Succession in Family Business and Wealth management in family business firms.

Unit IV

Contact Hours: 9

Source of Fund for Small Business & Home Business: Self Financing, equity loan, Loans or Financial assistant from friends/relatives – Grants from Private Government or Other Sources – Angel Investors – Loan from Bank or other FIS – SME Finance – Venture Capital.

Unit V

Contact Hours: 9

How to conduct a SWOT Analysis in Small Business?- Using a SWOT Analysis Matrix – Questions to ask during the process – Creating a plan to build up strength even more – List ways in building up weakness – Setting SMART goals for each of the opportunities identified – Devise a plan to use strength to decrease the threats identified.

Text Book:

1. Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
2. Desai, Vasant. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House.
3. Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press.

Reference Books:

1. S.S.Khanka, 'Entrepreneurial Development', S.Chand and Company Limited, New Delhi, 2001.
2. Chandra, P. Project Preparation-Appraisal and Implementation. New Delhi: Tata McGraw.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms associated with Concepts of small business, self-employment, entrepreneurship and start.
CO2	UNDERSTANDING	EXPLAIN the various aspects of Managing succession: the leadership challenge.
CO3	APPLYING	MANAGEMENT of overall process of managing Small Business.
CO4	ANALYSING	ANALYZE using Global strategy.
CO5	EVALUATING	IDENTIFY & EVALUATE Source of Fund for Small Business & Home Business.
CO6	CREATING	COMBINE various SWOT Analysis in Small Business.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts in Concepts of small business, self-employment, entrepreneurship and start.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the overall process of managing Small Business.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved Understanding of Managing succession: the leadership challenge.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Identification of Source of Fund for Small Business & Home Business.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application SWOT Analysis in Small Business.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: CC-10
Name of the Course: STRATEGIC MANAGEMENT & BUSINESS ANALYTICS	Course Code: MBA402
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 45

Objectives: The course is designed to cover fundamental issues with regard to corporate and business strategy, and the implementation and process aspects of strategic management.

Course Outcome: The successful completion of this course shall enable the student:
 CO1. Understand the relationship between strategic analysis and strategic implementation.
 CO2. Apply strategy principles to understand the benefits and costs of diversification.
 CO3. Analyze competitive advantage in an international context.
 CO4. Understand the concept of Analytics.
 CO5. Study the major data mining techniques.

Unit I

Contact Hours: 9

From strategic analysis to strategic management: The strategic design of organizational structures, processes and management systems, The role of culture, Strategic performance management, Feedback loops , Firms versus markets: The nature of firms, when are firms superior to markets? Vertical and horizontal integration, The scope of the firm. Case study on related topics.

Unit II

Contact Hours: 9

Diversification strategy: Economies of scale and scope, Risk management, related versus unrelated diversification, Costs and benefits of diversification, Mergers and acquisitions, Franchising, alliances, joint ventures and networks. Case study on related topics.

Unit III

Contact Hours: 9

Global strategy: Analyzing competitive advantage in an international context, Global value chains, and Global integration versus national differentiation. Case study on related topics.

Unit IV

Contact Hours: 9

Introduction to Analytics ,Davenport article - “Competing on Analytics” , Lavallo et al. article - “Analytics: The New Path to Value”, Organization/sources of data , Importance of data quality, Dealing with missing or incomplete data , Data Classification , Davenport and Harris article - “The Dark Side of Customer Analytics. Case study on related topics.

Unit V

Contact Hours: 9

Introduction to Data Mining , Data Mining Process , Data mining tool XLMiner , Market Basket Analysis – Shmueli, Classification and Regression Trees , Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization , Decision Making under Uncertainty. Case study on related topics.

Text Book:

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6thed.), John Wiley.
2. Data Science for Business, Provost and Fawcett: O'Reilly.

Reference Books:

1. Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases, (8th ed.). Wiley.
2. Porter, M. E. (2004). Competitive strategy. New York: Simon&Schuster.
3. Porter, M. E. (1998). Competitive advantage of nations. London: Macmillan press.
4. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of Innovation: Driving co created value through global networks. New York: McGraw Hill.
5. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley.
6. The Art of Modeling with Spreadsheets, Powell and Baker: Wiley The three books above are on reserve at the Watson library.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms associated with Strategic management.
CO2	UNDERSTANDING	EXPLAIN the various aspects of Diversification strategy.
CO3	APPLYING	APPLY strategy principles.
CO4	ANALYSING	ANALYZE using Global strategy.
CO5	EVALUATING	SELECT appropriate Analytics techniques.
CO6	CREATING	COMBINE various data mining tools and use them in live analytical projects in business scenarios.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts in basics of Strategic Management.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the various aspects of Diversification strategy.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved Understanding of Global strategy models.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Working Knowledge of Analytics techniques.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working of association analysis and anomaly detection tools.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course:ECA& GI
Name of the Course: ECA AND GI* (REPORT AND VIVA)	Course Code:MBA403
Total Marks for Evaluation: 50 (Internal Marks: 15 External Marks: 35)	No. of Contact hours: 25

Objectives: - ECA * GI stands for Extra Curricular Activities and General Interest, which is designed to appraise the potential of students. It intends to develop the students in every facet and will groom his/her personality for the competitive world.

Course Outcome: - This will include all the Academic and Non-Academic Competitions Intra & Inter-College levels in which a student has to actively participate. Students have to participate and give a detailed presentation regarding the Extra Curricular Activities done by them. They will be evaluated on the basis of their Participation and Presentation of Report submitted. The students who have not participated in any of the activities of ECA & GI will have to undergo 20 hours of assigned Live Project/NGO Project and submit and submit the same to the Faculty-in-charges.

Evaluation Procedure: -

Evaluation elements	Internal	External	Total
Report&Viva – Voce	15	35	50
Total	15	35	50

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Name of the Program/Semester: MBA - IV	Course: DSE-I
Name of the Course: MARKETING ANALYTICS	Course Code: MBA404
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to maximize the use of data to create a form of data-influenced actions that are aligned with the business objectives and effective on the long-term strategic advantage.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the key concepts in marketing Analytics.

CO2: Understand Analytics for Forecasting and Pricing.

CO3: Able to explain Customer Profitability and Analytics on Sales & Distribution.

CO4: Understand Analytics on Retailing.

CO5: Understand Analytics on Promotion Web and Social Media Analytics.

Unit I

Contact Hours: 12

Introduction to Marketing Analytics: Business Decision making, Business Analytics; Marketing Analytics - Types, Nature(Descriptive, Prescriptive ,Predictive), Process of marketing Analytics, Marketing data, Understanding important metrics in Marketing, Analytics in various Marketing Applications (Scope), Introduction on Tools & Techniques used in Marketing Analytics, Summarizing Marketing data, Basic statistical concepts applicable e.g. Simple Linear Regression, Multiple Linear Regression and Conjoint Analysis. Case study on related topics.

Unit II

Contact Hours: 12

Analytics on Forecasting and Pricing Analytics: Forecasting- Correlation, Simple Regression and Multiple Regression to forecast sales, Modeling Trend and Seasonality, Ratio to Moving Average Method, Forecasting New Product sales -Using 'S' curves, Concepts-The Bass diffusion model, The Copernican principle to predict duration. Pricing Analytics - Optimization, Practical applications of price analytics, ROI concept, Consumer preference, choice, Conjoint Analysis, Logistic regression. Case study on related topics.

Unit III

Contact Hours: 12

Customer Profitability and Analytics on Sales & Distribution: Cluster Analysis, Collaborative Filtering, Classification Trees for Segmentation. Customer intelligence (CI) for predictive analytics, Customer Life Time Value (CLTV), How to calculate CLTV, Customer churn, Metrics for Customer Acquisition and Retention, Customer Equity, Customer Loyalty, Cohort analysis, Monte Carlo Simulation and Marketing Decision making. Analytics on Sales & Distribution: Metrics for Sales, profitability, Sales Force Sizing, Effort (call planning), Territory Planning, Target Setting, Compensation Planning, and Analytics based channel evaluation and selection. Case study on related topics.

Unit IV
Contact Hours: 12

Analytics on Retailing: Topline and Bottom-line Goals, Right Pricing, Point of Sales data, Market Basket Analysis Lift, RFM Analysis, SCANPRO model, Allocating Retail Space and resources. Case study on related topics.

Unit V
Contact Hours: 12

Analytics on Promotion Web and Social Media Analytics: Marketing Mix Models, Brand assets and Brand equity, Brand Funnel Analysis, Measuring effectiveness of advertisement, Media Selection Models, PPC and Online Advertising, Allocation of marketing budgets over multiple campaigns, Google Analytics, measuring effectiveness of Social Media Advertising, Facebook and Twitter analytics, Viral Marketing and Text mining, Applying Text Mining in Real Life Scenarios, Google Analytics. Case study on related topics.

Text Books:

1. Marketing Analytics by Wayne L. Winston (2014), Publisher – John Wiley & Sons Inc.
2. Business Analytics by U. Dinesh kumar, Publisher – John Wiley & Sons.
3. Jesper Thorlund and Gert H.N. Laursen (2013) Business Analytics for Managers: Taking Business Intelligence beyond Reporting.
4. Dinesh Kumar (2017), 'Business Analytics – The Science of Data-Driven Decision Making', Wiley India.
5. V.K. Jain, (2018) Data Science & Analytics, Khanna Book Publishing, New Delhi.

Reference book:

1. Marketing Analytics Roadmaps – Methods, Metrics, and Tools by Jerry Rackley- Published- Apress.
2. Everything You Need To Know About Customer Lifetime Value (CLV) – DEMAC Media.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE various concepts in marketing Analytics.
CO2	UNDERSTANDING	DESCRIBE various forecasting and pricing analytics.
CO3	APPLYING	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.
CO4	ANALYSING	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data.
CO5	EVALUATING	MEASURE the effectiveness of marketing efforts and key outcomes in multiple areas of Marketing.
CO6	CREATING	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts in marketing Analytics.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the various forecasting and pricing analytics techniques.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis of the Customer Profitability and Analytics on Sales & Distribution.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Application of the use of various models and frameworks to solve marketing problems using marketing data.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working on Promotion Web and Social Media Analytics.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-I
Name of the Course: MARKETING OF HIGH TECHNOLOGY PRODUCTS	Course Code: MBA405
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objectives of this course is to develop an understanding about paradigms appropriate to successful commercial activities in high technology industries.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand key concepts associated with Marketing of High-Tech Products.

CO2: Understand about Product and Branding decisions in High-Tech Markets.

CO3: Understand Pricing decisions High-Tech Markets.

CO4: Understand Place decisions in High-Tech Markets.

CO5: Understand Promotion decisions in High-Tech Markets.

Unit I

Contact Hours: 12

Introduction to High Technology Marketing: Definition, Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations -Incremental Innovations - Implications of Different Types of Innovations -Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions. Case study on related topics.

Unit II

Contact Hours: 12

Product and Branding decisions in High-Tech Markets: Market Orientation, R&D-Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The "What to Sell" Decision-Developing Services as part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Piracy, and Restricted Exports - Managing Intellectual Property, Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding. Case study on related topics.

Unit III

Contact Hours: 12

Pricing decisions High-Tech Markets: The High-Tech Pricing Environment, 3Cs of pricing cots, competition, customers, consolidating 3Cs into a successful strategy, Customer oriented pricing, Pricing of After-Sales Service - The Technology Paradox-Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing. Case study on related topics.

Unit IV
Contact Hours: 12

Place decisions in High-Tech Markets: Channel Considerations in High-Tech markets – Managing Hybrid channels, Emerging considerations in Distributions Channels, Gary market, Black market, Matching Supply Chain strategy to uncertainty, Management supply chain management technology, outsourcing – Greening of Supply chain, Need for Indirect Channels to Provide Value for Manufactures – Evolution of High-Tech channels. Case study on related topics.

Unit V
Contact Hours: 12

Promotion decisions in High-Tech Markets: Promotion Mix Decisions-Use of Personal Selling, Direct Marketing and Other Promotion tools; New-Product Pre-announcements – Objectives of Pre-announcements, Advantages and Disadvantages of Pre-announcements Tactical Considerations in Pre-announcement Decision; Importance and use of Customer Relationship Management (CRM). Case study on related topics.

Text Books:

1. Marketing of High – Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, (2010, 3rd Edition.).

Reference book:

1. Marketing High Technology by William H. Davidow.
2. Product Marketing for Technology Companies by Mark Butje.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products.
CO2	UNDERSTANDING	EXPLAIN key concepts associated with Marketing of High-Tech Products.
CO3	APPLYING	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
CO4	ANALYSING	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
CO5	EVALUATING	EVALUATE alternative Marketing Mix Strategies/Plans for High-Tech Products.
CO6	CREATING	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about key concepts associated with Marketing of High-Tech Products.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the Product and Branding decisions in High-Tech Markets.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis of Pricing decisions High-Tech Markets.	Presentation/ Video.	Quiz, Assignment.
IV	Synthetization of Place decisions in High-Tech Markets.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved knowledge of Promotion decisions in High-Tech Markets.	Lecturing and Numerical problems.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-II
Name of the Course: HR ANALYTICS	Course Code: MBA406
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The course is an application oriented one and most of the exercises have to be done with case studies and examples. During the course basic concepts regarding HR metric will be revised and applied using organizational data.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Understand the key concepts related to the subject matter.

CO2: Understand the Importance of HR Analytics.

CO3: Understand the process Strategy Formulation.

CO4: Understand the Concept of innovation.

CO5: Understand case based Analysis.

Unit I

Contact Hours: 12

Introduction to Concept: Disruptive Technological Era: Evolution of Industry Revolution 4.0 and aspect of HR, Big data in HR, Understanding of Machine Learning, sensors and cloud computing, Business Intelligence in HR. Case study on related topics.

Unit II

Contact Hours: 12

Importance of HR Analytics: Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics, Predictive tools and Applications in solving problems using HR analytics Gartner's Analytics Maturity Model. Case study on related topics.

Unit III

Contact Hours: 12

Innovation: Concept of innovation, Kinds of Innovation, Developing Innovative culture in an Organization, HR analytics linkage to business outcomes, measuring use of HR analytics impact on business outcome. Case study on related topics.

Unit IV

Contact Hours: 12

Strategy Formulation: Redefining HR Policies and Practices, Roust competency mapping, understanding future of work and workplace, Decision framework. Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention. Case study on related topics.

Unit V

Contact Hours: 12

Learning from Analysis: Case studies and best practices in use of HR Analytics in industry (5 cases). Case study on related topics.

Text Books:

1. Edwards Martin R, Edwards Kirsten (2016), “Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers, ISBN-0749473924.
2. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication.
3. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-murray.

Reference book:

1. Human Capital Analytics: How to Harness the Potential of your Organization’s Greatest Asset, Boyce Byerly, Gene Pease, and JacFtz-enz.
2. Doing Hr Analytics: A Practitioner’s Handbook with R Examples, Lyndon, Mr. Sundmar, Create space Independent Pub.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	ENUMERATE the key concepts related to the subject matter.
CO2	UNDERSTANDING	DEMONSTRATE experimentation and innovation.
CO3	APPLYING	USE thinking & decision making ability beyond the existing capabilities and present environment.
CO4	ANALYSING	ANALYZE the behavioral Patterns of an individual & Map the competency – the audit Perspective.
CO5	EVALUATING	EXPLAIN the innovative and formulate strategies which enhance innovative skills and Promote Innovation.
CO6	CREATING	FORMULATE the linkage between HR Analytics and Business Analytics.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved understanding of various HR Analytics.	Presentation/Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Able to identify (research), Importance of HR Analytics.	Application Based learning/Case Study/Video/Role-Play/ Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved Understanding process Strategy Formulation.	Presentation/ Video/Case Study/Live Project.	Evaluation of Students on Presentation on Live Project, Assignment.
IV	Able to apply skills in Strategy Formulation.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Thorough Learning from case Analysis.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-II
Name of the Course: CONFLICT & NEGOTIATION MANAGEMENT	Course Code: MBA407
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objectives of this course is to make students aware about the concept of Conflict & Negotiation Management in organizational context.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Define the key concepts of the Negotiation.

CO2: Understand the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA).

CO3: Understand the importance of in business negotiations and managing conflicts.

CO4: Understand the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.

CO5: Understand theoretical concepts along with practical methods of managing and resolving organizational conflict in the organizational context.

Unit I

Contact Hours: 12

Fundamentals of Negotiation: Definition: Introduction to the importance of negotiation, its importance and Nature of negotiation, negotiation Vs other interactions, Dimensions of Negotiation, Structure and the prerequisites of successful negotiation, types of negotiation, Strategy & planning of negotiation, four stage model of negotiation. Case study on related topics.

Unit II

Contact Hours: 12

Negotiation Process: Perception & Preparation for the negotiations, goal setting for the negotiation, options and criteria for negotiation, role of Communication & Influence in the negotiation process, identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the negotiation process, Ethics in negotiation, Agreement. Case study on related topics.

Unit III

Contact Hours: 12

Negotiation Styles: Leigh Thompson's 5 negotiation mental models, importance of establishing trust and building a Relationship in Negotiation, Win-win Negotiation, use of creativity and problem Solving in Negotiations, application of Transactional analysis for negotiations. Case study on related topics.

Unit IV
Contact Hours: 12

Conflict Management: Introducing the concept of conflict management, Definition, importance and Models of conflict (Process & Structural), Sources of Conflict, analyze the relationship between conflict & performance in team, Advantages & Disadvantages of Conflict. Creating conducive climate to resolve the conflict, apply the fundamentals of conflict management to build teams in the organizations, design the process for conflict management and create the situations to minimize the conflicts in an organizations. Case study on related topics.

Unit V
Contact Hours: 12

Type of Conflicts: Understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play. Case study on related topics.

Text Books:

1. Negotiation: Communication for Diverse Settings, Spangle, Michael L. Isenhardt, Myra Warren: (2002) Sage Publications.
2. Negotiation/Harvard Business Essentials. U S A, Harvard Business Publishing Corporation.

Reference book:

1. How to Conduct Effective Negotiations, Forsyth, Patrick Jaico Publishing House.
2. Managing Workplace Conflicts, Subbulakshmi, V., Hyderabad: ICFAI University Press.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key concepts of the subject matter.
CO2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA).
CO3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
CO4	ANALYSING	APPRAISE the importance of in business negotiations and managing conflicts.
CO5	EVALUATING	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.
CO6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of Fundamentals of Negotiation.	Discussion& Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Able to understand the overall negotiation process.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Understanding and Application of Negotiation Styles.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of Conflict Management.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Able to Prepare & evaluate type of Conflicts.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-III
Name of the Course: TECHNICAL ANALYSIS OF FINANCIAL MARKETS	Course Code: MBA408
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is to understand the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus and also developing an ideal portfolio of investments with a combination of wide number of securities.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the concepts of Technical analysis.

CO2: Understanding Company Analysis.

CO3: Understand Company Analysis Using Market Information.

CO4: Understand the Trading Strategies.

CO5: Understand Trading Psychology and Risk Management.

Unit I

Contact Hours: 12

Introduction to Technical Analysis: Definition and Concept, Price discounts everything, Price movements are not totally random, Technical Analysis: Basic Assumptions, Strengths and Weakness of Technical Analysis, Importance of Technical Analysis, Dow Theory - Introduction, Principles of Dow Theory, Significance of Dow Theory, Problems with Dow Theory, Constructing and Interpreting Charts and the formation, Evolving a Trading strategy based on patterns. Case study on related topics.

Unit II

Contact Hours: 12

Company Analysis Using Technical Analysis: Understanding various Charts: Bullish Trend, Bearish Trend, Price Chart, Line Chart, Bar Chart, Japanese Candle Stick Chart, Point and Figure Chart, Candlestick Patterns - Doji, Harami, Piercing, Engulfing, Morning Star, Evening Star, Hammer, Inverse Hammer and Hanging Man, Chart Patterns - Support and Resistance, Reversal Patterns - Head and Shoulder Formation, Inverse Head and Shoulder Formation, Double Formations, Rounding Patterns, Rectangle Formation, Wedge Formations, Continuation Patterns - Triangles, Flags and Pennants, Overall Decision Making for Purchase / Sale of Share of a Company. Case study on related topics.

Unit III

Contact Hours: 12

Company Analysis Using Market Information: Volume and Open Interest, Concept and Calculation of Oscillators from the data of five years prices, High, Low, Average Price, Simple Moving Averages, Exponential Moving Averages, Rate of Change Indicators (ROC), Relative Strength Index, (RSI), Moving Average Convergence and Divergence (MACD). Case study on related topics.

Unit IV
Contact Hours: 12

Trading Strategies: Day Trading, Advantages of Day Trading, Risks Associated with Risk Day Trading, Strategies for Day Trading, Momentum Trading Strategies, Elliot Wave Theory, Elliot Wave - Introduction, Fundamental Concept, After Elliott. Case study on related topics.

Unit V
Contact Hours: 12

Trading Psychology and Risk Management: Introduction and Components of Risk Management, Stop Loss, Analyze Reward Risk Ratio, Trail Stop Loss, Booking Profit, Uses of Stop Loss, Qualities of Successful Trader, Golden Rules of Traders, Do's and Don'ts in Trading, Rules to Stop Losing Money Choosing the Right Market to Trade, Importance of Discipline in Trading, Efficient Market Theory. Case study on related topics.

Text Books:

1. Technical Analysis Explained, Fifth Edition: The Successful Investor's Guide to Spotting February 2014.
2. Technical Analysis Explained: The Successful Investor's Guide to Spotting Investment Trends and Turning Points Paperback – July 2017.

Reference book:

1. Technical Analysis of Stock Trends Hardcover – Import, 1 August 2001.
2. Technical Analysis for Indian Financial Markets – Shriram Nerlekar, Ashish Kelkar.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
I	REMEMBERING	REMEMBER the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.
II	UNDERSTANDING	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation.
III	APPLYING	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities.
IV	ANALYSING	ANALYSE and forecast the market prices of securities in order to take and execute investment decisions.
V	EVALUATING	FORMULATE an ideal portfolio of investments with a combination of wide number of securities.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the concepts, of concepts of Technical analysis.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation.	Application Based learning/Case Study/Video/ Role-Play/ Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved Understanding Company Analysis Using Market Information.	Presentation/Video/ Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Identification and Analysis of Trading Strategies.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding Trading Psychology and Risk Management.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
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Name of the Program/Semester: MBA - IV	Course: DSE-III
Name of the Course: CORPORATE FINANCIAL RESTRUCTURING	Course Code: MBA409
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases.

Course Outcome: On Successful completion of the course the learner will be able:

CO1: Understand basic concepts of Corporate Restructuring.

CO2: Understand the overview of Corporate Finance and Corporate restructuring.

CO3: Understand the Dimensions of Mergers & Acquisitions.

CO4: Understand Valuation Aspects of Corporate Restructuring.

CO5: Understand Corporate Governance Aspects of Restructuring.

Unit I

Contact Hours: 12

Basic concepts: Meaning of Corporate Restructuring, Need, Scope, Concept of Internal & External Restructuring and motives, applications of corporate restructuring. Case study on related topics.

Unit II

Contact Hours: 12

Overview of Corporate Finance and Corporate restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts. Creating Value through Corporate Restructuring-Corporate Reorganization Strategies-Spin-Offs, Equity Carve-Outs, Target Stock and Divestures, Financial perspective in restructuring, Reorganization strategies in corporate organizations, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows. Case study on related topics.

Unit III

Contact Hours: 12

Dimensions of Mergers & Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers & Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control. Case study on related topics.

Unit IV
Contact Hours: 12

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchangeratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Different approaches of valuation - Comparable company & transaction analysis method, DCF, Real Option method, Equity/Residual Cash Flows, Adjusted Present Value, Capital/Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis. Case study on related topics.

Unit V
Contact Hours: 12

Corporate Governance Aspects of Restructuring: Domestic & International trends relating to practices pertaining to Corporate Restructuring Reference of Corporate Governance in Indian compare (Amended) 2013. SEBI Regulations. Listing Agreement etc. Shareholder democracy in restructuring Pro of investors creditors, role of non-executive directors in restructuring process, Disclosures and clamare the part of Board of Directors and Inclusion in the Auditors' Report. Case study on related topics.

Text Books:

1. Corporate Restructuring, Bhagaban Das and DebdasRaskhit, Himalaya Publishing House, 2014. edition III.
2. Financial Management, R. P. Rustagi, Galgotia Publishing, 15th edition, 2020.

Reference book:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, 8th Edition, 2016.
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford University.

UNIT NO.	COGNITIVE ABILITIES	COURSE LEARNING OUTCOME
I	REMEMBERING	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions.
II	UNDERSTANDING	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.
III	APPLYING	PERFORM all the required calculations through relevant numerical problems.
IV	ANALYSING	ANALYZE the situation by calculation of exchange ratio, financial returns, valuations and others.
V	EVALUATING	EVALUATE impact of corporate financial restructuring on all stakeholders.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved Understanding of the overview of Corporate Finance and Corporate restructuring.	Application Based learning/Case Study/Video/Role-Play/ Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Synthetization Dimensions of Mergers & Acquisitions.	Presentation/Video/ Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Through Understanding of Valuation Aspects of Corporate Restructuring.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identify and Analyze the impact of corporate financial restructuring on all stakeholders.	Presentation/Video/ Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-IV
Name of the Course: E COMMERCE ANALYTICS	Course Code: MBA410
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is appreciate the major concerns of e-commerce analytics with the use of models and technology.

Course Outcome: On successful completion of the course the learner will be able to:

CO1: Understand the key concepts in e-commerce analytics.

CO2: Understand the use of methods and techniques for ecommerce analysis.

CO3: Understand visualizing, dash boarding, and reporting ecommerce data and analysis.

CO4: Understand ecommerce analytics data model and technology.

CO5: Understand the marketing and advertising analytics in ecommerce.

Unit I

Contact Hours: 12

Ecommerce Analytics: Role of Ecommerce Analytics in Creating Business Value and Driving Business Growth, The Ecommerce Analytics Value Chain, Identifying and Prioritizing Demand, Developing an Analytical Plan, Activating the Ecommerce Analytics Environment, Elements of an Ecommerce Analytics Environment, collecting and Governing Data and Metadata. Preparing and Wrangling Data, Analyzing, Predicting, Optimizing, and Automating with Data, Socializing Analytic, Communicating the Economic Impact of Analytics. Case study on related topics.

Unit II

Contact Hours: 12

Methods and Techniques for Ecommerce Analysis: Understanding the Calendar for Ecommerce Analysis, Storytelling, Tukey's Exploratory Data Analysis. Analyzing Ecommerce Data Using Statistics and Machine Learning. Key Performance Indicators for Ecommerce: KPI Metrics – Page or Screen Views, Visits or Sessions, Returns, Total Revenue and Revenue by N, Gross Margin, Lifetime Value, Repeat Visitors/Users/Customers. KPI Rate Metrics – Conversion Rate, Step Completion Rate, Abandoned Cart Rate, KPI Average Metrics – Average Order Value. KPI Derivative Metrics – Bounce Rate Percentage of New Customers (or N Metric), KPI "Per" Metrics – Cost and/or Revenue per Visitor, Revenue per Customer, Cost per Customer Acquisition. Case study on related topics.

Unit III

Contact Hours: 12

Visualizing, Dash boarding, and Reporting Ecommerce Data and Analysis: Understanding Reporting, Explaining the RASTA Approach to Reporting, Understanding Dash boarding, Explaining the Liven Approach to Dash boarding, What Data Should I Start With in an Ecommerce Dashboard?, Understanding Data Visualization, The Process for Data Visualization, Maximizing Impact with Data Visualization: The Screen Approach and More, Why Use Data Visualization? Types of Data Visualization. Case study on related topics.

Unit IV
Contact Hours: 12

Ecommerce Analytics Data Model and Technology: Understanding the Ecommerce Analytics Data Model – Facts and Dimensions, Sample Ecommerce Data Model, Understanding the Inventory Fact, Understanding the Product Fact, Understanding the Order Fact, Understanding the Order Item Fact, Understanding the customers Fact, Understanding the Customer Order Fact, Reviewing Common Dimensions and Measures in Ecommerce. Case study on related topics.

Unit V
Contact Hours: 12

Marketing and Advertising Analytics in Ecommerce: Understanding the Shared Goals of Marketing and Advertising Analysis, Reviewing the Marketing Lifecycle, Understanding Types of Ecommerce Marketing, Analyzing Marketing and Advertising for Ecommerce, What Marketing Data Could You Begin to Analyze? Analyzing Behavioral Data: Answering Business questions with Behavioral Analytics, Understanding Metrics and Key Performance Indicators for behavioral Analysis, Reviewing types of Ecommerce Behavioral Analysis, Behavioral Flow Analysis, Shopping Behavior Analysis, content Analysis, In-Page or On-Screen Behavior Analysis. Case study on related topics.

Text Books:

1. Ecommerce Analytics (2016): Analyze and Improve the Impact of Your Digital Strategy by Judah Phillips, Pearson FT Press.

Reference book:

1. Judah Phillips (2013) Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, And People into Business Operations, Pearson FT Press.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experience.
CO4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge the key concepts in e-commerce analytics.	Discussion & Presentation/ Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights regarding the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.	Application Based learning/Case Study/Video/ Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Demonstration of the unique problems in e-commerce, and transform data into better decisions and customer experience.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Improved understanding of high-value insights via dashboards and visualization.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-IV
Name of the Course: CYBER LAWS AND SECURITY	Course Code: MBA411
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is appreciate the application of Cyber law and security.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the Need and Role of cyber law.

CO2: Understand the security issues in E commerce.

CO3: Understand the concept of Client Server Network Security.

CO4: Understand the Digital & Electronic Signature and its Authentication Electronic Governance.

CO5: Understand the Loop-Hole in Law.

Unit I

Contact Hours: 12

Historical Background-Need & Role of Cyber Laws Increasing Cyber Crimes and Frauds- Cyber Laws in India IT Act 2000: Preamble of the Act; Scope and Objectives of the Act; Important definitions of the Act (Computer, Digital Signature, Originator, Data, Key Pair, Public Key, Private Key, Secure System, Verify, Subscriber).

Unit II

Contact Hours: 12

Security Issues in E-Commerce, Risk Management Approach, Types and Sources of Threats, Security Tools in E-Commerce. Information Security: Meaning and Basic Principles.

Unit III

Contact Hours: 12

Client Server Network Security: Meaning and Advantages. Digital Signatures: Meaning, Importance and Challenges. Encryption: Meaning, Features and Advantages. Public and Private Key Infrastructure.

Unit IV

Contact Hours: 12

Digital & Electronic Signature and its Authentication Electronic Governance – Electronic Records – Duties of Subscribers Penalties and Adjudication Cyber Appellate Tribunal- Offences Miscellaneous Provisions Amendments to I.T. Act 2000 Practical Case Laws on Cyber Laws and Security.

Unit V
Contact Hours: 12

Loop-Hole in Law-Cybercrimes and legislations Cyber stalking, Digital Forgery, Hacking, Cyber terrorism and Fake online presence, Phishing

Text Books:

1. Li Ping Chu, O'Reilly Media (2016) Data Science for Modern Manufacturing.
2. Rajesh Agnihotri, Samuel, (2016) New Industry 4.0 Data Analytics.

Reference book:

1. Advances in Business, Operations, and Product Analytics: Cutting Edge Cases from Finance to Manufacturing to Healthcare (FT Press Analytics) by Matthew J. Drake.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	ENUMERATE the key concepts of Client Server Network Security.
CO2	UNDERSTANDING	DISCUSS the Loop-Hole in Law-Cybercrimes.
CO3	APPLYING	DEMONSTRATE the practical applications of Digital & Electronic Signature and its Authentication Electronic Governance.
CO4	ANALYSING	EXAMINE the Security Issues in E-Commerce.
CO5	EVALUATING	EXPLAIN the applications of cyber law in real business scenario.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge of the Need & Role of Cyber Laws	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights regarding the Security Issues in E-Commerce.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Improved understanding practical applications of Client Server Network Security.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Demonstration the Digital & Electronic Signature and its Authentication Electronic Governance	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of the applications of Loop-Hole in Law-Cybercrimes and legislations Cyber stalking	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-V
Name of the Course: RISK MANAGEMENT IN BANKS AND DERIVATIVES	Course Code: MBA412
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to explore various risk management issues and mechanism to deal with risk: management in banks.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the concept of Risk Management in Banks.

CO2: Understand fundamentals of derivative instruments.

CO3: Understand of mechanism of F&O Segments and its implication for retail investors.

CO4: Understand the Fundamentals of Futures.

CO5: Understand Conditional applications of Swaps.

Unit I

Contact Hours: 12

Risk Management in Banks: Basel Framework, Customer Risk Categorization (CRC), NPA Provisioning Norms. Case study on related topics.

Unit II

Contact Hours: 12

Derivatives: Overview, Type of Derivative Contracts: Forwards, Futures, Options & Swap, Role of Derivatives in Hedging, Speculation & Arbitrage. Case study on related topics.

Unit III

Contact Hours: 12

Option Contracts: Option Terminology, Options Payoffs, Application of Payoffs Pricing of Options: Variables affecting Price of Options, Binomial Model and Black-Scholes Model for Option Pricing Option Greeks: Delta, Gamma, Theta, Vega & Rho. Case study on related topics.

Unit IV

Contact Hours: 12

Fundamentals of Futures: Difference between Forward & Futures, Comparison between Futures and Options, Futures Terminology, Margins, Daily Mark-to-Market and Final Settlement, Payoff Matrix from Futures, Hedging with Futures. Case study on related topics.

Unit V

Contact Hours: 12

Swaps: Interest Rate Swaps, Currency Swaps, Utility and Functioning of Swaps, Bank's Role in facilitating Swaps Credit Derivatives: Credit Risk & Rating, Collateralized Debt Obligations (CDO), Credit Default Swaps (CDS), Valuation of CDS. Case study on related topics.

Text Book:

1. Hull, J. C. (2018) Options, futures, and other derivatives. Pearson Education India.

Reference books:

1. Gupta S. L. Financial Derivatives. New Delhi: Prentice Hall of India Limited.
2. Hirska, A., & Neftci, S. N. An introduction to the mathematics of financial derivatives Academic Press.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	DESCRIBE the basic concepts related to Risk Management in banks.
CO.2	UNDERSTANDING	EXPLAIN in detail the types of Derivative Contracts.
CO.3	APPLYING	UNDERSTAND Option Contracts pricing and apply the understanding in the simulated virtual trading platform.
CO.4	ANALYSING	ANALYZE and offer optimum solutions in the cases of Fundamentals of Futures.
CO.5	EVALUATING	EVALUATE the various derivative strategies for their application in different Swap contracts.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of the Risk Management in Banks.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Improved Understanding of the dimensions of fundamentals of derivative instruments.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of various mechanism of F&O Segments and its implication for retail investors.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of the concept of Fundamentals of Futures.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Knowledge of approaches to reorient the Conditional applications of Swaps.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
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Name of the Program/Semester: MBA - IV	Course: DSE-V
Name of the Course: RURAL BANKING AND MICROFINANCE	Course Code: MBA413
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to provide a thorough knowledge of the concept of Rural Banking and microfinance and how: rural banking and microfinance institutions work, including the operational aspects of an SHG/ MFI.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the concept of Organization of Rural Credit in India.

CO2: Understand RBI guidelines for the financing of agriculture by commercial banks.

CO3: Understand Perspectives of Microfinance.

CO4: Understand Microfinance Delivery Methodologies.

CO5: Understand SHG-Bank Linkage Programme.

Unit I

Contact Hours: 12

Organization of Rural Credit in India, Sources of credit for Indian Farmers, Credit delivery mechanism in rural finance: Multi agency approach. Rural cooperative credit societies. Long-term rural credit: cooperative agriculture and rural development banks (CARDDBS), Evolution of Micro Finance Institutions in India. Case study on related topics.

Unit II

Contact Hours: 12

Banks and Rural credit Commercial banks and rural development, RBI guidelines for the financing of agriculture by commercial banks, Lead bank scheme, Regional Rural Banks (RRBs): introduction , progress and evaluation of RRBs, NABARD: its functions and role in rural credit. Case study on related topics.

Unit III

Contact Hours: 12

Perspectives of Microfinance: Microfinance, Need of Microfinance, Evolution and Character of Microfinance in India, Microfinance Product Portfolio, Key Principles of Microfinance, Dilemmas in Contemporary Microfinance Functioning, Microfinance as a Tool for Development and inclusive growth of India. Case study on related topics.

Unit IV

Contact Hours: 12

Microfinance Delivery Methodologies: Self Help Group Model, Federated Self Help Group Model, Association Model, Community Banking Model, Grameen Bank Model, Cooperative / Mutually Aided Cooperative Model, Rotating Savings and Credit Association (ROSCA), Non-Banking Finance Company (NBFC) Model. Case study on related topics.

Unit V
Contact Hours: 12

SHG-Bank Linkage Programme: Overview, Evolution, Need, Models of Linkage between Banks and Self-Help Groups, Impact, Progress, Promotional Initiatives, Issues in SHG – Bank Linkage Programme, Challenges. Operational aspects of Micro Finance Accounting and Financial Reporting, Financial Analysis, Revenue Model, Operating Costs and Efficiency, Products and Services, Risk Management, Credit Bureaus and Credit Scoring. Case study on related topics.

Text Books:

1. Indian Institute of Banking and Finance. (2018). Micro-Finance: Perspectives and Operations; Macmillan India Limited.
2. Panda D. K. (2016). Understanding Microfinance; Wiley India Publication.

Reference book:

1. Rhyne, E. (2009). Edition I. Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid. Tata McGraw Hill Publication, New Delhi.
2. Kanhaiya Singh (2015), Micro Finance, Vikas Publishing House.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.1	REMEMBERING	RECALL the key concepts of the Organization of Rural Credit in India.
CO.2	UNDERSTANDING	EXPLAIN the fundamental changes in banking and financial markets as financial institutions.
CO.3	APPLYING	DEMONSTRATE the skills and knowledge required to understand and Need based pitching of the financial Products to the targeted customers.
CO.4	ANALYSING	OUTLINE the growth & service offerings of wealth management in global & Indian context.
CO.5	EVALUATING	ASSESS the customer touch-points and customer-buying journey for financial services.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of the Organization of Rural Credit in India.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Improved Understanding of the dimensions of RBI guidelines for the financing of agriculture by commercial banks.	Application Based learning/Case Study/Video/Role-Play/Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Synthetization Perspectives of Microfinance.	Presentation/ Video/Case study / Research Study.	Quiz, Assignment.
IV.	Improved Awareness of the Microfinance Delivery Methodologies.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Knowledge of approaches to reorient the SHG-Bank Linkage Programme.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-VI
Name of the Course: PHARMACEUTICAL IMPORT AND EXPORT	Course Code: MBA414
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is make students aware about the overall process of Import and export by the pharma industry.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the significance of procedures and documentation in international trade.

CO2: Understand the process of export order.

CO3: Understand the methods of payment in international trade.

CO4: Understand export promotion schemes in India with respect to pharma and health care.

CO5: Understand regulations for international Trade.

Unit I

Contact Hours: 12

Identification of pharmaceutical market; market behaviour; physician prescribing habits; patient motivation market analysis, Significance of procedures and documentation in international trade: Procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS classification System; Role of ICC; INCOTERMS; nature of export/trading houses. Case study on related topics.

Unit II

Contact Hours: 12

Export order processing: Policy Relating to Pharmaceutical Industry Export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure. Case study on related topics.

Unit III

Contact Hours: 12

Methods of payment in international trade: Documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India. Case study on related topics.

Unit IV

Contact Hours: 12

Major export promotion schemes in India: Competitive Practices: Economic and Competitive Aspects of the Pharmaceutical Industry
EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's –role of export promotion councils, commodity boards and ITPO. Case study on related topics.

Unit V

Contact Hours: 12

Regulations for International Trade: Clinical trials: Definition, Phase I, Phase II, Phase III and Phase IV studies, design documentation, presentation and interpretation, Major laws

governing India's export import trade-Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000. Case study on related topics.

Text Books:

1. Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 2010.
2. Export Marketing by B. S. Rathor & J. S. Rathor, HPH, , 2006.
3. Export Management by T. A.S. Balagopal, HPH, 18th Revised Edition, 2006.

Reference book:

1. Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi.
2. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the various concepts related to import and export procedure.
CO2	UNDERSTANDING	DISCUSS various steps involved in export procedures of pharmaceutical product.
CO3	APPLYING	IDENTIFY the international market for pharmaceutical product.
CO4	ANALYSING	ANALYZE different payments methods used in international trade.
CO5	EVALUATING	DETERMINE various rules and regulations related to export procedures of pharmaceutical product.
CO6	CREATING	Choose right product for the right International market.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the procedures and documentation in international trade.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the overall process of export order.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis of the Methods of payment in international trade.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Analysis of various export promotion schemes in India with respect to pharma and health care.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding of Regulations for International Trade.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-VI
Name of the Course: INFORMATION TECHNOLOGY IN PHARMA AND HEALTHCARE	Course Code: MBA415
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is acquaint the students regarding the role of information technology in pharma and Health care.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the different types of information required in pharma and Healthcare system.

CO2: Understand the different types of Networks and structure require to establish computerize system in daily operations.

CO3: Understand the different Integrated Health information Systems used by different Pharma and Healthcare companies.

CO4: Understand the process to maintain an electronic record, its analysis, and Presentation for decision making.

CO5: Understand the various components require to develop Hospital Information System (HIS).

Unit I

Contact Hours: 12

Introduction to information: Scope, Components of hardware and software, Health Care Informatics: Introduction, Standardized languages in practice. Health IT Architecture: Information Technology architecture models in healthcare organizations, Service-oriented structures. Concept of biosignal processing and Medical Imaging. Case study on related topics.

Unit II

Contact Hours: 12

IT Structure: Computer Networks-LAN, WAN, ISDN, VSAT. The Internet-structure, role in Medicine. Mobile IT device in healthcare. Telemedicine and applications-Architecture of major telemedicine systems in India. Information compression, storage and transmission standards, wireless telemetry. Case study on related topics.

Unit III

Contact Hours: 12

Regulations & Standards: Necessity of standards for electronic health, security issues, cyber laws, ethical and medico legal issues in patient information exchange. Healthcare Information Regulations & Standards: Legal Aspects of Managing Health information, Health records and Privacy, Health Level standards-HL7. Integrated Health information Systems. Case study on related topics.

Unit IV
Contact Hours: 12

Introduction to medical databases: Electronic Medical Record, Electronic Health Record. National and International regulation. Data collection, Data analysis, Data presentation in Medical systems. Systems Implementation and Integration, Interface Engine. Patient registries/patient portals/Health information exchange. Case study on related topics.

Unit V
Contact Hours: 12

Hospital Information System: Definition, Structure and Application, system Advantages. Nursing Informatics, Automated clinical laboratory systems. Pharmacy information system. Electronic Health – overview, implementation of various systems. Case study on related topics.

Text Books:

1. Kenneth C. Laudon (2016, 14 edition) Management Information Systems, Pearson education India.
2. Robert G. Murdick (1984, 3rd edition) Information Systems for Modern Management Prentice hall.

Reference book:

1. Fundamentals of Information Systems, Second Edition by Ralph M. Stair and George Walter Reynolds.
2. Management Information system “Jayadevan”.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	IDENTIFY the different types of information required in pharma and Healthcare system.
CO2	UNDERSTANDING	DESCRIBE the different types of Networks and structure require to establish computerize system in daily operations.
CO3	APPLYING	IDENTIFY the different Integrated Health information Systems used by different Pharma and Healthcare companies.
CO4	ANALYSING	SIMPLIFY the process to maintain an electronic record, its analysis, and Presentation for decision making.
CO5	EVALUATING	DETERMINE the various components require to develop Hospital Information System (HIS).
CO6	CREATING	DEVELOP architecture for routine business activities in pharma and healthcare sector.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts of Information technology in health care and Pharma.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the Networks and structure in health care.	Application Based learning/Case Study/ Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis of the different Integrated Health information Systems used in industries.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Analysis and application of process to maintain an electronic record, its analysis, and Presentation for decision making.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working on Hospital Information System.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-VII
Name of the Course: GLOBAL STRATEGIC MANAGEMENT	Course Code: MBA416
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is appreciate the major concerns and strategies of international businesses.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand various typologies for strategies to be used in international business.

CO2: Gain insights regarding the strategic management process to be applied at the international level.

CO3: Understand the basis for gaining competitive advantage at international level for organizations.

CO4: Understand the Overall concept of strategic alliances.

CO5: Identify and implement International strategies.

Unit I

Contact Hours: 12

Introduction to Global Strategic Management: benefits and risks of single country strategy, dimensions of global strategy, motives and reasons for internationalization of firms, basic components of global strategy, drivers for global strategic perspectives, competing pressures for Cost Reductions & Local Responsiveness, value creation in business. Case study on related topics.

Unit II

Contact Hours: 12

Strategic Planning for international business: International strategic management process; Approaches in formulating and implementing strategy; developing a strategic planning model for MNCs; Global strategy framework, Sources of competitive advantage of global companies. Case study on related topics.

Unit III

Contact Hours: 12

Competitive Strategies for International Business: Strategic roles of subsidiaries – types of subsidiary level strategies, and roles of corporate parent; Entry Decisions for International Business; Timing of Entry, Mode of entry in Foreign Market advantages and disadvantages and, risks vs control. Case study on related topics.

Unit IV

Contact Hours: 12

Strategic Alliances: Motives for strategic global alliances; strategic value of an alliance; partner analysis; Selection & Structure of Strategic Alliance; criteria for successful alliances;, Advantages of Strategic Alliances, Disadvantages of Strategic Alliances. Case study on related topics.

Unit V
Contact Hours: 12

International strategies-Implementation:selection of foreign market, implementation through structure culture and leadership, global strategy structure relationshipInternational strategies-Control : Control Systems and Incentives-Type of Control Systems, Incentive Systems for control; Role of legal structure in controlling; designing an effective monitoring and control system, ethical management in MNCs.Case study on related topics.

Text Books:

1. Deresky, H., (2013, 8th edition), International Management-Managing across borders and cultures, PHI New Delhi.
2. Lasserre, P., (2017, 4th edition), Global Strategic Management, Palgrave MacMillan, Hampshire.

Reference book:

1. Cullen J. B., Multinational Management – A Strategic Approach, South-Western, Ohio.
2. Sindhvani T. N., The Global Business Game – A Strategic Perspective, MacMillan, New Delhi.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the key terms associated with Global strategic management.
CO2	UNDERSTANDING	UNDERSTAND Strategic Planning for international business.
CO3	APPLYING	DEMONSTRATE an understanding of various typologies for strategies to be used in international business.
CO4	ANALYSING	EXAMINE the International strategies with respectselection of foreign market, implementation through structure culture and leadership.
CO5	EVALUATING	EXPLAIN the - Overall concept of strategic alliances.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of concept of major concerns and strategies of international businesses.	Discussion& Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Insights regarding the strategic management process to be applied at the international level.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of basis for gaining competitive advantage at international level for organizations.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of Overall concept of strategic alliances.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Identification and implementation of International strategies.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-VII
Name of the Course: INTERNATIONAL TREATIES AND CONVENTIONS	Course Code: MBA417
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The Objective of this course is to acquaint the students to have an understanding about the international treaties and conventions. In international business context.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the concept of development of treaties.

CO2: Understand the dimensions of international treaties and conventions.

CO3: Understand the implications of General principles, equity, judicial decisions, and highly qualified publicists.

CO4: Understand the concept of Conflicts between statutes and treaties.

CO5: Understand the constitutional power to terminate treaties.

Unit I

Contact Hours: 12

The making of treaties: Entangled treaty and custom, Methods of expressing consent to be bound, Unilateral statements, Non-binding agreements, "Object and purpose" of a treaty, International Treaties: Features and Importance The Vienna Convention on the Law of Treaties. Case study on related topics.

Unit II

Contact Hours: 12

The observance, interpretation, and application of treaties Internal law, Interpretation, Rights and obligations of third states, Invalidity and violation of treaties Generally, Error, fraud, corruption and coercion, Ultra vires treaties, Breach, War between the contracting parties, Termination by consent, State succession "German Court: No Airline Shoot downs". Case study on related topics.

Unit III

Contact Hours: 12

General principles, equity, judicial decisions, and highly qualified publicists The broad expanse of general principles, Considerations of equity and humanity, Judicial decisions, International law scholars, Declarations and resolutions of international organizations Limits of Law, Prerogatives of Power. Case study on related topics.

Unit IV

Contact Hours: 12

Conflicts between statutes and treaties General principles, The last-in-time doctrine "The Legality of Using Force," Constitutional limits on treaties Federalism and other constitutional prohibitions, Self-executing and non-self-executing treaties, Limitations concerning subject matter, Interpretation and amendment, "Texas Executes Mexican Despite Objection". Case study on related topics.

Unit V
Contact Hours: 12

The constitutional power to terminate treaties General principles ,The ABM Treaty Goldwater v. Carter, Statehood and recognition What is a state, Termination of recognition, Criteria, necessity and effect of recognition “The World Courts Non-Opinion,” International Treaties and Conventions on Intellectual Property a)The Paris Convention for the Protection of Industrial Property b)The Berne Convention for the Protection of Literary and Artistic Works Implementation of international law in India: role of judiciary. Case study on related topics.

Text Books:

1. Vienna Convention on the Law of Treaties (VCLT).
2. Harris, Cases and Materials on International Law:(1998, 5th edition).

Reference book:

1. Aust, Modern Treaty Law and Practice.
2. Jennings and Watts, Oppenheim's International Law, Volume 1, Parts 2-4, Ch.14.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings information oftreaties.
CO2	UNDERSTANDING	EXPLAIN the implications of observance, interpretation, and application of treaties.
CO3	APPLYING	MAKE USE OF the General principles, equity, judicial decisions, and highly qualified publicists.
CO4	ANALYSING	DECONSTRUCT the role of Conflicts between statutes and treaties.
CO5	EVALUATING	FORMULATE approaches to constitutional power to terminate treaties organizational goals.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOMES

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of the concept of development of treaties.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Able to differentiate the dimensions of international treaties and conventions.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of various Theories, Models, Principles and Frameworks of equity, judicial decisions, and highly qualified publicists.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved understanding of the concept of Conflicts between statutes and treaties.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Knowledge of approaches to reorient the constitutional power to terminate treaties.	Lecturing/ experiential learning /role plays / case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE-VIII
Name of the Course: SIX SIGMA FOR OPERATIONS	Course Code: MBA418
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is make student aware about the overall process of six sigma implementation in Practical Business Problems.

CourseOutcome: On Successful completion of the course the learner will be able to:

CO1: Understand the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma.

CO2: Understand the six-sigma philosophy along with understanding of 7 QC Tools.

CO3: Understand the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings.

CO4: Understand use of Six Sigma for services performance improvement and strengthening the Organizational Structures.

CO5: Understand control chart to use for given set of data and ROSS (Return on Six Sigma).

CO6: Understand a Case for Business Models in Different Industries/Proposing a Strategy by studying the cases of Successful Six Sigma Implementation.

Unit I

Contact Hours: 12

Introduction to Lean Six Sigma: History of Quality (Key Concepts by Quality Guru- Deming, Juran, Crosby, Ishikawa, Taguchi etc.), History of Continuous Improvement, Evolution of Six Sigma, Defining Six Sigma - philosophy and objectives, Six Sigma Principles and Focus Area, Value of Six Sigma. DMAIC Process. Case study on related topics.

Unit II

Contact Hours: 12

DEFINE and MEASURE PHASE: DEFINE - Six Sigma Project Identification, Selection and Definition, Project Charter and Monitoring, Process characteristics and analysis, Process Mapping: SIPOC- Suppliers - Inputs - Process - Outputs - Customers. MEASURE - Data Collection and Summarization, Measurement systems: Fundamentals, Accuracy, Precision, Discrimination, R&R Studies, Linearity, Process Stability, Fundamentals of statistics: Probability theory. Process capability analysis: Key Concepts, Measures and Indices, Non-normal process capability analysis. Case study on related topics.

Unit III**Contact Hours: 12**

ANALYZE and IMPROVE PHASE: ANALYZE - Hypothesis testing: Fundamentals, Single Population Test, Two Population Test. Correlation and Regression Analysis, Regression Analysis: Model Validation. Introduction to One-Way ANOVA, Two-Way ANOVA, Multi-vari Analysis, Failure Mode Effect Analysis (FMEA) IMPROVE - Introduction to Design of Experiment, Randomized Block Design, Factorial Design, Fractional Factorial Design, Taguchi Method: Key Concepts and Illustrative Application. Case study on related topics.

Unit IV**Contact Hours: 12**

CONTROL PHASE: Seven QC Tools, Statistical Process Control: Key Concepts, Control Charts for Variables, Operating Characteristic (OC) Curve for Variable Control charts. Statistical Process Control: Control Charts for Attributes, Operating Characteristic (OC) Curve for Attribute Control charts. Acceptance Sampling: Key Concepts, Design of Acceptance Sampling Plans for Attributes, Design of Acceptance Sampling Plans for Variables, Return on Six Sigma - ROSS. Case study on related topics.

Unit V**Contact Hours: 12**

Six Sigma Implementation Challenges: Design for Six Sigma (DFSS): DMADV, DMADOV, DFX Six Sigma Team Management: Composition and Layers, Six Sigma: Case study and Applications, Overview of Lean Six Sigma, critical Success Factors in Implementation of Six Sigma. Case study on related topics.

Text Books:

1. Daniel J. Zrymiak Govindarajan Ramu Roderick A. Munro (2017, 2nd edition), The Certified Six Sigma Green Belt Handbook.
2. Hemant Urdhwarsh, (2011, 1st edition) Six Sigma for Business Excellence: Approach, Tools and Applications, Pearson Education.

Reference book:

1. Montgomery, D C. Statistical Quality Control: A modern introduction, Wiley.
2. Forrest W. Breyfogle III, Implementing Six Sigma, John Wiley & Sons.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma.
CO2	UNDERSTANDING	SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools.
CO3	APPLYING	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings.
CO4	ANALYSING	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures.
CO5	EVALUATING	DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma).
CO6	CREATING	CREATING a Case for Business Models in Different Industries/Proposing a Strategy by Studying the cases of Successful Six Sigma Implementation.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge of key concepts of Quality Management, Six Sigma and Process of Six Sigma.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Quiz, Assignments, Software-based exercises, Written tests.
II	Hands on working knowledge of different six-sigma philosophy along with understanding of 7 QC Tools.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test, Quiz.
III	Improved understanding of change due to Six Sigma Implementation and Application of Six Sigma tools in new settings.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Quiz, Assignment.
IV	Practical knowledge to use control chart to use for given set of data and ROSS (Return on Six Sigma).	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.
V	Improved knowledge of Six Sigma Implementation Challenges.	Lectures, Laboratory/Practical sessions, Exercises with data sets, Case method.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test. Quiz.

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Name of the Program/Semester: MBA - IV	Course: DSE-VIII
Name of the Course: INDUSTRY 4.0	Course Code: MBA419
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is to outline the key technologies driving this revolution, discuss the major impacts on governments, businesses, civil society and individuals, and offers bold ideas for what can be done to shape a better future for all.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand industrial revolutions and its different aspects.

CO2: Understand the role of technology pillars of Industry 4.0.

CO3: Understand the use of data in effective decision making.

CO4: Understand the need of cyber physical system for sustainable competitive advantage.

CO5: Understand the challenges faced by various industries in full fledged implementation of Industry 4.0.

Unit I

Contact Hours: 12

Decoding Various Aspects of Industrial Revolutions :The 4th Industrial Revolution: The Various Industrial Revolutions, Japanese vs. Western approach for manufacturing excellence, Introduction to Industry 4.0, Overview on Mechatronics, Sensing and Actuation, Communication and Networking, Digitalization and the Networked Economy, Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0, The Journey so far: Developments of Industry 4.0 in developed countries. Comparison of Industry 4.0 Factory and Today's Factory, Developments in Industrial revolution, its impact on governments, businesses, civil society and individuals, and offers bold ideas. Case study on related topics.

Unit II

Contact Hours: 12

Way to Fourth Industrial Revolution: Features and uniqueness of the Cyber-physical Systems, Introduction to Pillars of Industry 4.0, Collaborative Platform and Product Lifecycle Management, Manufacturing as a Administration, Horizontal and Vertical Integration. Smart Factory, Smart Manufacturing, Smart Devices and Products, Smart Logistics, Smart Cities. Internet of Things (IoT) & Industrial Internet of Things (IIoT) and Introduction to IIoT layers, Overview of Reference Architectural Model Industrie 4.0 (RAMI 4.0), Internet of Services. Case study on related topics.

Unit III
Contact Hours: 12

Data and Analytics: Resource-based view of a firm and importance of data as a new resource for organizations, Big data analytics (BDA) and significance of V's of big data. Overview of Software Defined Network (SDN), Harnessing and sharing knowledge in organizations, Four types of Analytics: Descriptive, Diagnostics, Predictive, and Prescriptive Analytics, Artificial Intelligence, Cloud Computing Basics. Case study on related topics.

Unit IV
Contact Hours: 12

Ecosystems for Industry 4.0: Robots and Cobots, Mobile Computing, Supporting Systems and related disciplines for 4.0 such as Augmented Reality, Virtual Reality and Mixed Reality, Additive Manufacturing, Automated Guided Vehicle (AGV), Cyber Security. Case study on related topics.

Unit V
Contact Hours: 12

Challenges, Preparedness and Use Cases: Opportunities and Challenges, Future of Work system and skill requirements, Leadership for Industry 4.0, Strategies for competing in an Industry 4.0 era, Introduction to Smart Industry Readiness Index (SIRI), Overview of Society 5.0. Other Applications and Case Studies Industry 4.0 laboratories (CII 4.0), IIoT case studies across world: Sector-wise and/or Function-wise e.g. Healthcare, Automobile, Banking, Power etc. or Inventory Management, Quality Control, Plant Safety and Security, Facility Management etc. Case study on related topics.

Text Books:

1. The Fourth Industrial Revolution(2017), by Klaus Schwab, Portfolio Penguin.
2. Industry 4.0: The Industrial Internet of Things(2019), by Alasdair Gilchrist.

Reference book:

1. Analysing the impacts of Industry 4.0 in Modern Business Environments, by Richard Brunet-Thornton and Felipe Martinez, IGI Global.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the drivers, enablers and compelling forces for Industry 4.0's advancement.
CO.2	UNDERSTANDING	UNDERSTAND the power of Cloud Computing in a networked economy.
CO.3	APPLYING	IDENTIFY the opportunities, challenges brought about by Industry 4.0.
CO.4	ANALYSING	OUTLINE the various systems used in a manufacturing plant and their role in an Industry 4.0 paradigm.
CO.5	EVALUATING	APPRAISE the smartness in Smart Factories, Smart cities, smart products and smart services.
CO6	CREATING	PREDICT how organizations and individuals should prepare to reap the benefits.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOMES	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASKS
I.	Improved Knowledge of the concept of the drivers, enablers and compelling forces for Industry 4.0's advancement.	Discussion& Presentation/Tour in a organization/Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II.	Improved understanding of the power of Cloud Computing in a networked economy.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III.	Demonstration of various systems used in a manufacturing plant and their role in an Industry 4.0 paradigm.	Presentation/ Video.	Quiz, Assignment.
IV.	Improved Knowledge Ecosystems for Industry 4.0.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V.	Cope up with challenges faced by various industries in full fledge implementation of Industry 4.0.	Lecturing/ experiential learning /role play /case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE IX
Name of the Course: BUSINESS PLAN FOR ENTREPRENEURSHIP	Course Code: MBA420
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives:The objective of this course is to discuss how to convert a business idea to a business plan – how to make a project report.

Course Outcome: The successful completion of this course shall enable the student:

CO1: Understand the basic a project report for new business format.

CO2:Understand the market analysis for startups.

CO3: Understand the financial assessment by various methods of investment.

CO4: Understand the 4 P's for the proposed start up.

CO5: Understanding the process ofbuilding proposal for startup funding.

Unit I

Contact Hours: 12

Project Report for New Business Format – The sequence of Standard Formats which should be followed while preparing new Business Project Report: - Background of the business - Customer's profile - Long and short term Corporate Objectives - To perform a viability assessment of the proposed new business ideas in terms of marketability, technical feasibility, financing and authorities - prepare a relevant business plan fundamental start-up issues.Case study on related topics.

Unit II

Contact Hours: 12

Market Analysis, Brief discussion on the type of market, chief influencers, players, etc, Market description, Reasons for starting business in a particular market, Target clients, Advantages of the services offered by the new business, Market consumption patterns, Past and existing supply location, Production prospects and limitations, Exports and Imports, Price structure, Flexibility of demand, Client behavior, purposes, intentions, impetus, approaches, inclinations and needs, Supply network and marketing rules formulated by the government, Government and technical limitations imposed on the promotion of the product.Case study on related topics.

Unit III

Contact Hours: 12

Financial Assessment, Investment expenditure and value of the entire project, Methods of investment, Anticipated productivity, Money flows of the project report, Investment value evaluated in context of different points of merit, Estimated financial ranking.Case study on related topics.

Unit IV
Contact Hours: 12

Marketing Assessment, Product, Price, Place, Promotion. Case study on related topics.

Unit V
Contact Hours: 12

Startup Road Map: Meaning - Classification of Road map: Strategic Roadmap – Change Roadmap – Capability roadmap – Business Development roadmap – Business Intelligence roadmap – Data Strategy roadmap – Star-up roadmap – Enterprise architecture roadmap. Product roadmap: Meaning – Components – Product roadmap templates – Portfolio roadmap – Strategy roadmap – Releases roadmap - Features roadmap How should you build a Product roadmap? Define your strategy – Show Release details – Prioritize Features – Share your roadmap – Engineering – Marketing – IT – Sales – Management and the Board Proposal for funding the startup. Case study on related topics.

Text Books:

1. Donald F, Kuratko and Jeffrey S. Hornsby (2008), New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Pearson.
2. Vijaya Kumar Ivaturi, Meena Ganesh, (2017), The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Penguin Random House India.

Reference book:

1. Systems Study: Process Mapping, Improvement and Writing SOP's for an entire range of activities for a typical business process in a manufacturing/service organization, Students should visit appropriate organizations to study the real life processes.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	IDENTIFY the key terms related to project report.
CO2	UNDERSTANDING	UNDERSTANDING of Potential Market analysis.
CO3	APPLYING	DEVELOP Investment expenditure and value of the entire project.
CO4	ANALYSING	FORMULATE and ANALYZE the 4 P's for the proposed start up.
CO5	EVALUATING	EVALUATE the market potential and Estimate the financing requirements for Startup.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME:

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge of basic a project report for new business format.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Insights regarding the market analysis for startups.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Demonstration of a financial assessment by various methods of investment.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Improved understanding of the 4 P's for the proposed start up.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Insights of the process of building proposal for startup funding.	Lecturing/ experiential learning /role plays/case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

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Name of the Program/Semester: MBA - IV	Course: DSE- IX
Name of the Course: ENTREPRENEURSHIP DEVELOPMENT	Course Code: MBA421
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is appreciate the major concerns of entrepreneurship development.

Course Outcome: The successful completion of this course shall enable the student to:

CO1: Understand the emerging models of corporate entrepreneurship.

CO2: Understand the theories of Entrepreneurship.

CO3: Understand the entrepreneur development Programs.

CO4: Understand the role of central government and state government in promoting entrepreneurship.

CO5: Understand a business plan for an entrepreneurial venture.

Unit I

Contact Hours: 12

Entrepreneurship: Concept of Entrepreneur Intrapreneur, Entrepreneurship and Manager, Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship, Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneurs Function of an Entrepreneur, Classification of Entrepreneurs, Role of Entrepreneur in Indian Economy, Developing Entrepreneurial culture, Factors influencing Entrepreneurship Growth – Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution-Trends, Imperatives, benefits: the players involved in the ecosystem, Business Incubators-Rural Entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. Case study on related topics.

Unit II

Contact Hours: 12

Theories of entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. Case study on related topics.

Unit III

Contact Hours: 12

Entrepreneurship development: Entrepreneurial Competencies, Developing competencies, concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur development Programs (EDP), Role of DIC, EDII, NIESBUD, NEDB, EDP – Objectives – contents – methods – execution, Mudra Yojna: Shishu, Kishore and Tarun Scheme. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process, Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs – Marketing Finance, Human Resource, Production; Research – external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility – factors in mobility. Case study on related topics.

Unit IV

Contact Hours: 12

Role of Central government and State Government in promoting Entrepreneurship: Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs – Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. Case study on related topics.

Unit V

Contact Hours: 12

Enterprise Promotion: Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product/ idea –Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership – Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. Case study on related topics.

Text Books:

1. Vasant Desai (2011), Dynamics of Entrepreneurship Development, Himalaya Publishing House.
2. David H. Holt, (1991) Entrepreneurship: New Venture Creation, Prentice Hall.
3. K. Nagarajan, (2017) Project Management, New Age International Pvt Ltd.

Reference book:

1. The Culture of Entrepreneurship, Brigitte Berger.
2. Entrepreneurship: Strategies and Resources, Marc J, Dollinger.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors Influencing Entrepreneurship Growth.
CO2	UNDERSTANDING	DISCUSS the various theories of Entrepreneurship.
CO3	APPLYING	CONSTRUCT a framework for a typical EDP.
CO4	ANALYSING	OUTLINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
CO5	EVALUATING	COMPOSE an inventory of possible Entrepreneurial opportunities in contemporary local, regional and national

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME:

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Improved knowledge of the key terms, list the attributes, characteristics of entrepreneurs features and the Factors Influencing Entrepreneurship Growth.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding of the various theories of Entrepreneurship.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Demonstration of a framework for a typical EDP.	Presentation/Video/Case Study/Life Project.	Evaluation of Students on Presentation on Life Project, Assignment.
IV	Insights of the role of Government and various support organizations in encouraging and supporting Entrepreneurship.	Presentation/Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Identification and implementation of possible Entrepreneurial opportunities in contemporary local, regional and national context.	Lecturing/ experiential learning /role plays/case based learnings.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
KALINGA UNIVERSITY
RAIPUR**

Name of the Program/Semester: MBA- IV	Course: DSE-X
Name of the Course: CONSTRUCTION CONTRACT AND SAFETY MANAGEMENT	Course Code:MBA422
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is to expose the various issues related to Housing and introduce the basic terms, Concepts and Socio-economic dimensions of Housing.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the planning process, theory and practice and its role in planning of cities.

CO2: Understand the role of historical developments in planning and its evolution and trace these influences to the current situation.

CO3: Understand the institutional mechanisms involved in urban planning.

CO4: Understand multiple often conflicting factors to be balanced in planning for an urban area.

CO5: Understand safety management in construction.

Unit I

Contact Hours: 12

Introduction: Phase of project, project management and its relevance, stake holders of a project, structure of project organization, management levels, and traits of a project manager. Construction Planning: Introduction, activities involved types of project plan, work breakdown structure. Case study on related topics.

Unit II

Contact Hours: 12

Planning terminologies, Critical path method, forward and backward pass, PERT, Ladder network, Precedence network, Line of balance. Project scheduling and resource leveling: Introduction, Resource allocation and leveling for unlimited resources, Resource allocation for limited resources, Multi resource allocation, Optimal scheduling. Case study on related topics.

Unit III

Contact Hours: 12

Contracts Estimation and Bidding Strategy: Introduction, Determination of bid price, bidding models. Project Monitoring and Control: Introduction, Project updating, Cost control. Case study on related topics.

Unit IV

Contact Hours: 12

Construction Management: Construction Equipment and Management, Construction Account Management, Construction Material management, Construction Quality Management. Case study on related topics.

Unit V
Contact Hours: 12

Construction Safety Management, Computer Application in Construction Management, Workforce Motivation and Human Factors in Construction Management, Plant Management, Project Communication. Case study on related topics.

Text Books:

1. Callahan, M. T., Quackenbush, D. G., and Rowings, J. E., Construction Project Scheduling, McGraw-Hill, New York, 1992.

Reference book:

1. Cleland, D. I. and Ireland, L. R., Project Management: Strategic Design and Implementation 4th Edition, McGraw-Hill, New York, 2002.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the basic concepts related to Project & Construction Planning.
CO2	UNDERSTANDING	Understand the planning process, theory and practice and its role in planning of cities.
CO3	APPLYING	PERFORM all the necessary Construction Management.
CO4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the Contracts Estimation and Bidding Strategy.
CO5	EVALUATING	EVALUATE the financial impact of the decision.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about theory and practice and its role in planning of cities.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Understanding about the role of historical developments in planning and its evolution and trace these influences to the current situation.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Understanding and analysis of institutional mechanisms involved in urban planning.	Presentation/ Video.	Quiz, Assignment.
IV	Understand multiple often conflicting factors to be balanced in planning for an urban area.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding and Analysis of safety management in construction.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
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RAIPUR**

Name of the Program/Semester: MBA - IV	Course: DSE-X
Name of the Course: REAL ESTATE VALUATION AND PROJECT FINANCING	Course Code: MBA423
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objectives: The objective of this course is acquaint students with latest economic thinking and research to the task of analyzing real estate market fundamentals, forecasting supply and demand, and choosing locations.

Course Outcome: On Successful completion of the course the learner will be able to:

CO1: Understand the basics concept of term value.

CO2: Understand the Investment in Real Property.

CO3: Understand the Method of valuation.

CO4: Understand valuation for rating and Agricultural land.

Unit I

Contact Hours: 9

General Free and unfree tenure, land system in India, concept of term value, Different forms of value. Supply and demand forces, occupation value and investment value, factors affecting changes in market value. Classification of values. Case study on related topics.

Unit II

Contact Hours: 12

Investment in Real Property: Investment market, characteristics of ideal investment, nature of real property estate brokers, interests in real property. Case study on related topics.

Unit III

Contact Hours: 12

Method of valuation: Open lands, rental method, capital value, outgoings, depreciation, and valuation of licensed premises. Case study on related topics.

Unit IV

Contact Hours: 12

Valuation for rating, definition, principles of rating, valuation of agricultural land, finance for investment in real properties, FDI. Case study on related topics.

Unit V

Contact Hours: 12

Principles of Working capital: Introduction to Working capital, Concept of Working Capital, Need for Working capital, Concepts and its determinants, estimation of working capital needs in real estate sector, Working Capital Finance: Trade Credit, Bank Finance and Commercial Papers in real estate. Case study on related topics.

Text Books:

1. RK gupta& Himanshu Gupta (2011, 3rd edition) Working capital management & finance: A handbook for bankers and Finance Managers, Internationally acknowledge bank.
2. Dr.Akankshasingh (2014, 1st edition) Project Finance, Shanti Prakashan.
3. Peter watt (2013, 4th edition) Property valuation: in economic Context, Wiley.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	DESCRIBE the basic concepts related to real estate valuation.
CO2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts of Investment in Real Property.
CO3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems on Method of valuation.
CO4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO5	EVALUATING	EVALUATE the financial impact of the decision through valuation for rating and Agricultural land.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the basics of real estate valuation.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the theoretical concepts of Investment in Real Property.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Analysis through the relevant numerical problems on Method of valuation.	Presentation/ Video.	Quiz, Assignment.
IV	Identify and Analyze key financial as well as non-financial elements involved in the situation.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved understanding and Analysis of financial impact of the decision through estimating working capital for real estate valuation.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
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Name of the Program/Semester: MBA - IV	Course: DSE-XI
Name of the Course: WORKFORCE ANALYTICS	Course Code: MBA424
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The objective of this course is to develop a deep understanding of Human resource & Workforce analytics.

Course Outcome: The successful completion of this course shall enable the student:

CO1: Understand the Fundamental of Workforce Analytics.

CO2: Understand the concept of Recruitment Metrics.

CO3: Understand Workforce diversity index, Gender mix, and Differently abled index.

CO4: Understand the Retention index, Voluntary and involuntary turnover.

CO5: Understand Learning & Development Metrics.

Unit I

Contact Hours: 12

Workforce Analytics - Overview: Workforce Analytics: definition, evolution, function of Workforce analytics, Use of Workforce/People/HR metrics to measure results in HR – Process vs Outcome, Efficiency vs Effectiveness, Lead vs Lag, challenges in measuring human capital, HR Business Framework, Concept of Balanced Score Card, Identifying key workforce questions, Strategic Case for Workforce Analytics, Data Sources, Power of combining Data sources, Good, Important & Key Metrics. Case study on related topics.

Unit II

Contact Hours: 12

Recruitment Metrics: Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination during probation, Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires, Offer reject and renege, Fulfilment ratio, Quality of hire, Recruitment to HR cost. Case study on related topics.

Unit III

Contact Hours: 12

Diversity Metrics: Workforce diversity index, Gender mix, Differently abled index, Implementation challenges. Case study on related topics.

Unit IV

Contact Hours: 12

Talent Metrics: Retention index, Voluntary and involuntary turnover, Turnover by department, grades, performance, and service tenure, Internal hired index. Case study on related topics.

Unit V
Contact Hours: 12

Learning & Development Metrics: Training need identification, Make or Buy Model, Training hours and cost per employee, ROI calculation. Internal Mobility Metrics: Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index. People Deployment Metrics: Employees per manager, Employee service profiling, Workforce age profiling, Workforce service profiling, Churn index, Separation clearance time. HR Cost Metrics: Revenue per employee, Operating cost per employee, PBT per employee, HR cost per employee, HR to operating cost, Compensation to HR cost, HR budget variance, HR ROI. Case study on related topics.

Text Books:

1. Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, Rachael Johnson-Murray (2018) The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, SHRM.
2. Dipak Kumar Bhattacharyya (2017) HR Analytics: Understanding Theories and Applications, Sage.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	ENUMERATE the use of Workforce Analytics.
CO2	UNDERSTANDING	UNDERSTAND the process of creating and using HR analytics.
CO3	APPLYING	USE dashboards, pivot tables for data driven decision making in HR.
CO4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive analytics.
CO5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of HR.
CO6	CREATING	BUILD value for HR departments by showing clear links between HR and Business outcomes.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the Fundamental of Workforce Analytics.	Discussion & Presentation/Tour in a organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the concept of Recruitment Metrics.	Application Based learning/Case Study/Video/Role -Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Synthetization of Workforce diversity index, Gender mix, and Differently abled index.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Able to Analyze Retention index, Voluntary and involuntary turnover.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working of Learning & Development Metrics.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

**FACULTY OF COMMERCE & MANAGEMENT
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Name of the Program/Semester: MBA - IV	Course: DSE-XI
Name of the Course: RETAILING ANALYTICS	Course Code: MBA425
Total Marks for Evaluation: 100 (Internal Marks: 30 External Marks: 70)	No. of Contact hours: 60

Objective: The Objective of this course is acquaint students with the tools and frameworks for retailing Analytics in Business.

Course Outcome: The successful completion of this course shall enable the student:

CO1: Understand Retailing in the Digital Era.

CO2: Understand Marketing in a Consumer-Driven Era.

CO3: Understand various kinds of data for performing Retailing Analytics.

CO4: Understand the use of various tools and frameworks for predictive retail.

CO5: Understand a variety of metrics and quantify key outcomes in multiple areas of Retail.

CO6: Understand value for Retail and Marketing by deriving Marketing ROI metrics.

Unit I

Contact Hours: 15

Retailing in the Digital Era: New Age Retailing, Digital consumers Characteristics – Interconnected, involved, interconnected, co-creation, collaboration, Customer Data – Big Data, Business Analytics, Customer Insights, Data Characteristics – Variety, Volume, Velocity, Veracity, Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk-Aware Decisions, Benefits of Retail Analytics – Informed Decisions, Risk mitigation, Gaining visibility, Retail Analytics for Strategic – Tactical and Operational decisions. Case study on related topics.

Unit II

Contact Hours: 10

Marketing in a Consumer-Driven Era: Understanding Consumer Buying Behavior and Trends, Leveraging customer data, putting information in context, clicking with consumer communities, Keeping content in mind, From personalization to commerce. Case study on related topics.

Unit III

Contact Hours: 10

Key Questions: What they are buying, who they are, and how they are buying, where else they are buying. Case study on related topics.

Unit IV

Contact Hours: 10

Data sources: Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centres. Case study on related topics.

Unit V
Contact Hours: 15

Looking at Unstructured Data: The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, content Analytics in Action, Understanding customer preferences, anticipating the customer's next move, Improving Retail Promotions.

Merchandising Analytics: Assortment planning, Geospatial Analytics, Product placement, Space Optimization, Product adjacency, aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories.

Marketing Analytics: Marketing Mix ROI, Promotions - Promotional Maturity Curves, Pricing - Price per segment, Margin, Profitability, Personalization, Campaigns, Marketing Return Curves, Scenario Analysis, Driving better P&L analyses, Managing Incentive Compensation.

Supply Chain Analytics: Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Proactively, Logistics, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfillment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities.

Store operations analytics: Using Analytics to Optimize Staffing Plans, Drilling into HR analytics, Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts.

Customer View: Customer Insights, Omni channel insights, Personalization, merchandise Data sources, including operations and supplier. Case study on related topics.

Text Books:

1. Emmett Cox (2011) Retail Analytics – The Secret Weapon, Wiley.
2. Ronny Max (2013) Behaviour Analytics in Retail.

Reference book:

1. The New Rules of Retail: Competing in the World's toughest marketplace, Lewis and Dart.
2. Sales promotions, Neslin, Marketing Science Institute.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
CO2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO3	APPLYING	USE various kinds of data for performing Retailing Analytics.
CO4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail.
CO5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
CO6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics.

FACILITATING THE ACHIEVEMENT OF COURSE LEARNING OUTCOME

UNIT NO.	COURSE LEARNING OUTCOME	TEACHING AND LEARNING ACTIVITY	ASSESSMENT TASK
I	Knowledge about the key concepts of Retailing in the Digital Era.	Discussion & Presentation/Tour in organization/ Case Study/ Lecture.	Evaluation of Students on the basis of Presentation, Assignment Evaluation, Quiz.
II	Improved understanding about the various aspects of Marketing in a Consumer-Driven Era.	Application Based learning/Case Study/Video/Role-Play, Lecture.	Evaluation of Students on the basis of Application-Based Activity, Evaluation, Assignment, Class test.
III	Application of kinds of data for performing Retailing Analytics.	Presentation/ Video/Role play /lecture.	Quiz, Assignment.
IV	Able to Analyze using various tools and frameworks for predictive retail.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.
V	Improved Application and working of variety of metrics and quantify key outcomes in multiple areas of Retail.	Presentation/ Video/Case Study/Research Study.	Evaluation of Students based on Research Study Presentation, Assignment Evaluation, Class test.

End