RVS INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

(AUTONOMOUS)

(Re-Accredited by NAAC, Approved by AICTE, Affiliated to Bharathiar University, Coimbatore)

SULUR, COIMBATORE – 641 402.

MASTER OF BUSINESS ADMINISTRATION

Curriculum and Syllabus
2021 Batch

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1. BACKGROUND OF THE INSTITUTION

RVS Institute of Management Studies and Research (RVSIMSR) was established by Rathnavel Subramaniam Educational Trust to offer Postgraduate programme in Business Administration in 1994, in order to offer higher education in professional fields and to cater to the needs of student community. RVSIMSR is recognized by All India Council for Technical Education and is affiliated to Bharathiar University. It is also NAAC accredited and ISO certified Institution. The department also offers M. Phil (FT & PT) and PhD (PT) for those seeking academic research and teaching careers in the study of management.

RVSIMSR is renowned for knowledge creation, leadership development and for providing transforming educational experiences to last a lifetime. The institutes' educational model builds on the enormous advantage of its optimum size to create a customized programme, with a significant faculty-student advising and placement component that will challenge every student to his or her fullest capability. Developed for the career-focused professionals, the MBA programme aims to challenge thinking, sharpen leadership skills, enrich management knowledge and build a solid foundation for continued success. In its secured learning environment, future managers are stretched to step outside their comfort zones to experiment with their leadership style and to create action plans for applying the knowledge at work.

The academic rigour of the business programme is supported by creative and innovative teaching methods with a focus on practical applications in the workplace. The institute's S links to the business community ensures that the programmes are always adaptable and relevant to the changing needs of organizations, and constantly address the dynamics and trends that shape today's business climate. Curriculum that is anchored in intensive core courses and a wide range of specializations in functional and sectoral areas provide a comprehensive yet flexible programme to the specific career goals of the students.

Distinctive action-based learning programs immerse students in real-world contexts to apply the analytical skills they learn in our innovative, broad-based management curriculum. The curriculum maintains the right balance between knowledge and skills thus combining a S conceptual base with exposure to contemporary practices and trends. A variety of learning methods are used for the acquisition of knowledge and skills. Role-play, case study, project work, field experience, assignment, quiz, seminars and industry visits are some of the methods used. Central to our success is the remarkable faculty who are in close to practice, who creates a deep understanding of business through their research, and who teaches with skill and passion. At RVSIMSR, faculty make the classroom a special place where learning is intense, interactive and engaging, providing a platform for intellectual adventure.

Outside the classroom, RVSIMSR offers unlimited opportunities for personal and professional growth. Students develop leadership and team skills through professional clubs, conference programs, sports clubs, and community outreach. Professional forums like investment forum, finance forum, marketing forum, HR forum and entrepreneurship development cell are a great way for the students to network and interact with felL students outside the classroom. Activities are student driven, and new initiatives cultivate the leadership competencies in them.

A significant component of RVSIMSR education is the career management process, assisting students in developing a career path that is right for them. Career services help identify opportunities, explore career choices and schedule and prepare for interviews. Students attend career workshops, seek individual counselling and participate in on-campus recruiting events.

So what makes RVSIMSR different? Here you are not the recipient of a homogenized MBA; you are an active participant in a customized educational process.

1.1 Vision, Mission and Objectives

Vision
We strive to be a distinctive, research driven institution for building the careers of global leaders

Mission
To be a leading management institution for building business leaders through providing a culture of excellence in research, teaching and learning to make a S positive influence in the corporate world

Objectives

- To provide a thorough knowledge base in management disciplines through innovative and need based curriculum
- To provide a stimulating learning environment through build the leadership capabilities and teamwork abilities suited to corporate as well as social contexts.
- To promote knowledge through research, applied and conceptual, relevant to management, and to disseminate such knowledge.
- To extend the expertise of the department to enhance the socio-economic need of the society through extension activities

Values

- Integrity
- Continuous Learning
- Team work
- Social responsibility

2. OUTCOME BASED EDUCATION

Programme Educational Objectives (PEO)

Post graduates of MBA program will be

PEO1	To transform students as Technology enabled Business Professionals.
PEO2	To Equip the students to adopt for rapidly changing Digital Business Environment.
PEO3	To enhance Professional Knowledge & Skills for Employment and Career.
PEO4	To inculcate interest on Entrepreneurial Opportunities and Innovative Business Ventures
PEO5	To Create Industry-ready Management Professionals

Programme Outcomes (PO) for Master of Business Administration (20210-2023)

On completion of MBA programme, the students are expected to

PO1	Understand the role of business in the society and functions of Business Management (Marketing, Product development, Finance, HR Management, Strategy, Operations and Logistics)
PO2	An ability to apply conceptual foundations to solve practical problems in Business
PO3	An ability to analyze a problem, and use the appropriate managerial skills for obtaining its solution
PO4	Ability to apply/create the knowledge in the real world business scenario
PO5	An ability to communicate effectively.
PO6	An ability to adapt modern information system and technology for making effective management decisions

PEO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6
PEO1	S	S	M	S	S	S
PEO2	M	S	S	S	S	S
PEO3	M	M	S	S	S	S
PEO4	M	S	S	S	S	S
PEO5	M	M	M	S	S	S

S- Strong; M-Medium; L-Low

3. OPERATIONAL GUIDELINES

THE PROGRAMME: MBA programme will consist of 12 Core Courses, 7 Elective Courses, and 1 Internship Report & Viva Voce and 1 Capstone Project. The total mandatory credits to be earned by a student to qualify for MBA degree is 104. The maximum total marks to be earned by the student are 2100. The Elective courses may be offered if at least 10 students choose those courses.

ELIGIBILITY FOR ADMISSION: Candidates seeking admission into full time MBA programme should possess a degree of a recognised University. Selection will be based on merit which includes under graduation academic performance, MAT / TANCET test score or any other entrance tests approved by AICTE, group discussion & interview.

DURATION OF THE PROGRAMME: Full Time MBA programme consists of 4 semesters in 2 Academic years.

ATTENDANCE*:* Students who have secured at least 75% of attendance in a semester or who have obtained condonation of shortage of attendance will be eligible to appear for the examination of that semester. Shortage of attendance up to 10% may be condoned by the Director.

PROGRAMME COMPLETION: Full Time students shall complete the programme within a period not exceeding 4 years from the date of admission.

THE EVALUATION SYSTEM: The major objective of the institution's evaluation system is to motivate all students to perform well. The students' performance is continually assessed through Continuous Internal Assessment (CIA) and End of Semester exams (EoS). The CIA- EoS break up for theory papers and practical papers is 40:60.

INTERNAL MARKS BREAK UP:
Theory Courses

S.No	Component	Marks	Modus Operandi
1.	CIA- Mid Semester Test	5	Max: 50 marks; Duration: 2 Hours
2.	Model Exam	10	Max: 60 marks; Duration: 3 Hours
3.	Assignments/ Seminars	10	Decided by the faculty in-charge of the course
4.	Quiz	5	Max: 50 marks; Duration: 1 Hour Online Examination
5.	Case Discussions	10	5 Cases per Course
Total		**40**	

END-OF-SEMESTER (EOS)

- Semester examination will be conducted at the end of each semester after completing a minimum of 90 working days.

- ❖ EOS examinations for the odd semester will generally be held during December and even semester during May.

- ❖ The questions papers for all the number credit courses will be set by the external examiners. The exam for Theory courses will be conducted for a maximum of 60 marks for three hours. The passing minimum is 50% (30 out of 60 marks) and overall passing minimum for CIA and EoS marks together will be 50%.

QUESTION PAPER PATTERN FOR THEORY PAPERS:

Part A - 20 marks (5x 4 either or – 200 words)
Part B – 30 marks (3x10 Open Choice 3 out of 5 questions – 400 words)
Part C – 10 marks Case study (1x10 – compulsory – 500 words)

- ❖ There will be single valuation for all theory courses and students can apply for revaluation on payment of prescribed fee.
- ❖ Supplementary examination will be conducted for the benefit of the final year students after 15 days of the declaration of the final semester results. Candidate who has two arrear in any semester can appear for the supplementary exam conducted in the final semester.
- ❖ A candidate who has passed in a course will be permitted to appear again for examination to enable him/her to improve his/her marks in that subject and only one chance will be given.

MARK STATEMENT AND AWARD OF DEGREE: A mark statement will be issued to every student at the end of every semester. The mark statement will contain the number of credits for each course, the mark scored by the student in the individual course. Cumulative Weighted Average Mark (CWAM) will be calculated in the final semester. CWAM will be computed as follows:

$$CWAM = \sum (Marks \times Credits) / \sum Credits$$

CWAM will be calculated by taking into account the performance of the student in all the semesters including the courses in which the candidate has failed, if any.

The Master of Business Administration (MBA) will be awarded after the completion of the programme, provided the students have earned a minimum of 100 credits.

CLASSIFICATION OF SUCCESSFUL CANDIDATES: Classification of marks will be as follows:

75% of marks and above	-	I class with DISTINCTION provided the student Passes all the papers in First attempt.
60% & above but below 75%	-	I class
50% & above but below 60%	-	II class

4. CURRICULUM STRUCTURE

MANDATORY CREDITS
The total mandatory credits to be earned by a student to qualify for MBA degree is 104. The credit for a paper is fixed by giving due weightage to the contents of the curriculum. The maximum total marks to be earned by the student are 2100.

CREDIT COURSES
The programme has **12** full credit core courses, **7** full credit electives, **1** four credit Internship Report & Viva Voce and **1** four credit Capstone Project.

ELECTIVE COURSES: RVS IMSR has partnered with IBM to offer a unique specialisation Business Analytics from the academic year 2014 onwards. The highlight of the programme is that the students will be certified by IBM in Business Analytics and Optimization. The students will be provided 24/7 online access to the IBM cloud-based platform and taught by IBM trained faculty. Exclusive hands-on training sessions on major Business Analytics Software's are provided to students along with the regular curriculum. Unlike traditional MBA programmes, this curriculum will provide students in depth conceptual and practical analytical insights and expertise in numerous business domains enabling them to be experts in their jobs from day one. RVS IMSR has designed this career specific curriculum to train skilled manpower required by the emerging business analytics and big data domains in various industries.

RVS IMSR has revised the traditional Finance Specialization and has launched Applied Finance Specialization during the academic year 2015 in order to bring more practical skills in place of only theoretical knowledge. The curriculum is aligned with Chartered Financial Analyst (CFA) – Level 1. The CFA programme is a professional credential offered internationally by the American-based CFA Institute to investment and financial professionals. RVS IMSR has tied up with Finshiksha, a Professional Financial Education company, for designing the course curriculum, projects and industry case studies in Applied Finance. The Applied Finance specialization will help the student to develop skills in the Financial Statement Analysis, Equity Valuation, Capital Markets, Wealth Management and Credit Analysis with intensive coaching in MS- Excel, a core skill set expected by industries today.

The focus of Marketing Specialization has been shifted to Digital Marketing from the academic year 2015 onwards. As consumers and companies today are moving swiftly to Digital Spaces, management graduates specializing in Marketing need to be trained on applying marketing skills in various digital platforms effectively. The curriculum of Human Resources Specialization is aligned with CHRMP (Certified Human Resource Management Professional). The alignment helps to bridge the gap between the industry and the academia and thereby train students on practical aspects of Human Resources Management. The curriculum of Logistics and Supply Chain Management specialization designed in collaboration with CII – Institute of Logistics. This specialization aims to train and develop future managers in this fast-growing logistics and supply chain sector. Accounting specialization is designed and delivered by Chartered Accountants. A specialization in Accounting provides students with a deeper understanding of accounting reports. This specialization will prepares students to advance their careers in accounting fields across a range of industries by imparting theoretical and practical knowledge.

ELECTIVES IN FUNCTIONAL VERTICAL

- ✓ *Business Analytics*
- ✓ *Applied Finance*
- ✓ *Marketing*
- ✓ *Human Resources*
- ✓ *Accounting*

ELECTIVES IN SECTORAL VERTICAL

- ✓ *Logistics and Supply Chain Management*
- ✓ *Banking & Insurance*
- ✓ *Hospital Management*
- ✓ *Hotel & Tourism Management*
- ✓ *Retail Management*

INTERNSHIP: Internship for a period of eight weeks will be carried out at the end of II semester in various functional areas. A report of the internship should be submitted to the faculty advisor within the stipulated time after completing the same. Viva voce for the internship will be conducted in the III semester by faculty committee consisting of internal and external members. The maximum marks will be 100 and the passing minimum is 50 marks. The external assessment carries 60 marks and internal 40 marks. The Internship carries six credits. Students who fail in the internship Report and viva voce examination **or** who are absent for the viva voce **or** who fail to submit the internship report before the due date will have to resubmit the internship report and take up the viva voce examination during the subsequent semester.

SKILL BASED ADD ON COURSES: RVSIMSR will be offering skill based add on courses with Letter credits (grading) from the academic year 2015 onwards. The objective of these courses is to enhance the employability skills of the students. The focus will be on developing the language skills, computer & data analysis skills, aptitude and soft skills. The GRADES will be assigned to the students based upon their performance in internal assessments conducted in the respective semesters.

LETTER CREDIT (GRADING) SYSTEM FOR SKILL BASED ADD ON COURSES

Range of Marks	Grade Point	Letter Grade	Description
90 -100	9.0 – 10.0	O	Outstanding
80 – 89	8.0 – 8.9	D+	Excellent
75 – 79	7.5 – 7.9	D	Distinction
70 – 74	7.0 – 7.4	A+	Very Good
60 – 69	6.0 – 6.9	A	Good
50 – 59	5.0 – 5.9	B	Average
0 – 49	0.0	U	Re Appear
Absent	0	AAA	Absent

RVS Institute of Management Studies and Research

Master of Business Administration

Academic year 2021-23 –Scheme of Examinations (CBCS Pattern)

Semester	Title of the Course	No of Hours/Week			Examination				Credits
		L	T	P	Duration Hours	Internal Assessment	External Assessment	Total	
I	1.1 Leadership Principles	3	1	-	3	40	60	100	4
	1.2 Financial Reporting & Management	3	1	-	3	40	60	100	4
	1.3 Statistics for Management**	-	-	4	3	40	60	100	4
	1.4 Marketing Management	3	1	-	3	40	60	100	4
	1.5 Self-Study : Excel for Managers - I**	3	1	-	3	40	60	100	4
	Skill Based Add on Courses								
	S.1 Language Skills	-	4	-	2	50	-	GRADE	-
	S.2 Aptitude Skills –I	-	2	-	2	50	-	GRADE	-
	C.1 Computer Lab – I**	-	-	6	2	50	-	GRADE	-
	Sub Total	**12**	**10**	**10**				**500**	**20**
II	2.1 Economics for Decision Making	3	1	-	3	40	60	100	4
	2.2 Human Resource Management	3	1	-	3	40	60	100	4
	2.3 Sales Management	4	2	-	3	40	60	100	6
	2.4 Major Specialization: Elective Paper 1	4	2	-	3	40	60	100	6
	2.5 Self-Study : Excel for Managers - II**	-	-	4	3	40	60	100	4
	Skill Based Add on Courses								
	S.3 Corporate Skills – I	-	4	-	2	50	-	GRADE	-
	S.4 Aptitude Skills –II	-	2	-	2	50	-	GRADE	-
	C.2 Computer Lab –II**	-	-	2	2	50	-	GRADE	-
	Sub Total	**14**	**12**	**6**				**500**	**24**
Internship (8 Weeks)									

Semester	Title of the Course	No of Hours/Week			Examination				Credits
		L	T	P	Duration Hours	Internal Assessment	External Assessment	Total	
III	3.1 Design Thinking –I	3	1	-	3	40	60	100	4
	3.2 Design Thinking –II	3	1	-	3	40	60	100	4
	3.3 Major Specialization: Elective Paper 2	4	2	-	3	40	60	100	6
	3.4 Major Specialization: Elective Paper 3	4	2	-	3	40	60	100	6
	3.5 Minor Specialization: Elective Paper 1	-	-	6	3	40	60	100	6
	3.6 Internship Report & Viva Voce	-	-	-	-	40	60	100	6
	Skill Based Add on Courses								
	S.5 Corporate Skills – II	-	-	4	2	50	-	GRADE	-
	S.6 Aptitude Skills- III	-	-	2	2	50	-	GRADE	-
	Sub Total	**14**	**6**	**12**				**600**	**32**
IV	**4**.1 Strategic Management	3	1	-	3	40	60	100	4
	4.2 Major Specialization: Elective Paper 4	4	2	-	3	40	60	100	6
	4.3 Major Specialization: Elective Paper 5	4	2	-	3	40	60	100	6
	4.4 Minor Specialization: Elective Paper 2	4	2	-	3	40	60	100	6
	4.5 Capstone Project & Viva Voce	-	-	-	-	40	60	100	6
	Sub Total	**11**	**5**	**4**				**500**	**28**
	Total	**51**	**33**	**28**				**2100**	**104**

LIST OF MAJOR ELECTIVE COURSES

II Semester			
S.No	**Specialization**	**Paper Title**	**Page No**
1	Business Analytics	Python for MBA	66
2	Applied Finance	Applied Financial Statement Analysis**	80
3	Digital Marketing	Introduction to Digital Marketing	91
4	Human Resources	Recruitment and Selection	103
5	Logistics & Supply Chain Management	Introduction to Logistics Management	114

III Semester	**Page No**		**IV Semester**	**Page No**
Business Analytics			**Business Analytics**	
1. Machine Learning**	68		1. Business Analytics for Industries**	74
2. Data Visualization using Tableau**	71		2. Deep Learning & NLP	77
Applied Finance			**Applied Finance**	
1. Wealth Management	82		1. Banking and Financial Markets	86
2. Capital Markets	84		2. Advanced Financial Modeling **	88
Digital Marketing			**Digital Marketing**	
1. Search Engine Optimization and SEM	93		1. Social Media Marketing	98
2. Search Engine Optimization and SEM – Practical**	95		2. Social Media Marketing – Practical**	100
Human Resources			**Human Resources**	
1. Employees Relationship Management	105		1. Organization Development	109
2. HR Analytics	107		2. Business Leadership	111
Logistics & Supply Chain Management			**Logistics & Supply Chain Management**	
1. Logistics and Supply Chain Management Models	116		1. Contract Logistics and Closed Loop Supply Chains	120
2. International Logistics and Global Supply Chain Management	118		2. Warehouse and Distribution Facilities Management	122

LIST OF MINOR ELECTIVE COURSES

III Semester	**Page No**		**IV Semester**	**Page No**
Applied Finance			**Applied Finance**	
1. Wealth Management	82		1. Banking and Financial Markets	86
Digital Marketing			**Digital Marketing**	
1. Introduction to Digital Marketing	91		1. Search Engine Optimization and SEM	93
Human Resources			**Human Resources**	
1. Employees Relationship Management	105		1. Organization Development	109

** List of Lab based Practical End – Semester Examination for Core, Elective and Skill Based papers are:

Semester	Title of the Paper	Duration of the Exam	Marks Distribution		
			Internal	External	Total
I	**Core:** Statistics for Management**	3	40	60	100
	Core: Excel for Managers – I**	3	40	60	100
	Skill: Computer Lab – I**	2	50	-	GRADE
II	**Elective: BA Specialization:** Python for MBA **	3	40	60	100
	Elective: AF Specialization: Applied Financial Statement Analysis**	3	40	60	100
	Core: Excel for Managers – II**	3	40	60	100
	Skill: Computer Lab – II**	2	50	-	GRADE
III	**Elective: BA Specialization:** Machine Learning**	3	40	60	100
	Elective: BA Specialization: Data Visualization using Tableau **	3	40	60	100
	Elective: DM Specialization: Search Engine Optimization and SEM – Practical**	3	40	60	100
IV	**Elective: BA Specialization**: Deep Learning & NLP **	3	40	60	100
	Elective: BA Specialization: Business Analytics for Industries**	3	40	60	100
	Elective: AF Specialization: Advanced Financial Modeling**	3	40	60	100
	Elective: DM Specialization: Social Media Marketing – Practical**	3	40	60	100

The above mentioned practical courses offered during I, II, III and IV semester. Practical Examinations will be conducted with one internal examiner and one external examiner at the end of the semester.

Syllabus for I – Semester

I Semester	LEADERSHIP PRINCIPLES	L	T	P	Credit
Core		3	1	0	4

Course Objective:

This course will help students to become effective and efficient leaders. This course will also help to know how to face challenges in the role of leadership and also in due course help students to develop the potential to lead a team and develop team spirit.

Prerequisite:
Business Studies and Principles of Management

Course Outcomes:

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

CO1	Understand the importance of emotional intelligence in stepping into the new leadership role.	Understand
CO2	Specify how to build sound relationships with the bosses, peers and with people inside and outside the organization.	Understand
CO3	Describe various methods to make the right decisions, arrive at feasible solutions and learn to take suitable and timely actions.	Apply
CO4	Evaluate the situation, coach the team and manage in order to lead the team as a successful leader.	Apply
CO5	Explore the ways to expand the team and manage the stress of leadership	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Taking Charge:** Introduction to Leadership Principles. Personal Path of Leadership Development. **Stepping into a New Leadership Role: A Leader's story.** Setting Goals. Stepping into the Role. **Work of Leadership is Different:** Introduction to Reality of Leadership. Work Changes. Time Allocation Changes Devoting Versus Spending Time. **Necessary Change**: A Leader's Shift. A Shift in Self-Perception. The Learning Path of the Internal Shift Worse Before Better. Learning at the Heart of Leading**. Building Self-Awareness**: The Foundational Competence Getting to Know **themselves**. Emotional and Social Competency Inventory (ESCI).	**6**
Unit II	**Leading the Team**: Setting Up the Team for Success. Teams a Necessary Feature of Today's Organization. Dashboard of Team Effectiveness. Seeing the Dashboard from a Different Perspective. **Model of team effectiveness**: The Lever of Culture. The Lever of Process. The Lever of Design Purpose and Composition. The Lever of Design Systems. The Lever of Launch. The Model of Team Effectiveness.	**8**
Unit III	**Key challenges to teams:** Common Sources of Conflict. Resolving Conflict. Diverse Teams. Dispersed Teams. Leading in Global Companies. Psychological Safety. **Unleashing Potential:** Developing Leadership Imprint. Leadership Imprint. Adjusting Leadership Imprint to the Needs of the Situation. Assessing Own Leadership Imprint. Others' Experience of Leadership Imprint.	**9**
Unit IV	**Core functions of leadership style:** Introduction to the Functional Approach to Leadership Style. Connecting Leadership Functions to Enabling Others. Leadership Functions, Stylistic Range and Learning Frontier. **Personal Values Questionnaire (PVQ):** Introduction to Motivations as a Leader. How Personal Values Shape the Style of Learning. **Motivation and Unleashing Capability:** Understanding those that a Leader Wants to Motivate & Equip: Inquiry and Advocacy. Mobilizing the Team: Head, Hand, Heart. A Leader at Work: Engaging & Equipping. Fueling Will & Accessing Skill. Motivating the Team (A Deep Dive). Maintaining the Team's Motivation.	**9**
Unit V	**Personal Network:** Building a Robust Network. Networks as Infrastructure. Assessing the Scope and Character of the Network (Network Assessment). **Managing Up and Down:** The Challenges of managing Upward and Downward as a New Leader. Leveraging the Boss. **Managing the direct reports (coaching):** Coaching Under Pressure. A Leader Delivering Feedback. Different Feedback Approaches. The Process of Feedback and Coaching. Dimensions of an Effective Coach Rating the Peers as Coaches. Reviewing Peer Feedback and Setting Coaching Goals. **Adversity and stress**: Navigating the Stressors of Leadership. Handling Adversity As It Comes. Managing Emotions, Managing Thoughts, Coaching Self and Others for Resilience. Rising to Leadership Responsibility	**8**

Text Books:

1. Hackman J. Richard, Wageman Ruth. 2009. "Foster Team Effectiveness by Fulfilling Key Leadership Functions," in Handbook of Principles of Organizational Behavior, ed. Edwin Locke. New York: WileyBlackwell.
2. Stoltz, Paul. 2000. Adversity Quotient at Work. New York: William Morrow

References:

3. Stoltz, Paul and Erik Weihenmayer. 2006. The Adversity Advantage. New York: Simon & Schuster.
4. Goleman, Daniel. 1998. Working with Emotional Intelligence. New York: Bantam Books, 317.

Course Designer:

Mrs. B. Raja Rajeswari, Associate Professor – rajarajeswari@rvsgroup.com

I Semester	ACCOUNTING & FINANCE	L	T	P	Credit
Core		3	1	0	4

Course Objective:

This course is dedicated to the understanding of the accounting system and accounting choices for managers, especially enabling students to understand and to prepare financial statements and also make them to take effective financial decisions. (40% - Theory and 60% - Problems)

Prerequisite:

Foundation on Accounting

Course Outcomes:

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

CO1	Provide knowledge on debits and credits in recording business transaction, recording process, journal, ledger and trial balance, effects of business transaction in accounting equation	Understand
CO2	Understand the classification of business activities, Reporting standards and financial statements.	Understand
CO3	Gain insights on financial statements such as Income statement, Balance sheet and Cash flow statement for effective decisions.	Apply
CO4	Understand the fundamental Time Value of Money concepts of Finance for its effective application in capital budgeting.	Apply
CO5	Understand the working capital concepts of Finance for its effective application in Financial decision making	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	M	M	S	S	M
CO2	S	M	M	S	S	M
CO3	S	S	S	S	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30%	20%	20%	20%
Understand	50%	20%	20%	20%
Apply	20%	30%	30%	30%
Analyze	-	30%	30%	30%
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Financial Accounting: Introduction** - Importance, Accounting Year, Accounting Principles and Assumptions, Accounting Equation. **Recording Process:** Debit and Credit, Steps in Recording Process - Posting **Journal, Ledger and Trial Balance.**	**8**
Unit II	**Classification of Business Activities - Reporting Standards** - Generally Accepted Accounting Principles, International Financial Reporting Standard. **Components of Various Financial Statements -** Balance Sheet, Income Statement- Different views of Profit, Income and Expense Booking, Cash flow statement.	**8**
Unit III	**Understanding Income Statements:** Introduction, Depreciation and Amortization, Revenue Recognition, Expenses Recognition, Non-Recurring items. **Understanding Balance Sheets: Introduction,** Current Assets and Current Liabilities, Non-Current Assets and Liabilities.	**9**
Unit IV	**Understanding Cash Flow Statements:** Introduction, Components, Uses and Limitations.	**9**
Unit V	**Time Value of Money:** Present value (PV), Net present value (NPV), Discount rates and Future Value, Compound interest, Annuity and perpetuity **Capital Budgeting:** Capital budgeting criteria, Mechanics of NPV calculations, NPV rule, cash flow calculations, discount rates, Project interactions.	**6**

Text Books

1. Thomas R. Robinson and et al., 2009, International Financial Statement Analysis, John Wiley & Sons, Inc. 2nd Edition
2. Brealey, Myers et.al, 2014, Principles of Corporate Finance, 11th Edition, McGraw Hill Education, New Delhi.

Reference Books

5. Weygand and et al., 2012, Accounting Principles, John Wiley & Sons, Inc. 10th Edition.
6. Narayanaswamy, 2008, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd., 3rd Edition
7. Martin Fridson and Fernando Alvarez, 2011, Financial Statement Analysis, John Wiley & Sons, Inc., 4th edition
8. Subramanyam and John J. Wild, 2009, Financial Statement Analysis, McGraw-Hill, 10th Edition.
9. Aswath Damodran, 2012, Applied Corporate Finance, 3rd Edition, John Wiley and Sons
10. Ross, Westerfield et.al, 2014, Corporate Finance, 10th Edition, McGraw Hill Education, New Delhi.

Course Designer:
N.Kanakaraj, Associate Professor- kanagaraj.n@rvsgroup.com

I Semester	STATISTICS FOR MANAGEMENT	L	T	P	Credit
Core		2	0	4	4

Course Objective:

To Develop the Data Mindset and Analytical Skills to Make Informed Decisions;

Course Outcomes:

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

CO1	Interpret data to inform business decisions	Understand
CO2	Recognize trends, detect outliers, and summarize data sets	Apply
CO3	Analyze relationships between variables	Apply
CO4	Develop and test hypotheses	Apply
CO5	Craft sound survey questions and draw conclusions from population samples	Apply
CO6	Implement regression analysis and other analytical techniques in Excel	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	M	M	M	M	M
CO2	M	M	S	S	S	M
CO3	M	S	S	S	M	M
CO4	S	S	S	S	S	S
CO5	M	S	M	M	S	M
CO6	S	M	S	S	M	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	25%	25%	25%	25%
Understand	25%	25%	25%	25%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Describing and Summarizing Data: Introduction** – Analyzing Box office Revenues. **Visualizing Data**: Recognizing patterns, Histograms, Outliers. **Descriptive Statistics:** Central values for data, conditional means, percentiles, variability, Descriptive statistics in excel and coefficient of variation. **Relationships Between Two Variables:** Scatter plots, correlation, hidden variables, time series. **Hands-on Practice**	**8**

Unit II	**Sampling and Estimation: Introduction** - Sampling at Amazon. **Creating Representative and Unbiased Samples** - Samples Vs Population, Sample size, Avoiding Bias. **The Normal Distribution** - Rules of thumb, The Normal function NORM.DIST, The Normal function NORM.INV, The central limit theorem. **Confidence Intervals** - Estimating the population mean, Large samples, small samples, Choosing a sample size, Estimating the population proportion. **Amazon's Inventory Sampling. Hands-on Practice**	**8**
Unit III	**Hypothesis Testing: Introduction** - Amazon's use of Hypothesis Testing. **Designing and Performing Hypothesis Tests** - Developing Hypothesis, Constructing a range of likely sample means, using p-values, Type I and Type II Errors, One sided testing, Comparing two populations. **Improving the Customer Experience** - The shopping cart A/B test, The arrow A/B test, The magazine A/B test. **Hands-on Practice**	**8**
Unit IV	**Single Variable Linear Regression: Introduction** - Regression at Disney Studios. **Regression Line** - Visualizing the Relationship, The best fit line, The structure of the Regression line. **Forecasting** - Point Forecasts, Prediction intervals. **Interpreting the regression output** - Quantifying predictive power, testing for a significant relationship, R-square vs p-value, Residual analysis. **Performing Regression Analysis** - Regression Analysis in excel, Using dummy variables. **Forecasting Home Video Units** - The Disney Studio Model, Just a starting point. **Hands-on Practice**	**8**
Unit V	**Multiple Regression: Introduction** - Multiple Regression at Caesars. **Multiple Regression equation** - Single Vs Multiple Regression, Interpreting the multiple regression equation, forecasting. **Adapting concepts from single regression** - Adjusted R-square, Residual Analysis, Testing for Significance of Variables. **Performing Multiple Regression Analysis** - Multiple Regression Analysis in Excel. **New Concepts in Multiple Regression** - MultiCollinearity, Dummy variables, lagged variables. **The Caesars Staffing Problem** - Developing the model, Analyzing the results, Improving the model. **Hands-on Practice**	**8**

References

1. Business Analytics, Harvard Business School, Janice Hammond.
2. Naked Statistics: Stripping the Dread from the Data, Charles Wheelan, W. W. Norton & Company, 2014 Edition.
3. Statistics Video Series (You Tube), Brandon Foltz Channel.
4. Open Intro Statistics (Third Edition) by David M Diez , Christopher D Barr, Mine Cetinkaya – Rund, Edition: 3.
5. An Introduction to Statistical Learning with Applications, Edition: 1, Springer, Daniela Witten, Gareth James, Robert Tibshirani AND Trevor Hastie (2013).

Course Designer: Dr. S. Yamini, Director (Academic) & Associate Professor, yamini@rvsgroup.com

I Semester	MARKETING MANAGEMENT	L	T	P	Credit
Core		3	1	0	4

Course Objective:

The basic objectives of this course are to provide you with a broad introduction to marketing fundamentals, apply a comprehensive system for developing strategically sound marketing recommendations and analyze marketing options to choose the right tactics to achieve marketing goals

Prerequisite:

Basic level of communication

Course Outcomes:

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

CO1	Learn and understand common marketing frameworks that every manager should know, discover why having a clear marketing strategy is necessary before we can make decisions about marketing tactics, and Learn about how to identify marketing-driven components of a profit and loss statement.	Understand and Apply
CO2	Learn about the defining characteristics of customer insights, gain some techniques to gain customer insights and also understand about consumer indices and how to use them. To understand the key elements of a clear and strong marketing goal, Kellogg's "Goal/Impediment/Solution" (or G-I-S) Framework for identifying marketing goals, Conduct and use a breakeven analysis in your decision making.	Understand and Apply
CO3	Learn about the logic of market segmentation, why benefit-based (or need-based) segmentation is so critical to any marketing plan, understand why segmentation is one of the most important strategic decisions a marketing manager can make and learn about correlation and their use in a market segmentation analysis.	Understand and Apply
CO4	Learn why targeting is difficult and why even the most experienced marketing managers often get it wrong, Understand why ambitions for getting the most customers can lead to getting fewer customers and Learn how to determine customer lifetime value.	Understand and Apply
CO5	Explore the key elements of a strong position, Learn how to write a compelling positioning statement and Discuss how and when a marketer should think about changing a brand's positioning statement over time.	Understand and Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	S	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/Unit No.	Content	Hours
Unit I	**Understanding the Role of Marketing**: What is Marketing? Marketing tactics, Why Starting with Tactics Always Fails? Marketing Messages, The Three Cs (and STP, 4Ps), Where Does Marketing Come In? **Customer Centricity**: Considering Customer Centricity, Challenges to Customer Centricity. **Quantitative Marketing Skill**: Reading a Profit and Loss (P&L) Statement.	**9**
Unit II	**Identifying Customer Insights:** What Is an Insight? Is Your Marketing Plan Based on Consumer Insight? Consumer Empathy, **Quantitative Marketing Skill**: Consumer Index, Consumer Insight Mindset, Ways to Build Your Insight Skills. Learning About Your Brand from Your Customers questions. **Developing Marketing Goals:** Elements of a Comprehensive Marketing Goal, Understanding Strategic Goals, Focus On Behavioral Goals, Consumer Insights and Marketing Goals**, Quantitative Marketing Skill**: Breakeven Analysis, **Goal Impediment Solution Approach:** Kellogg G-I-S (Goal-Impediment-Solution) Framework Overview.	**9**
Unit III	**Segmenting Markets:** Why Segment? **Quantitative Marketing Skill:** Correlation, How Should Consumers Be Grouped?, Segment Identification, It's All About Customer Needs, Different Firms Can See The Market Differently, Compare Segmentation Across Different Product Categories, Segments Are Dynamic.	**7**
Unit IV	**Selecting Target Customers**: Why Target? , Generalist Vs. Specialist Market Players, **Picking a Target:** Traditional	**8**

	Perspectives, **Quantitative Marketing Skill:** Customer Lifetime Value, Big Data Analytics.	
Unit V	**Positioning Your Brand: Brand Positioning**: Brand Positioning Statement, Strong and Weak Positioning, Choosing a Frame of Reference and Point of Difference, The Value Equation, Evolving Positioning Over Time, Success and Failure in Evolving a Positioning.	**7**

Course Designer: Mrs. B. Raja Rajeswari and Mrs. S. Lalithamani

I Semester	EXCEL FOR MANAGERS - I	L	T	P	Credit
Core		0	0	4	4

Course Objective:

The course aims to build a S application oriented understanding of Microsoft Excel and its usage in the Managerial Roles. The student should be able to use Excel effectively to analyze and represent data effectively, as well as to solve problems in the management domain using Microsoft Excel.

Prerequisite:
Basic Computer Knowledge

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Be familiar with Excel features & functions that are frequently used to solve business problems	Understand & Apply
CO2	Design multiple Charts to use during the appropriate business situations and presentations	Apply
CO3	Estimate financial calculations such like EMI, Financial Planning, Depreciation, CAGR for given data sets	Apply
CO4	Demonstrate Pivot Tables and use of Filters, Creating views for various segments of Marketing.	Analyze
CO5	Generate Financial Statement Building using Linkages and Financial Planning for Individuals	Apply
CO6	Design dynamic dash boards using logical functions	Analyze

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	S	S	M	L
CO2	L	L	M	M	S	S
CO3	S	S	S	S	S	S
CO4	L	S	S	S	S	S
CO5	S	S	S	S	M	M
CO6	L	L	L	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	20%	20%	20%	20%
Understand	30%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Basics Revisiting & Functions** – Linkages in Excel files, Basic usage of Microsoft Excel, **Functions in Excel** - Data Formatting Functions, Data Representation Functions, Data Analysis Functions, Financial Functions	**6**
Unit II	**Data Representation using Charts** – Various types of charts – line chart, bar chart, column charts, Pie Charts, Area Charts, Stock Charts, 2-D and 3-D charts. Usage of charts	**8**
Unit III	**Applications of Excel in Management:** Financial Statement Linkages for Company Model Building. **Time Value of Money Applications** – Loan Schedule Creation, EMIs, Effect of change of parameters on EMI and Tenure; Net Present Value; Internal Rate of Return. Project Finance Basics. **Applications in Financial Planning** – Goal Based financial planning, Retirement Planning, Investment Returns Requirement Analysis. **Applications in Marketing Domain** – Pivot Tables and use of Filters, Creating views for various segments of Marketing. **Scenario Analysis** for Stress testing of models.	**10**
Unit IV	**Case Studies 1: Financial Statement Building & Linkages** – Impact of changes in various segments of financial statements, Creating a balanced Balance Sheet and a completely dynamic financial model. **Financial Planning** – Case study on a hypothetical client with financial requirements analysis and portfolio recommendation for achieving the required risk return profile	**8**
Unit V	**Case Studies 2: Analysis of database** – Analysis of a database using various tools and functions to create and present the requisite view for the users. **Charting for Performance Evaluation and Representation**– Creating reports to be shown to management regarding performance of entities using various charts.	**8**

Text Books

1. Curtis.D. Frye, 2010, Step by Step – Microsoft Excel, Microsoft Press, Washington.

Reference Books

1. Greg Harvey, 2010, Microsoft Excel, All-in-One for Dummies, John Wiley Publishing, Indiana.

2. John Walkenbach, 2013, Microsoft Excel Formulas, Misl-Wiley

Course Designer:
D.Dilip, Associate Professor – dilipku@rvsgroup.com

Skill Based Add on Courses

Semester - I

I Semester	LANGUAGE SKILLS	L	T	P	Credit
Skill Based Paper		4	0	0	Letter Credit

Learning Objectives

1. To help the students develop their Verbal Ability skills to meet the corporate requirements.

2. To improve the students in the aspect of paragraph

Test & Evaluation

Internal – The students will take up one CIA (Written), and one Model Exam (Oral).

Syllabus

Module/ Unit No.	Content	Hours
Unit I	1.1 Fabricate a fable – **3 hours** 1.2 Time-Machine Learning **- 7 hours** i) Nostalgia ii) Typical day of an Indian iii) What if you are rendered with a superpower?	**10**
Unit II	2.1 Errorless emails!**- 3 hours** 2.2 Reading Comprehension**- 3 hours**	**6**
Unit III	3.1 Humming Humanoids**- 3 hours** 3.2 Just for laughs!**- 3 hours** 3.3 Footsteps – 3 **hours** 3.4 Patriotic Pupil – 3 **hours**	**12**
Unit IV	4.1 Simon the Speaker **- 3 hours** 4.2 Who is the next Harsha Bhogle? **– 3 hours** 4.3 Skit **– 4 hours**	**10**
Unit V	1.1 JIM(Just In a Minute)**- 4 hours** 1.2 SWOT Analysis **- 3 hours** 1.3 Re-visit, Recollect and Re-present**- 3 hours**	**10**

Reference Book

Developing Writing Skills | Edition: 3 | Bloomsbury | Dr. Hyacinth Pink (2015) Know Your Grammar | Edition: 3 | Bloomsbury | Dr. Hyacinth Pink (2015)

Course Designer: RVS Training Academy

I Semester	APTITUDE SKILLS-I	L	T	P	Credit
Skill Based Paper		2	0	0	Letter Credit

Course Objective:

To enhance holistic development of students and improve their employability skills through Numerical, Quantitative Aptitude and Reasoning ability.

Syllabus

Module/Unit No.	Content	Hours
Unit I	Introduction & Numbers: Introduction to Aptitude, Short cuts, Types and Properties of Numbers, Factoring - Least Common Multiple (LCM), Greatest Common Divisor (GCD).	**4**
Unit II	Simplification (Number and Statement Sums), Squares, Square Roots and cubic roots, Percentages.	**4**
Unit III	Averages, Ratio and Proportion, Problems on ages	**4**
Unit IV	Chain Rule, Profit and Loss.	**4**
Unit V	Permutation and Combinations, Probability, Direction Test and Seating Arrangements	**4**

ASSESSMENT

Objective type – Paper based / Online – Time based test

REFERENCES

1. Agarwal.R.S– Quantitative Aptitude for Competitive Examinations, S.Chand Limited 2011
2. AbhijitGuha, Quantitative Aptitude for Competitive Examinations, Tata McGraw Hill, 3 rd Edition, 2011
3. Edgar Thrope, Test Of Reasoning for Competitive Examinations, Tata McGraw Hill, 4 th Edition, 2012.
4. Praveen R V, Quantitative Aptitude and Reasoning, PHI Learning Private Limited, New Delhi, 2012.
5. www.Bankexamstoday.com
6. www.indiabix.com
7. khanacademy.com

Course Designer:
Dr. Mangayarkarasi K - Head, Aptitude Training - mangayarkarasi@rvsgroup.com

I Semester	COMPUTER LAB - I	L	T	P	Credit
Skill Based Paper		0	0	2	Letter Credit

MS Word and MS Power Point for General Elective

Course Objective:

This course will Introduces the basic features of Microsoft Office, Windows basics, and file management. Develops familiarity with Word, PowerPoint, email, and Internet basics.

Prerequisite:

Basics of Computer

Course Outcomes:

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

CO1	Recognize when to use each of the Microsoft Office programs to create professional and academic documents.	Understand
CO2	Use Microsoft Office programs to create personal, academic and business documents following current professional and/or industry standards.	Apply
CO3	Apply skills and concepts for basic use of computer hardware, software, networks, and the Internet in the workplace and in future coursework.	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	S	S	M	S
CO2	S	S	S	S	S	S
CO3	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	10%	10%	-
Understand	30%	30%	30%	-
Apply	50%	50%	50%	-
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	10%	10%	10%	-

Syllabus

Module/ Unit No.	Content	Hours
MS word	1. .Type a document (like-Speech of a chairman in AGM, Budget speech of finance minister) and perform the following: • Right align and bold face • Center align and italics • Justify and center alignment • Also insert footnote and end note for the same. • Change a paragraph into two column paragraph • Insert page number at the bottom • Insert date, time and heading in the header section 2.Type a document for three paragraphs and perform the following: • Insert Bullets/ Numbering • Insert Footnote • Insert Caption • Insert Citation and Bibliography • Use Drop Cap, Signature line, Date and Time • Use Equation 3. Prepare Bio-Data by using Wizard/ Templates. 4. Design an invoice and Account sales by using Drawing tool bar, Clip Art, Word Art, Symbols, Borders and Shading. 5. Prepare a Class Time Table and perform the following operations: Inserting the table, Data Entry, Alignment of Rows and Columns, Inserting and Deleting the Rows and Columns and Change of Table Format. 6. Using mail merge, send an invitation /notice (by creating the invitation/notice) for the following situation (at least 5 addresses to be entered) (Any one of the following) • For opening a new branch • Inauguration of ATM • Informing about new scheme or offer	**10**
MS Power Point	1. Design presentation slides for a product of your choice. The slides must include name, brand name, type of product, characteristics, special features, price, special offer etc. Add voice if possible to explain the features of the product. The presentation should work in manual mode. 2. Design presentation slides for organization details for 5 levels of hierarchy of a company by using organization chart. 3. Design slides for the headlines News of a popular TV Channel. The Presentation Should contain the following transactions: Top down, Bottom up, Zoom in and Zoom out. - The presentation should work in custom mode.	**10**

	4. Design presentation slides about an organization and perform frame movement by interesting clip arts to illustrate running of an image automatically. 5. Design presentation slides for the Seminar/Lecture Presentation using animation effects and perform the following operations: Creation of different slides, changing background color, font color using WordArt. 6.Prepare a PowerPoint presentation with following Requirements • Using Hyperlink to all slides • Different animation effect for text and pictures • Fully automatic – timing – 2 minutes • Insert Audio/Video in Click play mode.	

Text Book:

1. Microsoft Word, Excel, and PowerPoint: Just for Beginners Dorothy House Publisher: Outskirts Press.

Course Designer:

P.Mekala Assistant Professor – mekala.p@rvsgroup.com

I Semester	COMPUTER LAB - I	L	T	P	Credit
Skill Based Paper		0	0	6	Letter Credit

R for Data Science

Course Objective: To enable the learners to develop programming skills and also to learn R Programming topics necessary for Data Science

Prerequisite:
Analytical Thinking, Basic Mathematics

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand and Apply the concepts of Data Visualization with ggplot2	Apply
CO2	Understand and Apply the concepts of Data Transformation with dplyr	Apply
CO3	Understand and Apply the concepts of Tibbles with tibble and Data Import with readr	Apply
CO4	Understand and Apply the concepts of Tidy Data with tidyr	Apply
CO5	Understand and Apply the concepts of Relational data with dplyr	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	L	L	L	L	S
CO2	L	L	L	L	L	S
CO3	L	L	M	L	L	S
CO4	L	L	M	L	L	S
CO5	L	M	M	S	M	S
CO6	L	M	S	S	L	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30	20	20	20
Understand	30	20	20	20
Apply	40	60	60	60
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Data Visualization with ggplot2:** Introduction - First Steps - Aesthetic Mappings - Common Problems – Facets - Geometric Objects - Statistical Transformations - Position adjustments - Coordinate Systems - The Layered Grammar of Graphics **Workflow: Basics:** Coding Basics - What's in a Name? - Calling Functions	12
Unit II	**Data Transformation with dplyr:** Introduction - Filter Rows with filter() - Arrange Rows with arrange() - Select columns with select() - Add new variables with mutate() - Grouped summaries with summarize() - Grouped mutates(and filters)	12
Unit III	**Tibbles with tibble:** Introduction - Creating Tibbles - Tibbles Versus data.frame - Interacting with Older Code **Data Import with readr:** Introduction - Getting Started - Parsing a Vector - Parsing a File - Writing to a File - Other types of data	12
Unit IV	**Tidy Data with tidyr:** Introduction - Tidy Data - Spreading and Gathering - Separating and Pull - Missing Values - Case Study - Nontidy Data	12
Unit V	**Relational Data with dplyr:** Introduction – nycflights13 – keys - mutating joins - filtering joins - join problems - set operations	12

Text Books

1. Hadley Wickham & Garrett Grolemund, "R for Data Science", Shroff Publishers & Distributors, Mumbai, 2018, First Edition

Reference Books

1. Hadley Wickham, "Advanced R", CRC Press, Delhi, First Edition 2018
2. "R Packages" by Hadley Wickham, published by O'Reilly Media, First Edition 2015
3. "R Cookbook: Proven Recipes for Data Analysis, Statistics, and Graphics" , by Paul Teetor, O'reilly Cookbooks, First Edition 2011
4. "Hands-On Programming with R: Write Your Own Functions and Simulations" by Garrett Grolemund, published by O'reilly Media Inc., First Edition, 2014

Course Designer: G.Sathish, Corporate Trainer - Technical, sathish@rvsgroup.com

Syllabus for II – Semester

I Semester	ECONOMICS FOR DECISION MAKING	L	T	P	Credit
Core		3	1	0	4

Course Objective:

This course is aimed at building a perspective necessary for the application of economic concepts, tools and techniques in evaluating business decisions taken by a firm. It will also enable the students to understand the theory and principle and apply them to real world to make better decisions.

Prerequisite:
Business Thinking – Concepts and Applications

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	To understand the principles of economics and able to make scientific & policy decisions to suit current economic reality.	Understand
CO2	To analyze market forces of supply and demand by expressing relationships in terms of concepts and graphs.	Understand & Apply
CO3	An ability to apply costs and benefits to a business and understand the appropriate market structure for effective decisions.	Understand & Apply
CO4	Demonstrate key macroeconomic indicators and measures of economic growth and development.	Understand & Analyze
CO5	Analyze economic changes and able to make decisions for stabilization of economy.	Understand & Analyze

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	L	M	M	L
CO2	M	S	L	M	S	M
CO3	S	S	S	M	S	M
CO4	M	M	S	M	S	M
CO5	M	M	M	S	S	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	20%	20%	20%	20%
Understand	40%	40%	40%	40%
Apply	20%	20%	20%	20%
Analyze	20%	20%	20%	20%
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Nature of Economic Problem:** Finite Resources and Unlimited Wants, Economic and Free Goods. **Factors of Production:** Importance of Factors of Production, Mobility of Factors of Production, Quantity and Quality of the Factors of Production, Payment for factors of Production. **Opportunity Cost:** Meaning of Opportunity Cost. **Influence of Opportunity Cost on Decision Making:** Opportunity Cost and Consumers, Opportunity Cost and Workers, Opportunity Cost and Producers, Opportunity Cost and Government. **Production Possibility Curves:** Production Points. **Movement of PPC:** Shape of PPC. **Shifts in PPC:** Consequence of Shifts in PPC.	**10**
Unit II	**Micro and Macro Economics:** Difference between Micro and Macro Economics, Decision Makers in Microeconomics & Macroeconomics. **Role of Markets in Allocating Resources:** Three key Allocation Decisions, Different Economic Systems, Market Economic System, Role of Price Mechanism. **Demand:** Definition of Demand, Demand and Price, Individual and Market Demand. **Supply:** Definition of Supply, Supply & Price, Individual & Market Supply, Conditions of Supply.	**8**
Unit III	**Price Determination Factors:** Determination of Prices, Market Equilibrium, Market Equilibrium, Moving from Market Disequilibrium to Market Equilibrium. **Price Changes:** Effect of Changes in Demand, Effect of Changes in Supply, Changes in Supply and Demand. **Price Elasticity of Demand (PED):** Definition of PED, Calculating PED, Interpretation of PED, Elastic & Inelastic Demand, Determinants of PED, Changes in PED, Implications of PED for Decision Making. **Price Elasticity of Supply:** Definition of PES, Calculating PES, Interpretation of PES, Elastic & Inelastic Supply, Determinants of PES, Changes in PES, Implications of PES for Decision Making.	**8**
Unit IV	**Microeconomics Decision Makers: Money:**Forms of Money, Function of Money, Characteristics of Money**. Banking**: Commercial Bank, Central Banks. **Households:** Spending, Saving, and Borrowing. **Workers:** Factors that Influence an Individual's Choice of Occupation, Wage Determination and the Reasons for Differences in Earnings, Why Earnings of Occupations Change over Time, Specializations and Division of Labour. **Firms:** Classification of Firms, Small Firms, Causes of the Growth of Firms, Mergers, Economies and Diseconomies of Scale.	**7**
Unit V	**Government and Macro economy: Role of Government:** Factors that Influence the Role of Government, Government's Influence on the Local Economy, Functions of Government at Local and National Levels, Role of the Government at an International Level. **Macroeconomic aims of Government:** Aims, Possible Conflicts between Macroeconomic Aims. **Fiscal Policy:** Budget, Reasons for Government Spending, Reasons for Levying Taxation, Main Categories of Taxes, Principles of Taxation, Impact of Tax, Fiscal Policy and the Budget, Effects of Fiscal Policy on Government Macroeconomic Aims. **Monetary Policy:** Money Supply, Monetary Policy, Effects of Monetary Policy on Government Macroeconomic Aims, **Inflation and Deflation:**	**7**

	Definition, Measurement, Causes, Consequences, policies to control inflation and deflation, Policy Conflicts.	

Text Books

1. Geetika, Piyali Ghosh & Purba Roy Choudhury,2011, Managerial Economics,2nd Edition, Tata McGraw Hill Education Pvt.Ltd, New Delhi.
2.N.Gregory Mankiw, 2012, Principles of Microeconomics, 7th Edition, Cengage Learning, Stamford, USA.

Reference Books :

1. Varshney R.L &Maheshwari.K.L, 2013, Managerial Economics. Sultan Chand & Sons, New Delhi.
2. Mehta P .L, 2008, Managerial Economics, Sultan Chand & Sons: New Delhi.

Course Designer:

Mrs. B. Raja Rajeswari, Associate Professor – rajarajeswari@rvsgroup.com

II Semester	HUMAN RECOURSE MANAGEMENT	L	T	P	Credit
Core		3	1	0	4

Course Objective:
This course will facilitate to learning the various concepts and skills required for utilization and development of human resources for managerial functions and to know about quality of the organization's employees, their attitude, behavior and satisfaction with their jobs, and their behavior towards ethics and values and a sense of fair treatment all impact the firm's productivity, level of customer service, reputation, and survival.

Prerequisite:
Management and Organizational Behaviour

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	To have an understanding of the basic concepts, functions and processes of human resource management	Understand
CO2	To be aware of the role, functions and functioning of human resource department of the Organizations.	Understand
CO3	To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and reward Systems, Compensation Plans and Ethical behavior.	Apply
CO4	Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy	Apply
CO5	Evaluate the developing role of human resources in the global arena.	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	L	L	M	S	M
CO2	S	S	M	M	S	S
CO3	S	S	S	S	S	S
CO4	M	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction to HRM**: Meaning and definition of HRM –Changing environment of HR. **Organization of HR department**: Line and Staff Aspects – Role of HR managers - **Functions of HRM**: Managerial Function & Operative function	**8**
Unit II	**Job analysis**: Process, Methods of Collecting Job Analysis Data – **Human Resource Planning– Recruitment**: Planning and Forecasting, Effective Recruiting– Selection: Basic Testing concept, Type of tests, **Interviewing candidate**: Features of interview.	**8**
Unit III	**Training & Development**: The Training process- Training's strategic context, Five step training and development process, Training, learning and motivation, Principles for Trainers, Analysis Training Needs. **Training Method**- On the job Training, Apprenticeship training, Apprenticeship India, Informal learning- Job instruction Training, Lectures, programmed learning, Audio-visual Based training, Stimulated Training.	**8**
Unit IV	**Compensation:** Basic Factors in Determining pay rates- Establishing pay Rates, Competency –Based pay **Incentive**: Money and motivation, **Individual Employee incentive and recognition program**: piecework plans, Merit pay as an incentive, Merit pay option, incentive for professional employees **Team/Group incentive plans**: How to design team incentive, pros and cons of Team incentive.	**8**
Unit V	**Performance Management and Appraisal**: Comparing performance appraisal and performance management, why performance management – why appraisal performance? , Realistic appraisals. **Employee Relation**: Ethics and Fair Treatment at work, Role in promoting ethic and fair Treatment- **Collective Bargaining**: The collective bargaining process- **Grievances:** Sources of grievance, procedure, Guideline for Handling Grievances	**8**

Text Book:

1. Gary Dessler (2011), Human Resource Management, Twelfth Edition, Pearsons: New Delhi

Reference Books:

1. Rao V.S.P (2008), Human Resource Management, Text and Cases, Second Edition, Excel: New Delhi
2. Aswathappa (1999), Human Resource and Personnel Management, Tata McGraw Hill: New Delhi.

Course Designer:

Mrs.P.Mekala Assistant Professor – mekala.p@rvsgroup.com

II Semester	SALES MANAGEMENT	L	T	P	Credit
Core		4	2	0	6

Course Objective:

The course is designed to make the students more effective and efficient as they pursue sales goals. It also helps them to understand how to stand out in the crowd, attract customers, and build support for their initiatives within the company. Knowing how to "get to yes" is a crucial skill that can improve many facets of life. Finally this course enables the students to enhance their knowledge in the several sales necessary tools that are essential to becoming a high-performer in sales and learn to locate new customers and get great results.

Prerequisite:

Marketing management, Principles of Management

Course Outcomes:

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

CO1	Understand evolution and definition of sales and distribution, nature and the importance of sales and distribution management.	Understand
CO2	Learn how to run high-impact meetings, the importance of asking better questions and how to anticipate and handle sales objections. Finally, to tell powerful stories and to give and receive performance feedback.	Understand
CO3	How to be ready to make contact with the market. What problem are you solving? What is your target market? Who are the customers within that target market and how to talk to them? and determine several ways to narrow your target list . To develop a framework for a sales conversation used in social situations and many other settings. This part of the sales process is where to generate leads and determine which prospects are potential customers and which are dead-ends. Finally to explore how to "on-ramp" a prospect into the right kind of conversation such that to quickly determine whether a person has potential.	Apply
CO4	Understand the development of marketing and sales strategies to ensure sales growth and also the selling challenges and skills. The types of sales forecast, basic terms used, forecasting approaches, forecasting accuracy and selection of forecasting methods. Organise the sales budget and know its purpose, money allocation methods and the budgeting process	Apply
CO5	Understand sales territory, procedure for designing sales territory, use of IT , methods for setting sales quotas.	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%

Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Evolution of Sales, Nature and Importance of Sales Management. Levels of Sales Management positions. Strategic Sales Management. Selling is a Contact Sport. Selling Happens in a Conversation. Emerging trends in Sales Management.	**8**
Unit II	Connecting with Sales prospects. Running High-Impact Meetings. Asking better questions. Handling objections. The Power of Story. Team Selling for Impact.	**8**
Unit III	The selling process. Prospecting, Qualifying, Pre- Approach, Approach, Discovering and Understanding buyers needs, Sales presentation, Demonstrating the Product, Matching presentation methods with sales situation, Handling Objections, Trial close, Closing the sale , Closing techniques, Follow- up, Negotiation skills, Success factors in selling.	**8**
Unit IV	Sales forecasting and budgeting. Sales Strategy, Selling challenges and skills. Sales forecasting approaches, how to improve forecasting accuracy. Sales budget.	**8**
Unit V	Management of Sales territories and quotas. Defining a Sales territory, Benefits of setting up territory, Procedure for designing Sales territory Use of IT in designing sales territories. Sales quotas, Importance, types, methods for setting sales volume quotas, administration of sales quotas.	**8**

Text Books:

1. Craig Wortmann, The art of Sales :Mastering the selling process specialization, Northwestern University.
2. Krishna K. Havaldar, Vasant M. Cavale , (2018), Sales and Distribution Management, 3rd Edition Tata McGraw Hill Education(India) Pvt.Ltd, Chennai.
3. Norman A. P. Govoni, Edward W. Cundiff, Sandeep Puri, Richard R. Still, (2017), Sales and Distribution Management , Pearson
4. Javier Marcos Cuevas, Bill Donaldson, Régis Lemmens , (2015), Sales Management: Strategy, Process and Practice, Macmillan International Higher Education,
5. Pradip Kumar Mallik , (2012),Sales Management, Oxford University Press.
6. Cundiff& Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
7. Bill Donaldson , (2004), Sales Management: Theory and Practice , Macmillan International Higher Education.

Reference Books :

1. Dr.F.C.Sharma, (2016), Sales Management , SBPD Publications**.**
2. Tapan Panda and Sunil Sahadev, Sales and Distribution Management, 2e, 2ndedition , Oxford University Press.
3. PingaliVenugopal, 2008, Sales and Distribution Management: An Indian Perspective,1st edition, SAGE Publications Pvt. Ltd.

Course Designer:

Dr.S.Suganya . Associate Professor –suganya.s@rvsgroup.com

II Semester	EXCEL FOR MANAGERS – II	L	T	P	Credit
Elective		0	0	4	4

Course Objective:
This course provides an advanced practical exposure in excel and the Students will also learn how to automate common tasks, apply advanced analysis techniques to more complex data sets, collaborate on worksheets with others, and leverage on Excel's advanced functionality to simplify and streamline their day-to-day work

Prerequisite:
Basic Excel Knowledge (Excel for Managers I)

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand advanced Excel functions like Named Ranges, Circular Referencing, Lookup, and Array Formula.	Understand & Remember
CO2	Design Dynamic Charts using Advanced Charting techniques	Apply
CO3	Preparing Dashboards for effective data representation	Apply
CO4	Understand the basic Macro functions in Excel and Writing & Recording Macros	Apply
CO5	Understand the basic of Statistics Functions and Analysis in Excel	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	S	M	M
CO2	L	L	M	M	S	S
CO3	S	M	S	S	S	S
CO4	L	S	S	S	S	S
CO5	S	S	S	S	M	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	20%	20%	20%	20%
Understand	30%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Recap of Excel for Managers, Introduction to Advanced Excel Functions – Named Ranges, Circular Referencing, Lookup, Array Formula Introduction	**8**

Unit II	Advanced Charting techniques – Dynamic Charts	**8**
Unit III	Creating Dashboards, effective data representation	**8**
Unit IV	Macros, Form Control, Recording Macros, Writing Basic Macros.	**8**
Unit V	Statistical Functions and Analysis – Regression and other statistical techniques, Other Excel functions, Shortcuts and Productivity Tools	**8**

Text Books

1. Curtis.D. Frye, 2010, Step by Step – Microsoft Excel, Microsoft Press, Washington.

Reference Books

1. Greg Harvey, 2010, Microsoft Excel, All-in-One for Dummies, John Wiley Publishing, Indiana.

2. John Walkenbach, 2013, Microsoft Excel Formulas, Misl-Wiley

Course Designer:

Dr.D.Dilip, Associate Professor - dilipku@rvsgroup.com

Skill Based Add on Courses

Semester - II

II Semester	CORPORATE SKILLS-I	L	T	P	Credit
Skill Based Paper		4	0	0	Letter Credit

Learning Objectives

3. To help the students develop their Vocabulary and erbal Ability skills to meet the corporate requirements.
4. To improve the students in the aspect of Resume Writing and Essay writing skills.
5. To introduce the students to Interview Preparatory skills like Grooming & Personality Development, Confidence Building and Self-Introduction.

Test & Evaluation

Internal – The students will take up one CIA (Written), and one Model Exam (Oral).

Module/ Unit No.	Content	Hours
Unit I	1.3 VocaBuilder-Synonyms – **2 hours** 1.4 TED ED Lessons – **2 hours** 1.5 Basics of writing an effective essay **- 6 hours** i) Introduction to essay writing ii) Types of essays iii) Tips for essay writing iv) Practice writing essays	**8**
Unit II	2.1 VocaBuilder-Antonyms – **2 hours** 2.2 TED ED Lessons - **2 hours** 2.3 Resume Writing**- 4 hours** i) Introduction to resume writing ii) Do's and Don'ts of resume writing iii) Resume preparation	**9**
Unit III	3.1 VocaBuilder- Basic words & Contextual words – **2 hours** 3.2 Verbality: Sentence Correction**- 5 hours** 3.3 TED ED Lessons – 3 **hours**	**8**
Unit IV	4.1 VocaBuilder-Good Speller – **2 hours** 4.2 Verbality: Error Spotting**- 5 hours** 4.3 50 Rupee Activity **– 3 hours**	**8**
Unit V	1.4 VocaBuilder-Business jargons – **2 hours** 1.5 Debate **- 3 hours** 1.6 Know Your Company/ Job**- 5 hours**	**7**

Reference Books: Developing Writing Skills | Edition: 3 | Bloomsbury | Dr. Hyacinth Pink (2015)

Course Designer: RVS Training Academy

II Semester	APTITUDE SKILLS-II	L	T	P	Credit
Skill Based Paper		2	0	0	Letter Credit

Course Objective:

To enhance holistic development of students and improve their employability skills through Numerical, Quantitative Aptitude and Reasoning ability.

Syllabus

Module/Unit No.	Content	Hours
Unit I	*Arithmetic-I:* Data Interpretation: Table Charts, Data Sufficiency, Bar Charts, Tables, Pie Charts, Graphs and Line Charts	**4**
Unit II	*Reasoning-I:* Pattern Completion, Figure Matrix, Dot Situation, Shape Construction and Image Analysis	**4**
Unit III	*Creativity-I:* Venn Diagrams, Blood Relations, Character and Number series, Calendar & Clock.	**4**
Unit IV	*Reasoning-II:* Analytical Reasoning, Syllogism, Diagrammatic and Brain Teasers	**4**
Unit V	*Arithmetic-II*: Simple Interest, Compound Interest, Partnership, Time and Distance, Problems on Trains, Boats and Streams.	**4**

ASSESSMENT

Objective type – Paper based / Online – Time based test

REFERENCES

1. Agarwal.R.S– Quantitative Aptitude for Competitive Examinations, S.Chand Limited 2011
2. AbhijitGuha, Quantitative Aptitude for Competitive Examinations, Tata McGraw Hill, 3 rd Edition, 2011
3. Edgar Thrope, Test Of Reasoning for Competitive Examinations, Tata McGraw Hill, 4 th Edition, 2012.
4. www.mastguru.com
5. www.wiziq.com
6. www.examveda.com

Course Designer:
Dr. Mangayarkarasi K - Head, Aptitude Training - mangayarkarasi@rvsgroup.com

II Semester	COMPUTER LAB – II	L	T	P	Credit
Skill Based Paper		0	0	2	Letter

SPSS

Course Objective:

To provide the students with the skills to use SPSS for processing and analyzing quantitative data and to coach the students to process data and generate statistics for testing for differences between variables

Prerequisite:
Statistics – Concepts and Applications

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	To give an overview of the capabilities of popular statistical software packages	Understand
CO2	To train students in handling data files and carry out basics statistical analysis.	Apply
CO3	To give hands on experience about basic hypothesis testing using t tests, Chi Square tests and ANOVA	Apply
CO4	To train students in using advanced tools such as regressions, MDS, Factor Analysis etc.	Apply
CO5	To train students in using Non Parametric test.	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	S	S	S	S
CO2	M	S	S	S	S	M
CO3	S	S	S	S	S	M
CO4	M	M	M	M	M	M
CO5	S	S	S	S	S	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	10%	---	---
Understand	20%	20%	---	---
Apply	70%	70%	---	---
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Enter the data and database design into SPSS and perform the following: Change the Data Type, Cell Width, Label, Values, Missing, Alignment and Data Type (Ordinal/Nominal) Descriptive Statistics and Charts (Bar Chart, Pie Chart and Histogram)	**4**
Unit II	Data Analysis using Frequency Statistics: Mean, Median, Mode, Sum, Standard Deviation, Variance, Range, Skewness and Kurtosis.	**4**
Unit III	Reliability and Normality Testing, Reliability and Normality Testing, Testing Regression – Linear and Multiple	**4**
Unit IV	T-Test: One-Sample T-Test, Independent-Sample T-Test, Paired T Test.- Chi-Square Analysis- ANOVA	**4**
Unit V	Factor Analysis- Cluster Analysis- Discriminant Analysis	**4**

Text Books

1. George Argyrous(2012), Statistics for Research: With a Guide to SPSS, 3rd Edition, SAGE South Asia.

Reference Books:

1. KiranPandya and SmrutiBulsari (2011), SPSS in Simple Steps, 4th Edition, Dreamtech Press.

2. Perry R. Hinton and Isabella McMurray (2014), SPSS Explained, 2nd Edition, Roultedge, London and Newyork.

Course Designer:
Dr.D.Dilip, Associate Professor - dilipku@rvsgroup.com

II Semester	COMPUTER LAB – II	L	T	P	Credit
Skill Based Paper		0	0	2	Letter

SQL & APPLIED STATISTICS WITH R

Course Objective: SQL and Applied Statistics with R is to enable the students to become strong in SQL and stronger in necessary statistical topics for Business Analytics.

Prerequisite:
R for Data Science and Statistics

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand Summary Statistics	Understand
CO2	Implement Probability and Hypothesis Tests in R	Apply
CO3	Implement Simple Linear Regression in R	Apply
CO4	Understand and Apply the concepts of SQL functions for data storing & Retrieval from a single table using SQL functionalities.	Apply
CO5	Data retrieval from the single table and multiple tables using various types of joins and present the data in the requirement format.	Apply
CO6	Data retrieval from the multiple tables using subquery, present the data in the requirement format.	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	L	L	L	L	S
CO2	L	L	L	L	L	S
CO3	L	L	M	L	L	S
CO4	L	L	M	L	L	S
CO5	L	M	M	S	M	S
CO6	L	M	S	S	L	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30	20	20	20

Understand	30	20	20	20
Apply	40	60	60	60
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction to R:** Getting started - Basic Calculations - Getting help - Installing packages **Data and Programming:** Data Types - Data Structures: Vectors, Vectorization, Logical Operators, More Vectorization, Matrices, Lists, DataFrames - Programming Basics: Control Flow, Functions **Summarizing Data:** Summary statistics - Plotting: Histograms, Barplots, Boxplots, Scatterplots	10
Unit II	**Probability and Statistics in R:** Probability in R: Distributions - Hypothesis Tests in R: One Sample t-Test, Two Sample t-Test - Simulation: Paired Differences, Distribution of a Sample Mean	10
Unit III	**Simple Linear Regression:** Modeling: Simple Linear Regression Model - Least Squares Approach: Making Predictions, Residuals, Variance Estimation - Decomposition of Variation: Coefficient of Determination - The lm Function - Maximum Likelihood Estimation (MLE) Approach - Simulating SLR - History - R Markdown **Prerequisites:** Data Definition Language (DDL), Data Manipulation Language (DML), Data Control Language (DCL) / Transaction Control Language (TCL). **Problem Solving:** Problem Solving using Select, Order by, Group by clauses and Aggregate Functions	10 12
Unit IV	**Problem Solving:** Problem solving using Group by, Order by, Aggregate Functions and Subquery. **Problem Solving:** - Problem solving using Left join, right join and inner join	11
Unit V	**Problem Solving:** Problem solving using joins with Group by, Order by and Aggregate Functions **Problem Solving:** - Problem solving using Select case, Function, Update and Delete	07

Text Books

1. "Applied Statistics with R" by David Dalpiaz, University of Illinois.
2. Database System Concepts | Edition:6 | TMH Publications | Korth AND Silberschatz AND Sudarshan(2011)
3. https://leetcode.com/problemset/database/

Reference Books

1. "R for Statistical Learning", by David Dalpiaz, University of Illinois.
2. Beginning Database Solutions | Edition: | Wrox Publications | Rod Stephens(2009)

Course Designer: G.Sathish and Mr.N.Vellingiri, Corporate Trainer - Technical, Associate Professor, sathish@rvsgroup.com, vellingiri@rvsgroup.com

Syllabus for III – Semester
Core Paper

III Semester	DESIGN THINKING-I	L	T	P	Credit
Core		1	1	2	4

Course Objective:

Introduction of "design thinking – a modern innovation practice that will let students to identify and understand real-world problems. Through Systematic innovation process students' will have capabilities to identify customer needs, create concepts and develop a prototype that allows for meaningful feedback in a real-world environment.

Prerequisite:

None

Course Outcomes:

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

CO1	The students will learn to explore the systematic innovation process by identifying the problems in the real-world environment	Understand
CO2	Students will understand the user needs by immersing and empathize into their environment	Understand
CO3	The students will be able to create concepts and decide the type of architecture to be used in the product development	Apply
CO4	The students will be create prototypes and understand the pros and cons from the virtual product	Apply
CO5	The students will be able to check whether the business is viable through a Framework and decide on the further development process	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Design Thinking Overview:** Introduction to Design Thinking: Explore the Opportunity - Design Thinking Framework (RWW) – Innovation and Examples – Design Thinking Sills – Systematic innovation process **Case Study:** Design Thinking Practice at Altitude (an innovation frim of Accenture): Techniques used by Altitude – why this worked – what did they learn by exploring the problem space	**7**
Unit II	**Customer Needs and Product Specifications:** Identify the Customer needs: Immerse (get into the field) – Observe (what they do) – Engage (Interviews) – Types of Customers and Examples (mainstream, lead users, extreme users) – Generating customer need statements. **Product Specifications:** Converting need statements to specifications and examples – Benchmarking – Affordability and Trade-off	**12**
Unit III	**Concept and Product Architecture:** Brainstorming: Thinking out of the box – Brainstorming Rules. **Concept Development Process:** Problem Decomposition – Systematic Exploration. **Types of Product Architecture:** Modular Architecture – Integral Architecture	**8**
Unit IV	**Prototypes and Service Design: Prototyping:** Uses of Prototypes – Types of Prototypes (Physical, Focused, Analytical, Comprehensive) – Prototyping methods. **Design for Environment:** Introduction – Materials and Energy Impact – Product Life Cycle. **Service Design:** Introduction and Examples – Service Experience Cycle	**14**
Unit V	**Financial Analysis and Product Development:** Business Financials: Fundaments of Finance - Product Development Cash Flows - Net Present Value. **Product Development:** Staged – Spiral – Agile and Scrum	**7**

Text Books:

1. Patrick VanDer Pijl, Justin Lokitz , LisaKay Solomon (2016) Design a Better Business:New Tools, Skills, and Mindsetfor Strategy and Innovation, Wiley

References:

1. Tim Brown (2016), Change by Design:How Design Thinking TransformsOrganizations and Inspires Innovation, Harper Collins
2. The Designing for Growth Field Book: A Step-by-Step Project Guide (Columbia Business School Publishing)

Course Designer:

Vignes Darsan, Creative Director, RVS INFOTECH – vignes@rvsgroup.com

III Semester	DESIGN THINKING- II	L	T	P	Credit
Core		1	1	2	4

Course Objective:
Students will learn to identify real-word problems and create business prototypes that address the real-need for the users.

Prerequisite: None

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Identifying the Problem	Understand
CO2	Create user need statements and product specifications	Understand
CO3	Create Concepts and Define Product Architecture	Apply
CO4	Develop prototypes and test (Usability, Environment)	Apply
CO5	Analyze business financials and select a development process	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Problem Identification:** Explore the marketing for the opportunity – Identifying the needs – Check with Real-Win-Worth Framework	**7**
Unit II	**Need Statement Product Specifications:** Empathize with users (Observe and Engage) and Create Product Specifications	**14**
Unit III	**Concept and Product Architecture**: Brainstorm and create a concept from the product specifications	**12**
Unit IV	**Prototypes:** Create a protype and perform testing	**8**

Unit V	**Financial Analysis and Product Development :** Check the viability of the Product by doing basic financials	**7**

Course Designer: Vignes Darsan, Creative Director, RVS INFOTECH – vignes@rvsgroup.com

Skill Based Add on Courses
Semester - III

III Semester	CORPORATE SKILLS II	L	T	P	Credit
Skill Based Paper		4	0	0	Letter Credit

Learning Objectives

To help the students develop their confidence in interview performance and perform well in various rounds of interview like Verbal Aptitude test, Group Discussion and Face-to-Face interview.

Test & Evaluation

Internal – The students will take up one CIA (Written), and one Model Exam (Oral).

Module/ Unit No.	Content	Hours
Unit I	1.1 Verbal Aptitude Test papers 1 & 2 – **2 hours** 1.2 Group Discussion Dos & Don'ts – 1 **hour** 1.3 Group Discussion practice **- 2 hours** 1.4 HR Questions an introduction - 1 **hour** 1.5 Self-Introduction – **2 hours** 1.6 Resume building – **2 hours**	**10**
Unit II	2.1 Verbal Aptitude Test papers 3 & 4 – **2 hours** 2.2 Group Discussion practice **- 2 hours** 2.3 HR Questions practice – **2 hours** 2.4 Time Management – **2 hours** 2.5 Body language & Grooming – **2 hours**	**10**
Unit III	3.1 Verbal Aptitude Test papers 5 & 6– **2 hours** 3.2 Group Discussion practice **- 3 hours** 3.3 HR Questions practice – **3 hours** 3.4 Team work – **2 hours**	**10**
Unit IV	4.1 Verbal Aptitude Test papers 7 & 8– **2 hours** 4.2 Group Discussion practice **- 3 hours** 4.3 HR Questions practice – **3 hours** 4.4 Convincing skills - **2 hours**	**10**
Unit V	5.1 Mock Interview- Verbal Aptitude Test– **2 hours** 5.2 Mock Interview-Group Discussion **- 2 hours** 5.3 Mock Interview – HR Questions **– 4 hours**	**8**

Reference Books

Interview Guide by Training & Placement Division, RVS College of Arts and Science

Course Designer:
RVS Training Academy

III Semester	APTITUDE SKILLS-III	L	T	P	Credit
Skill Based Paper		2	0	0	Letter Credit

Course Objective:

To enhance holistic development of students and improve their employability skills through Numerical, Quantitative Aptitude and Reasoning ability.

Syllabus

Module/Unit No.	Content	Hours
Unit I	Least Common Multiple (LCM), Greatest Common Divisor (GCD), Average, Percentage, Equations.	**4**
Unit II	Cuboids and Dices, Image Analysis – Pattern completion, dot situation, grouping of images, water and mirror images.	**4**
Unit III	Ratio and Proportion, Problems on ages, Chain Rule, Profit and Loss.	**6**
Unit IV	Time and distance, Problems on trains, Boats and streams, Time and work.	**4**
Unit V	Probability, Direction Test, Blood relation and Seating Arrangements	**6**

ASSESSMENT

Objective type – Paper based / Online – Time based test

REFERENCES

1. Agarwal.R.S– Quantitative Aptitude for Competitive Examinations, S.Chand Limited 2011
2. AbhijitGuha, Quantitative Aptitude for Competitive Examinations, Tata McGraw Hill, 3 rd Edition, 2011
3. Edgar Thrope, Test Of Reasoning for Competitive Examinations, Tata McGraw Hill, 4 th Edition, 2012.
4. Praveen R V, Quantitative Aptitude and Reasoning, PHI Learning Private Limited, New Delhi, 2012.
5. www.informguru.com
6. www.wiziq.com
7. www.examveda.com

Course Designer:
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Syllabus for IV – Semester
Core Paper

IV Semester	STRATEGIC MANAGEMENT	L	T	P	Credit
Core		3	1	0	4

Course Objective:

Students are expected to integrate their knowledge gained in various functional areas to make effective planning and to cope up with ever changing competitive business environment.

Prerequisite:
Fundamentals of Business and Management

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.	Understand
CO2	Explain the basic concepts, principles and practices associated with strategy formulation and implementation.	Apply
CO3	Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.	Apply
CO4	Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.	Analyze
CO5	Conduct and present a credible business analysis in a team setting.	Evaluate

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	S	S	S	S
CO2	M	S	M	M	S	M
CO3	S	M	S	S	S	M
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	10%	10%	10%
Understand	30%	30%	30%	30%
Apply	40%	40%	40%	40%
Analyze	10%	10%	10%	10%
Evaluate	10%	10%	10%	10%
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Nature and Value of Strategic Management:** Definition, Dimensions, Levels, Characteristics and Benefits of Strategic Management. **Strategic Management Process**: Components of the Strategic Management Model. **Strategic Intent**: Vision, Mission, Values and Objectives.	**8**
Unit II	**External Environment:** Remote Environment: PESTLE Framework, Industry Environment: Michael Porter's Industry Analysis, Operating Environment Analysis. **Internal Analysis:** SWOT Analysis, Value Chain Analysis.	**10**
Unit III	**Long term Objectives:** Seven Areas of Long Term Objectives, Qualities of Long Term Objectives and The Balanced Scorecard. **Generic strategies**: Low cost leadership, Differentiation, Focus. **The Value Disciplines:** Operational Excellence, Customer Intimacy and Product Leadership.	**11**
Unit IV	**Grand Strategies:** Concentrated Growth, Market development, Product development, Innovation, Horizontal acquisition, Vertical acquisition, concentric diversification, Conglomerate diversification. Turnaround, divestiture, Liquation, Bankruptcy, Joint venture, Strategic alliances and Consortia, Keirestsus and Chaebols. **Multi Business Strategy:** BCG Growth Share Matrix, Industry Attractiveness and Business Strength Matrix, Synergy Approach: Leveraging Core Competencies.	**9**
Unit V	**Strategic Leadership**: Clarifying Strategic Intent, Building an Organization, Shaping Organizational Culture, Recruiting and Developing Talented Operational Leadership. **Strategic Control**: Establishing Strategic Controls, Premise Control, Strategic Surveillance, Special Alert Control and Implementation control.	**10**

Text Books

1. John A Pearce II , Richard B Robinson, Jr & Amita Mital 2019, 14th Edition, Strategic Management – Formulation, Implementation & Control, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Reference Books:

1. Upendra Kachru, 2006, Strategic Management, Excel Books, New Delhi.
2. Charles W.L. Hill & Gareth R. Jones, Strategic Management-An Integrated Approach, Sixth Edition (Indian Adaptation), Houghton Mifflin Co, USA and published in India by Biztantra, New Delhi.

Course Designer:
Dr.Kanakaraj. N, Associate Professor – kanagaraj.n@rvsgroup.com

Functional Elective

Business Analytics

II Semester	PYTHON FOR MBA	L	T	P	Credit
Elective		0	0	6	6

Course Objective: To enable the learners to become fluent and familiar with the necessary Python Packages and Functions for performing Business Analytics operations.

Prerequisite:
Basic Computer Skills,

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand Basic Python, it's data structures and loops	Understand
CO2	Understand Python Functions and Packages	Understand
CO3	Understand and Apply Pandas data manipulation	Apply
CO4	Understand and Apply Join in Python	Apply
CO5	Understand and Apply data aggregation in Python	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	L	L	L	L	S
CO2	L	L	L	L	L	S
CO3	L	L	M	L	L	S
CO4	L	L	M	L	L	S
CO5	L	M	M	S	M	S
CO6	L	M	S	S	L	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	**30**	**20**	**20**	**20**
Understand	**30**	**20**	**20**	**20**
Apply	**40**	**60**	**60**	**60**
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Getting Started with Python:** Introduction to Programming using Python - Setting up your development environment - Command line basics - It's time for happy hour **Python Basics, Part 1:** Two ways of running python code - Printing - Debugging errors and Googling - Comments - Variables - Numbers and Math - Strings - Getting user input **Python Basics, Part 2:** Conditional Statements - Logic in Python - Making if.py case insensitive - Lists - Looping over Lists - FizzBuzz - Dictionaries	12
Unit II	**Python Basics, Part 3:** Introduction to Functions - Importing Python Packages **Introduction to Data in Python:** An Introduction to Jupyter Notebook - The Data - The pandas Library - Reading and Writing Data - Column Types **Exploring, Plotting and Modifying Data in Python:** Sorting data in pandas - Plotting data in pandas - Exploring data in pandas - Filtering data frames - Operating on columns - Editing dataframes	12
Unit III	**Bringing together Datasets:** Combining Datasets: An introduction - Some Toy datasets - The Five types of Joins - Joins in pandas - Picking the right kind of join - Primary keys and joins - Constructing the Dig order Dataset	12
Unit IV	**Aggregation:** The basics of Aggregation - Calculations on multiple columns - More complex grouping **Practice:** New Product Analytics: Creating Fertile Ground for Success - The Next Frontier: Designing Dig's Delivery-Specific Menu	12
Unit V	**Practice Case Study:** Staffing for Success - Democratizing Data: The summarized order dataset - Finding Fertile Ground for a new Delivery service - Understanding your Customers: Are Salad Eaters Healthier? - Orders and Weather	12

Text Books

1. "Python for MBAs" by Mattan Griffel and Daniel Guetta, Columbia Business School Publishing, Columbia University Press, New York.

Reference Books

1.**Course Designer:** Dr.Karpagam R and G.Sathish,Associate Professor, Corporate Trainer - Technical, karpagam.r@rvsgroup.com,sathish@rvsgroup.com

III Semester	MACHINE LEARNING	L	T	P	Credit
Elective		0	0	6	6

Course Objective: To enable the learners to understand the fundamentals of Predictive Analytics through Machine Learning with applications in Python

Prerequisite:
Statistics, Python for MBAs, Visualization, R for Data Science

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Apply the statistical learning in R	Apply
CO2	Implement Linear Regression for a given dataset, Construct Multiple linear regression model for a given scenario	Apply
CO3	Implement Classification algorithm and compare its performance	Apply
CO4	Carry out the model evaluation with different approaches	Apply
CO5	Carry out model selection and regularize it with high dimension dataset	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	L	L	L	L	S
CO2	L	L	L	L	L	S
CO3	L	L	M	L	L	S
CO4	L	L	M	L	L	S
CO5	L	M	M	S	M	S
CO6	L	M	S	S	L	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30	20	20	20
Understand	30	20	20	20
Apply	40	60	60	60
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Statistical Learning :** What is Statistical Learning? – Why estimate f? – How do we estimate f? – Prediction Accuracy Vs Model Interpretability – Supervised vs Unsupervised Learning – Regression Vs. Classification Problems, Assessing Model Accuracy – Measuring the Quality of Fit – The Bias-Variance Trade-off – The Classification setting: Bayes Classifier, K-Nearest Neighbor. **Lab: Introduction to R :** Basic Commands, Graphics, Indexing Data, Loading Data, Additional Graphical and Numerical Summaries	12
Unit II	**Linear Regression:** Simple Linear Regression: Estimating the coefficients - Assessing the Accuracy of the Coefficient Estimates – Assessing the Accuracy of the Model. **Multiple linear Regression:** Estimating the Regression Coefficients – Some important questions, **Other Consideration in the Regression Model:** Qualitative Predictors – Extensions of the Linear Model – Potential Problems – The Marketing Plan: Comparison of Linear Regression with KNN **Lab:** Libraries, Simple Linear Regression, Multiple Linear Regression, Interaction terms, Non-linear Transformations of the Predictors – Qualitative Predictors – Writing Functions.	12
Unit III	**Classification:** An Overview of Classification – Why not Linear Regression? – **Logistic Regression:** The Logistic Model – Estimating the Regression Coefficients – Making Predictions – Multiple Logistic Regression – Logistic Regression for >2 response classes – **Linear Discriminant Analysis:** Using Baye's Theorem for Classification – Linear Discriminant Analysis for p=1 - Linear Discriminant Analysis for p>1 – Quadratic Discriminant Analysis – **A Comparison of Classification Methods:** Non-parametric KNN and the Linear LDA and Logistic regression approaches **Lab: Logistic Regression, LDA, QDA, and KNN:** The Stock Market Data – Logistic Regression - Linear Discriminant Analysis - Quadratic Discriminant Analysis - K-Nearest Neighbors - An Application to Caravan Insurance Data	12
Unit IV	**Resampling Methods: Cross Validation:** The Validation Set Approach – Leave-one-out Cross Validation – k-Fold Cross Validation - Bias-Variance Trade-Off for k-Fold Cross Validation - Cross Validation on Classification Problems – **The Bootstrap:** Minimizing the Risk and Minimizing the Variance.	12

	Lab: Cross Validation and Bootstrap: The Validation Set Approach – Leave-One-Out Cross Validation – k-Fold Cross Validation – The Bootstrap.	
Unit V	**Linear Model Selection and Regularization: Sunset Selection:** Best Subset Selection – Stepwise Selection – Choosing the Optimal Model – **Shrinkage Methods:** Ridge Regression- The Lasso – Selecting the Tuning Parameter – **Dimension Reduction Methods:** Principal Component Regression – Partial Least Squares – **Considerations in High Dimensions:** High-Dimensional Data – What Goes Wrong in High Dimensions? – Regression in High Dimensions – Interpreting Results in High Dimensions. **Lab: Subset Selection Methods:** Best Subset Selection – Forward and Backward Stepwise Selection – Choosing Among Models using the Validation Set Approach and Cross-Validation – **Ridge Regression and Lasso:** Ridge Regression – The Lasso – **PCR and PLS Regression:** Principal Component Regression	12

Text Book

1. An Introduction to Statistical Learning with Application R by Gareth James et al, Springer ,2013

Course Designer: Dr.R.Karpagam, Associate Professor, karpagam.r@rvsgroup.com

II Semester	Data visualization using Tableau	L	T	P	Credit
Major		0	0	6	6

Course Objective: This course will give students the opportunity to learn through hands on experience with data and will help students share information about people, places, things, events, and phenomena, and answer questions about the world around us.

Prerequisite:

General computer skills and a familiarity with tools like Microsoft Excel

Course Outcomes:

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

CO1	Understand meaning of data literacy and Become proficient in quantitative skills	Understand
CO2	Gain knowledge of basic statistical concepts	Understand
CO3	Learn how to communicate with data	Apply
CO4	Demonstrate proficiency in visualization best practices and methods	Apply
CO5	Make visual comparisons using data	Apply
CO6	Communicate with interactive stories	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	L	L	L	L	S
CO2	L	L	L	L	L	S
CO3	L	L	M	L	L	S
CO4	L	L	M	L	L	S
CO5	L	M	M	S	M	S
CO6	L	M	S	S	L	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30	30	20	30
Understand	30	30	20	30
Apply	40	40	60	40
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction and ask questions:** Introduction-What does Data Literacy mean? - Define data-Learning requires time -Community of practice **Ask questions**: Ask the right questions- Aptitudes and attitudes of an analyst- Context and relevance- Compare and contrast **Data Collection and Structure**: Data Collection-Characteristics of Ideal Data- Tidy data-Connecting to Data in Tableau-Preparing Data in Tableau **Field and Variable Types**: Categorical /Quantitative Variables-Tableau Discrete/Continuous-Tableau Dimensions/Measures-Tableau Data Types-Dates in Tableau-Introduction to Maps	18
Unit II	**Aggregations and Granularity:** Aggregation- Granularity **Describing Distributions:** Distributions- Measuring Center- Histograms- Box Plots **Statistical Thinking**: Measures of Variation- Normal Curve- Showing Uncertainty- Significance and p-values **Correlation and Regression:** Scatter Plots- Correlation- Linear Regression	18
Unit III	**Communicating with Charts:** Visualization best practices **-** Introduction to Maps **-** Deceptive Charts **Story and Wrap-up:** Data Storytelling Process **-** Dashboards **Introductions and Review:** Course Introductions **-** What does Data Literacy mean? **-** Part One topics review **Visualization History and Visual Perception:** Visualization History **-** Gestalt principles **-** Types of Memory **-** Pre-attentive attributes	18
Unit IV	Right Data, Right Chart Part One: Choosing Effective Visuals: Text, Tables, or Graphs- Ways to encode quantitative values- Ways to encode categorical values- Visualizing Relationships Right Data, Right Chart Part Two: Choosing Effective Visuals: Visualizing Relationships continued- Visualizing Complex Relationships with many variables Informative Tables and Exam One: Crosstabs- Totals- Highlighting Tables (heatmaps) Creating Great and Truthful Charts: Mind and Models- Deceptive Graphs- Formatting for attention- Demo/Let's practice: Visualization Makeover	18

Unit V	**Design:** Cole's Design Concepts **-** Tufte's Fundamental Principles of Analytical Design **Story Discovery:** Analysis Cycle **-** Explanatory vs Explanatory **-** Exploration for better questions **–** Interactivity- Dashboard introduction **Presenting Story:** Elements of story- Data story best practices **Data Culture:** Tableau's description of Data Culture	18

Text Books

1. Essays on Data Analysis, Roger Peng, Leanpub (2019)
2. The Elements of Data Style, Jeff Leek, LeanPub (2015)
3. Online Statistics Education: A Multimedia Course of Study, http://onlinestatbook.com/, Project Leader: David Lane, Public Domain, Rice University (2007-2019)
4. Storytelling with Data, Cole Nussbaumer Knaflic, Wiley (2015)
5. The Truthful Art, Alberto Cairo (2016)
6. Now You See It, Stephen Few, (2009) (Chapter 2 only)
7. Show Me the Numbers, Stephen Few (2012)

Reference Books

1. The Data Loom, Stephen Few, (2019)
2. Show Me the Numbers, Stephen Few (2012)
3. How Charts Lie, Alberto Cairo (2019)
4. Storytelling with Data, Cole Nussbaumer Knaflic, Wiley (2015)
5. The Data Loom, Stephen Few, (2019)
6. How Charts Lie, Alberto Cairo (2019)
7. Big Book or Dashboards, Steve Wexler, Jeffrey Shaffer and Andy Cotgreave (2017)

Course Designer: Dr.R.Karpagam, Associate Professor, karpagam.r@rvsgroup.com

IV Semester	BUSINESS ANALYTICS FOR INDUSTRIES	L	T	P	Credit
Elective		0	0	6	6

Course Objective: This course aims to develop an understanding the use of business analytics in industries like banking, insurance, retail& consumer products, media & communication. Students get in depth knowledge with case studies the impact of Business analytics and intricate details about itsuse in the Major industrial domains.

Prerequisite:

Basic Statistical concepts, R for Data Science, Visualization, Machine Learning

Course Outcomes:

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

CO1	Understand Banking and Finance Industry	Understand
CO2	Implement Risk Analytics Model	Apply
CO3	Understand The Healthcare Industry	Understand
CO4	Implement Payer Analytics	Apply
CO5	Understand E-Commerce Industry	Understand
CO6	Implement Sports Analytics	Apply
CO7	Implement Retail Analytics	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	S	M	S	S	S
CO2	L	S	M	S	S	S
CO3	L	S	M	S	S	S
CO4	L	S	M	S	S	S
CO5	L	S	M	S	S	S
CO6	L	S	M	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	40	20	30	20
Understand	30	40	30	40
Apply	30	40	40	40
Analyze				
Evaluate				
Create	-	-	-	-

Module/ Unit No.	Content	Hours
Unit I	BFS : Introduction to Banking and Financial Services – How Banks Make Money – Customer Life Cycle – Acquisition Analytics **Lab** : Acquisition Analytics **Engagement Analytics** : Engagement Strategies – Retention and Loyalty Management **Lab** : Cross Selling Lab **Risk Analytics** – Operational Risk Analytics(Acquisition, Existing Customer Management, Collection & Recovery) – Regulatory Risk Analytics Lab : Risk Analytics Model building	**12**
Unit II	**e-commerce :** Introduction to e-commerce – Data Analytics in e-commerce: Inventory Management – Marketing in e-commerce – Improving User Experience – Fraud Detection – shipment delivery – customer feedback. **Recommendation Systems :** Content based filtering – User based collaborative Filtering – Item based collaborative Filtering – Issues in recommendation systems **Lab :** Recommender system in R. **Price Optimization:** Price Markup & Mark Down : Why are Markups and Markdowns done? – Effects of Price Markups and Markdowns. **The Four-Force Model :** The four forces of Price optimization – Demand Elasticity – Competitive Benchmark – Internal Economics – Category Dynamics – Goal of Price optimization. **Market Mix Modelling :** Factors that impact Sales: What is MMM? – How does Advertising impact Revenue? – How do Pricing and Promotions Impact revenue? **Modeling the impact of KPIs :** Modelling the Advertising Effects – Creating AdStocks – Modelling different Pricing effects – Overview of KPIs.	**12**
Unit III	**Introduction to the Healthcare space :** Understanding the Healthcare Market – Stakeholders of the Primary and Secondary Healthcare Ecosystem – Other Stakeholders. **Provider Analytics:** Analytics related to Patient-Physician Interaction – Clinical Decision Support Systems – Management of Patient traffic – Hospital Performance Analysis. **Payer Analytics:** Payers in the US – Types of Health Insurance – Types of Insurance Plans – coordination of Benefits – Provider Management Lab : Payer Analytics **Analytics in the Pharmaceutical Industries:** Drug Development and Sales Analytics: Pharmaceutical Market Overview – Drug Development Lifecycle – Areas of Analytics in Pharma – Selling Process – Customer Segmentation. **Marketing Analytics:** Structure of Marketing Organization – Multichannel Marketing Management – Patient Journey Analytics – Market forecasting.	**12**
Unit IV	Sports Analytics : Cricket and Football Analytics: Introduction – Understanding various roles in Sports Analytics – Turning Data into Patterns – Evolution of Analytics in Sports Industry **Lab :** Batsman Analysis in ODI Dataset, Bowler Analysis in IPL Dataset – Selecting the Playing 11 for an international Match using the Players Data. Heatmaps of a player in football, Comparison Between all ISL Goal keepers **–** writing a Sports Analytics Blog	**6**
Unit V	Retail Analytics : Sales Data Analysis – Findings – Suggestions to the Team – Resort Booking Data – Customer Review Analytics – Booking Analytics	**6**

References:

1. Upgrad PGDDS course Material

Course Designer:

Dr.R.Karpagam, Associate Professor, karpagam.r@rvsgroup.com

IV Semester	DEEP LEARNING AND NLP	L	T	P	Credit
Elective		6	0	0	6

Course Objective: To enable the learners to understand the various Application Areas of Deep Learning and Natural Language Processing in Business

Prerequisite:
Machine Learning and Statistics

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand the Deep Learning Products and Services	Understand
CO2	Understand the Businesses with Deep Learning and Machine Learning	Understand
CO3	Understand the Deep Learning Neural Networks	Understand
CO4	Understand CNN and RNN	Understand
CO5	Understand Natural Language Processing	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	L	L	L	L	S
CO2	L	L	L	L	L	S
CO3	L	L	M	L	L	S
CO4	L	L	M	L	L	S
CO5	L	M	M	S	M	S
CO6	L	M	S	S	L	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30	30	20	30
Understand	30	30	20	30
Apply	40	40	60	40
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Deep Learning Products & Services:** Introduction to Deep Learning for Business - Future Industry Evolution & Artificial Intelligence - IBM Watson - Amazon Echo, Echo Dot, Alexa - LettuceBot, Athelas, AIVA, Apple **Business with Deep Learning & Machine Learning:** Business Considerations in the Machine Learning Era - Business Strategy with Machine Learning & Deep Learning - Why is Deep Learning Popular Now? - Characteristics of Businesses with DL & ML	12
Unit II	**Deep Learning Computing Systems & Software:** Deep Learning Open Source Software / 3.2 Google TensorFlow - Microsoft CNTK / 3.4 Nvidia DGX-1 - Google AlphaGo - ILSVRC (ImageNet Large Scale Visual Recognition Challenge)	12
Unit III	**Basics of Deep Learning Neural Networks:** What is Deep Learning & Machine Learning? - NN (Neural Network) - Neural Network Learning (Backpropagation)	12
Unit IV	**Deep Learning with CNN & RNN:** Deep Learning with CNN (Convolutional Neural Network) - Deep Learning with RNN (Recurrent Neural Network)	12
Unit V	**Natural Language Processing in Business:** The Key features of Natural Language Processing: Understanding NLP **-** Business Applications of Natural Language Processing: Casebook	12

Text Books

1. "Deep Learning for Business" by Jong-Moon Chung, Professor, Yonsei University.
2. MIT Sloan & MIT CSAIL Artificial Intelligence: Implications for business strategy program - 2018-02-28

Course Designer: G.Sathish, Corporate Trainer - Technical, sathish@rvsgroup.com

Functional Elective

Applied Finance

II Semester	APPLIED FINANCIAL STATEMENT ANALYSIS	L	T	P	Credit
Elective		4	2	0	6

Course Objective:
The course aims to build upon financial statement analysis fundamentals picked up by students in earlier courses. It aims to enable students to evaluate financial statements and annual reports of companies and analyze these reports in detail, with a practical understanding of what real life situations are causing the statements to look the way they are. Usage of live cases from Existing companies will enable the student to link the learning with industry expectations.

Prerequisite:
Foundation on Financial reporting analysis

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Attains knowledge on financial statements such as Income statement, Balance sheet, Cash fL statement and its inter linkages	Understand
CO2	Provides information about the financial health of the company and its future prospects to shareholders and potential investors	Understand
CO3	Comprehend and evaluate the various aspects of company's operating and financial performance such as efficiency, liquidity, profitability and solvency	Apply
CO4	Analyze company's operational efficiency and manage the relationship between a firm's short term assets and short term liabilities	Apply
CO5	Gains information about the changes in financial position, dividend, stock spilt, bonus shares of the company that is useful to wide range of users in making decisions	Understand/Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	M	S	S	M
CO2	S	M	S	S	S	M
CO3	S	S	S	S	S	S
CO4	S	S	S	S	S	S
CO5	S	M	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30%	20%	20%	20%
Understand	50%	20%	30%	30%
Apply	20%	30%	30%	30%
Analyze	-	30%	30%	30%
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/Unit No.	Content	Hours
Unit I	**Financial Statements** – The three financial statements, Balance Sheet, Cash Flow, Income Statement, their need and linkages, Individual elements of financial statements	**8**
Unit II	**Annual Report Analysis** – Reading an annual report for a listed entity, parts of annual reports, Financial Highlights, Directors' Report, Management Discussion and Analysis, Standalone and Consolidated Financial Statements, Notes to Financial Statements, Related Party Transactions	**12**
Unit III	**Financial Ratios Interpretation** – Recap of Ratio Calculations, **Types of Ratios** - Profitability Ratios, Return Ratios, Liquidity Ratios, Stability Ratios, Efficiency Ratios, Other Ratios. **Financial Ratios Interpretations:** Interpretation of trends in ratios, Analysis of Sectors using Ratios	**14**
Unit IV	**Working Capital Analysis** – Working Capital Calculation, Impact of Working Capital on businesses, Negative vs Positive Working Capital **Analyzing working Capital:** Perspective of the banker and owner in analyzing working capital, Cash Conversion Cycle**, Management of individual components**: Receivables, Inventory. Cash and Payables. Cases in Working Capital Management	**14**
Unit V	**Quality of Financial Reporting:** Corporate Governance, Importance of Good Financial Reporting, Introduction to reporting standards, Inferior quality of financial reporting, Impact on Stock Price. **Project:** Detailed Financial Statement Analysis of a company using the concepts discussed	**12**

Text Books

1. Charles H.Gibson (2009), Financial Reporting and Analysis, 11th Edition, South-Western Cengage Learning, USA.
2. John J. Wild and K. R. Subramanyam , Financial Statement Analysis, 10th Edition

Reference Books

1. Michael A Broihahn, Wendy L Pirie, Elaine Henry, Thomas R Robinson, International Financial Statement Analysis
2. Stephen H. Penman, Financial Statement Analysis and Security Valuation (English) 4th Edition

Course Designer:

Dr.T.Jayashree, Associate Professor- jayashree@rvsgroup.com

III Semester	WEALTH MANAGEMENT	L	T	P	Credit
Elective		4	2	4	6

Course Objective:
The course aims to enable students to understand the basics of Wealth Management and Financial Planning to industry as well as for individual investments. The objective is to enable the student to be able to provide financial advisory at a basic level based on financial goals and needs of an individual.

Prerequisite:
Foundation on Financial Management

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Attains knowledge on Wealth Management such as investments, asset classes, Financial Planning, Performance Measurement Concepts, Mutual Funds, Insurance and Income Taxation.	Understand
CO2	Gain insights on Wealth Management and Provides information about the financial Planning for the investors	Understand
CO3	Comprehend and evaluate the various aspects of Portfolio investments with the help of Return and Risk Measures such as Money Weighted Rate of Returns, Time Weighted Rate of Returns Sharpe Ratio and Standard Deviation	Apply
CO4	Analyze mutual fund cases and able to make decisions on investment rational advice to the investors.	Apply
CO5	Understand and Gains information on income taxation which is used in the wealth management industry	Understand/Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	M	S	S	M
CO2	S	M	S	S	S	M
CO3	S	S	S	S	S	S
CO4	S	S	S	S	S	S
CO5	S	M	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30%	20%	20%	20%
Understand	30%	20%	30%	30%
Apply	40%	30%	30%	30%
Analyze	-	30%	30%	30%
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/Unit No.	Content	Hours
Unit I	**Introduction to the Wealth Management Industry** – What is Wealth Management - Evolution and Necessity, The industry and its history, The regulatory bodies in the Investment industry, Wealth Management as it stands today.	**10**
Unit II	**Introduction to investments and asset classes** – Asset Classes and Risk reward perspectives – Equities, Debt, Commodities, Real Estate, Derivatives and Others. Investment Vehicles for various asset classes.	**12**
Unit III	**Financial Planning and Performance Measurement Concepts** – Time Value of Money Concepts, Introduction to goal based Financial Planning, Present Value of Future Goals, Retirement Funds, Portfolio Performance Measurement, Money Weighted and Time Weighted Rate of Returns, Portfolio Risk Measures, Sharpe Ratio, Standard Deviation.	**12**
Unit IV	**Mutual Funds** – Introduction to Mutual Funds, Categories of Funds – Diversified Equity Funds, Sectoral Equity Funds, Short Term Debt Funds, Liquid Funds, Long Term Debt Funds, Corporate Bond Funds, Arbitrage Funds, Other Funds, Evaluation of fund performance, Fund Selection Methodologies, Fund Ratings given by various entities, Case Studies.	**13**
Unit V	**Ethics in Wealth Management** – Current industry structure and the role of ethics in wealth Management, Key ethical standards to be followed. **Income Taxation** – Basics of personal Income tax, Basics of Capital Gains taxation, other taxes, optimizing taxes via investment decision making. **Case and Other Concepts** – Financial Planning, Asset Management and Cases in Wealth Management.	**13**

Text Books

1. G.Victor Hallman & Jerry S.Rosenbloom (2009), Private Wealth Management, 8th Edition, Mcgraw-Hill.

Reference Books

1. DimitrisN.Chorafas (2006), Wealth Management, 1st Edition, Butterworth-Heinemann.
2. Stephen Horan (2009), Private Wealth - Wealth Management in Practice, John Wiley.
3. Wealth Management by Dun & Bradstreet

Course Designer:

Dr.KanakaraJ.N, Associate Professor- kanagaraj.n@rvsgroup.com

III Semester	CAPITAL MARKETS	L	T	P	Credit
Elective		4	2	0	6

Objective: This course will provide a strong conceptual foundation in an understanding securities markets and its performance and concepts around Derivatives Products.

Prerequisite: Financial Management

Course Outcomes:

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

CO1	Understand the securities markets and its performance and role of securities markets.	Understand
CO2	Understand the Primary Markets and Secondary Markets for rational investment decision making	Understand/ Apply
CO3	Understand the basics of derivative markets and Demonstrate the calculations and applications of Index.	Understand/ Apply
CO4	Understand the Forwards, Futures, Options and its trading strategies for effective investment.	Apply
CO5	Understands the trading, clearing and settlement system	Understand/ Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	M	M	M	L
CO2	S	S	M	M	M	L
CO3	S	S	M	M	M	L
CO4	S	S	S	S	M	M
CO5	S	S	S	S	M	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30%	20%	20%	20%
Understand	50%	20%	20%	20%
Apply	20%	30%	30%	30%
Analyze	-	30%	30%	30%
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Understanding Securities Markets and Performance:** Securities: Definition and Features, Security Markets: Structure and Participants, Role of Securities Markets as Allocators of Capital, Equity and Debt Securities, Features, Choice between Equity and Debt, Risk and Return from Investing in Equity and Debt Securities, Types and Structures of Debt Instruments, Concepts and Terms Relating to Debt Securities, Hybrid Instruments	**10**
Unit II	**Primary Markets:** Definition and Functions, Types of Issues, Issuers, Regulatory Framework for Primary Markets, Types of Investors, Types of Public Issue of Equity Shares, Pricing a Public Issue of Shares, Public Issue Process, Prospectus, Applying to a Public Issue, Listing of Shares, Rights Issue of Shares, Public Issue of Debt Securities, Private Placements in Equity and Debt. **Secondary Markets :**Role and Function of the Secondary Market, Market Structure and Participants, Brokers and Client Acquisition, Trade Execution, Settlement of Trades, Market Information and Regulation, Risk Management Systems, Rights, Obligations and Grievance Redressal	**12**
Unit III	**Derivatives Market:** Basics of Derivatives, History & Evolution, Indian Derivatives Market, Market Participants, Types of Derivatives Market, Significance of derivatives, various risk faced by the participants in derivatives. **Understanding Index:** Introduction to Index, Significance of Index, Types of Stock Market Indices, Attributes of an Index, Index management, Major Indices in India, Application of Indices.	**12**
Unit IV	**Introduction to Forwards and Futures:** Introduction to forwards and futures Contracts, Payoff Charts for Futures contract, Futures pricing, Commodity, Equity & Index Futures, Uses of futures. **Introduction to Options:** Basics of options, Pay off Charts for Options, Basics of Option Pricing and Option Greeks, Uses of Options, Option Trading Strategies, Option Spreads, Straddle, Strangle, Covered Call, Protective Put, Collar and Butterfly Spread.	**14**
Unit V	**Introduction to Trading Systems:** Trading System, Selection criteria of Stock and Index for trading, Adjustments for Corporate Actions, Position Limit, Using Daily Newspapers to Track Futures and Options. **Introduction to Clearing and Settlement System:** Clearing Members, Clearing Mechanism, Settlement Mechanism, Understanding margining and mark to market under SPAN and Risk Management, Regulation in Trading, Regulations in Clearing & Settlement.	**12**

Text Books

1. Equity Derivatives – by National Institute of Securities Markets (NISM) - Taxmann Publications Pvt. Ltd; 2018 March

2. Securities Markets Foundation – by National Institute of Securities Markets (NISM) - Taxmann Publications Pvt. Ltd; 2018 March

Course Designer: Dr.KanakaraJ.N, Associate Professor- kanagaraj.n@rvsgroup.com

IV Semester	BANKING AND FINANCIAL MARKETS	L	T	P	Credit
Elective		4	2	0	6

Course Objective: This course will provide a strong conceptual foundation to understand the banking sector in India (80 % Theory and 20 % Problems)

Prerequisite:

Financial Services and Markets

Course Outcomes:

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

CO1	Understand the Role and contribution of banking and financial services institutions.	Understand
CO2	Gain insights on different Retail, Corporate Banking Products and its operations	Understand
CO3	Understand the Risk Management Procedures in Banks for rational investment decision	Understand
CO4	Analysis of Banks' Financial Statements and developments of banking industry in India.	Understand/Apply
CO5	Understands Technology in Banking and Latest Developments for its effective operations	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	M	M	M	M
CO2	S	S	S	M	M	M
CO3	S	S	S	S	M	M
CO4	S	S	S	M	M	M
CO5	S	S	S	M	M	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30%	20%	30%	30%
Understand	50%	40%	40%	40%
Apply	20%	40%	30%	30%
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction to Banking:** Why is banking needed, Role and contribution of banking and financial services institutions, Central Bank and its Role, RBI, Types of financial services, How does a bank work, Public Sector bank, Private Sector Bank, Small Finance Banks, Payment Banks, Microfinance Institutions, Regional Rural Banks, NBFCs, Co-operative Banks.	**12**
Unit II	**Unit II: Retail & Wholesale Banking:** Introduction to Retail Banking, Various Retail Banking Products – Liabilities and Assets, Loan Appraisal, understanding the Retail Banking landscape in India. Introduction to Wholesale Banking / Corporate Banking, Major Products in Corporate Banking, Fund Based and Non-Fund Based Liabilities, Letters of Credit, Bank Guarantees, Working Capital Finance, Factoring, International Banking—Foreign Exchange and Trade Finance.	**12**
Unit III	**Unit III: Risk Management in Banks:** Non-performing Assets and Classification Rules, Introduction to BASEL Norms, Regulations around Risk Weighted Assets, Capital Adequacy in Banks, Managing Credit Risk in Banks, Investment Portfolio of Banks, Asset Liability Management, Interest Rate Risk Management, Liquidity Risk, Bank Run, Cases	**12**
Unit IV	**Unit IV: Other functions and Analysis of Banks' Financial Statements:** Treasury Division and Investment Banking, Other income for banks. Reading a banks' financial statements, understanding how to value banks using relative valuation, understanding the competitive landscape of banking industry in India.	**12**
Unit V	**Unit V: Technology in Banking and Latest Developments:** Why Do We Need Technology in Banking, Credit and Debit Cards in India, High-Tech Banking—E-Payment Systems and Electronic Banking, Cash Management and Demand Forecasting in ATMs, The Rise of Fintech, Introduction to Blockchain, Cryptocurrencies.	**12**

Reference Books

1. Management of Banking and Financial Services- by Suresh Padmalatha , Paul Justin

Course Designer:

Dr.T.Jayashree, Associate Professor – jayashree@rvsgroup.com

IV Semester	ADVANCED FINANCIAL MODELLING	L	T	P	Credit
Elective		0	0	6	6

Course Objective:

The course aims to enable students to use and implement Financial Modeling to solve practical problems along the breadth of Financial Industry

Prerequisite:

Excel and Financial Management

Course Outcomes:

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

CO1	Evaluate Financial Statements using Excel and Construct professional financial Models.	Understand
CO2	Apply knowledge and understanding of financial statements and Construct a comprehensive 5-year projected integrated 3-financial statement company model in Excel.	Apply & Evaluate
CO3	Understand how to build integrated models with additional valuation or analysis.	Apply
CO4	Understanding the sensitivity of key drivers and simulate the models for derivatives	Apply
CO5	Apply and improve the models for debt using excel shortcuts and to optimize the use of financial functions.	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	High	Low	Medium	High	Medium	Medium
CO2	Medium	High	High	High	High	High
CO3	High	High	High	High	High	High
CO4	Medium	High	High	High	High	High
CO5	High	High	High	High	High	High

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	20%	20%	20%	20%
Understand	30%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction to Financial Modeling** – What is Financial Modeling?, Major Functions in Excel, Accuracy, Flexibility & User-friendliness of Financial models, Defining Model objectives, Setting up modules, Identifying inputs and variables, Defining deliverables and functionality, Stress testing Models and Model Documentation.	**12**
Unit II	**Financial Modeling for Risk Management** – Multi Asset Class Portfolio Performance Reporting, Regression Analysis, Monte Carlo Simulation, Derivatives and Pricing using Excel, Option Greeks Modeling in Excel. Financial Modeling for Credit Default Swaps.	**12**
Unit III	**Financial Modeling for Valuation and Statement Analysis** – Financial Statement modelling Projection of Revenues, Costs and other Income Statement and Balance Sheet items, Select model drivers and assumptions, Creating a dynamic model for Financial Statements, Modeling need for financing in future time, Financial Modeling for Mergers and Acquisitions.	**12**
Unit IV	**Financial Modeling for Debt Repayment** – Models for Debt repayment, Modeling Amortizing Loans, EMIs, Financial Modeling for Bonds and Bond Pricing.	**12**
Unit V	**Exercises and Tutorials** – Exercises on various financial modeling problems.	**12**

Text Books

1. Simon Benninga(2008), Financial Modelling with Excel, 3rd Edition., MIT Press.

Reference Books

1. Bill Dalton, Financial Products-An Introduction using Mathematics and Excel, Cambridge.
2. Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals.
3. Wiley Alastair Day, Mastering Financial Modelling in Microsoft Excel 3rd Edn: A Practitioner's Guide to Applied Corporate Finance (3rd Edition), FT Press, 2012.

Course Designer:

Dr.KanakaraJ.N, Associate Professor- kanagaraj.n@rvsgroup.com

Functional Elective

DIGITAL MARKETING

II Semester	INTRODUCTION TO DIGITAL MARKETING	L	T	P	Credit
Core		1	1	2	6

Course Objective:
Students will understand the basics of digital marketing environment and learn concepts to transform businesses to digital by building online presence.

Prerequisite:
None

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	To understand the basics on Digital Environment	Understand
CO2	Will Understand the Customer Expectations and capture insights	Understand
CO3	Will Understand the customer journey and segmentation in digital	Understand
CO4	Create attractive digital content which delight the user	Creative
CO5	Will be able to develop an online presence - basic web page and create Social Media presence	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**The Digital Marketing Landscape** Overview of Digital Marketing: Introduction - Search Engines - Websites - Platforms – social media –Directory Listings – SEO (Local 3 pack, Information panel, snippets and more) – SEM - SMM Need for Digital Marketing: Digital – Digital Revolution vs IT Revolution - Digital Disruption – Digital Business Transformation	6

	Digital Marketing Tools: Google Analytics – Google Ad Console – Facebook for Business	
Unit II	**Modern Marketing Framework & Understanding Customer Insights** Customer Expectations – Modern Marketing – Five Lane Transformation Highway: Lane 1 Engagement,Content and ROE – Lane2: Data (New Customers data vs traditional data) and Analytics – Lane 3: Process and Execution – Lane 4: Components of Modern Marketing Organization – Lane 5: People and Organizational Marketing. Understanding Customer Insights: Sources of Customer Insights – Ethnographic Research & Case Studies – Customer Experience Mapping – Human Factors – Analyzing Social Data	**10**
Unit III	**Customer Journey, Customer Segmentation and Story Telling** Customer Journey & Story Telling: Introduction – Micro Movements – Principles of Engagement –Customer Journey Mapping – Kano Model – ERCC Grid – Content Marketing – Basics of Story Telling Customer Segmentation: Introduction and Basics – Criteria – Challenges – Apriori Segmentation Approach – Response based Segmentation Approach – Steps in Response based segmentation approach	**8**
Unit IV	**Digital Design & User Experience Design** Introduction to Digital Design: Creative Design - Illustration - Website Design Layouts and Alignment -Color Theory – Typography – Designing CTA'S – File Formats Universal Principles of Design Principles: Gutenberg Diagram - Threat Detection – Rule of Thirds User Experience: Look (visual representations) – Feel (interaction & reaction) – Usability (utility).	**10**
Unit V	**Building a Web & Social Media Presence:** Setting up a website: basics of wireframes & Landing pages – Website Content Formats– Website Designing Frameworks - Creation of 5-page layout in WordPress (Home page, About Us, contact page,Product page) – Checklist before hosting a website Setting up Directory Listings: Google My Business - Google Maps Listing – Local Directory Listings –Google Policies Setup of Social Presence: Facebook (Account and Page) – LinkedIn - YouTube - Twitter	**6**

Course Designer:

Vignes Darsan, Creative Director, RVS INFOTECH – vignes@rvsgroup.com

III Semester	SEARCH ENGINE OPTIMIZATION AND SEM	L	T	P	Credit
Core		1	1	2	6

Course Objective:
Students use content marketing strategies and identify the ways to understand, communicate and engage with customers in Digital. They will understand the organic search and pay per click campaigns by using Stukent simulation.

Prerequisite:
None

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Will Understand ways to communicate with customers in digital	Understand
CO2	Create, Distribute and Orchestrate the Content	Understand
CO3	Understand Organic Search and Search Engine Optimization	Understand
CO4	Understand Sponsored ads in google and amazon	Understand
CO5	Understand Google Ad Console and Landing Page Guidelines	

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction and 3C Framework** Trends in Digital Space – Why Focus on Digital Marketing – Digital Consumer Behavior – Digital Consumer Segmentation – The Need for a Framework – The 3C Framework: Introduction - The First C (Thinking of ways to connect and different ways to connect) – The	**6**

	Second C(Micro Conversions and Improving Conversions) – The Third C(Continuously Engage and more ways to Engage)	
Unit II	**Content Marketing** A new model for Digital Media – Why Content Marketing – Applying the 3C Framework to the Content Marketing – LEGO Case Study – Digital Content Framework – Content Building – Content Experience – Content Metrics (Display Ad and Bounce Rate) – Conversion Metrics – Continuously Engagement Metrics -Measuring Ad effectiveness – AB Testing	**6**
Unit III	**Organic Search Marketing and SEO Techniques** The Evolution of Search and SEO – Big Skinny Case Study – The Search Landscape – Search Engine Optimization – SEO Techniques – SEO Content Quality – Keyword Relevance – Mobile Optimization – SEO Quality and Crawlability – SEO & Google – SEO Metrics	**8**
Unit IV	**Paid Search Marketing (SEM) & Selling on Marketplaces** Introduction and Evolution of paid search- PPC (Google Search, Ad Examples, Big Skinny) – Tools Walkthrough: How to use google ads – Selling on Amazon Market places – Amazon Marketplace or Direct E-Tail – SEO on Amazon – Organic Search: Amazon vs Google – Paid Search on Amazon – Paid Search:Amazon vs Google – The buy box – Strategic integration of paid and organic search – paid search metrics.	**10**
Unit V	**Paid Search Marketing using Google Ad-Console & Landing pages** Google Ad Console: Steps to Create Google AdWords Campaign - Google Ads Structure - Keyword Planner & Keywords – Ads & Policies - - Overview of basic settings (Extensions, Demographics and Budgets) – Steps in Integrating Conversions from Google Analytics – Tracking performance using Metrics (Impressions, CTR, CPC,). Landing pages: Introduction – Guidelines in Designing a Landing page (Design Principles, Colour theory,typography, CTA's, Mobile Optimization)	**10**

Course Designer:

Vignes Darsan, Creative Director, RVS INFOTECH – vignes@rvsgroup.com

III Semester	SEARCH ENGINE OPTIMIZATION AND SEM – PRACTICAL	L	T	P	Credit
Core		1	1	2	6

Course Objective:
Using a digital marketing simulation significantly shortens the learning curve when working with PPC ads, allowing you to spend less time teaching core principles and more time helping students get valuable practice.

Prerequisite:
Introduction to Digital Marketing Landscape

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	To setup a basic search campaign for a company	Create
CO2	To Analyze the campaigns by Ad metrics and Modify	Create
CO3	Improve the Campaigns by researching relevant keywords	Apply
CO4	Optimize Ads and Landing pages to for more products	Apply
CO5	Successfully adjust campaign for maximum profitability	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Stukent Round 1** Review Company Scenario – Product Review – Research Keywords – SEO & Website Review – Create 1 Ad Campaign – Create 1 Email Campaign. **Stukent Round 2** Create 3 landing pages – Create 1 Ad Campaign – Create 3 Ad Groups – Write 1 Ad per Ad Group.	**6**
Unit II	**Stukent Round 3** Review: Scoreboard Results from round 2 – Campaign Performance from round 2. Product Selection & Review: Analyze Products and Pricing Data and Select 2 New Products to Sell. Landing Page Optimization & SEO: Create Landing Pages for the 2 New Products. Pay Per Click Advertising: Optimize Bids - Review and Adjust Ads - Do Keyword Research. Create: 2 New Ad Groups and Write 1 Ad per Ad Group.	**6**
Unit III	**Stukent Round 4** Review: Scoreboard Results from Round 3 - Campaign Performance from Round 3. Landing Page Optimization & SEO: Review Landing Page Optimization. Pay Per Click Advertising: Create Product Feed - Create First Shopping Campaign. Add-ons: Create First Shopping Campaign - Create an Email Marketing Campaign.	**8**
Unit IV	**Stukent Round 5** Review: Scoreboard results from round 4 - Campaign performance from round 4 - Results from Email Campaign in Round 4.	**10**

	Pay Per Click Advertising: Optimize Landing Page Content - Optimize Bids - Review and Adjust Ads - Ad New Ads and Products . Email: Create Another Email Campaign. **Stukent Round 6** Review: Results from Email Campaign in Round - Scoreboard Results from Round 5 - Campaign Performance from Round 5. Landing Page Optimization & SEO: Optimize Landing Page Content- Optimize Bids-Review and Adjust Ads- Add many keywords. Email: Create Another Email Campaign.	
Unit V	Round 7 & 8: Repetition by adding 2 products via ad campaigns. Round 9: Optimize the Ad Campaigns for Maximum Profitability. Round 10: Create an E-mail Campaign and Adjust the Other Campaigns to achieve higher sales numbers.	**10**

Course Designer:

Vignes Darsan, Creative Director, RVS INFOTECH – vignes@rvsgroup.com

IV Semester	SOCIAL MEDIA MARKETING	L	T	P	Credit
Core		1	1	2	6

Course Objective:
Students will understand the marketing principles in social media.

Prerequisite:
None

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Capturing Insights from Social media listening	Understand
CO2	Understanding Strategies for Sharing in Social Media	Understand
CO3	Understanding Facebook Marketing Campaigns	Apply
CO4	Create YouTube presence and managing YouTube channel	Create
CO5	Creating social presence in twitter and Instagram	Create

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Social Media: Listening and Creating Content** Social Listening – Social Media Listening Framework – Loreal Case Study – Social Media Metrics – Social Media Tools – Social Media Content Creation – YouTube 3H Content Strategy	**6**
Unit II	**Social Media: Sharing Content & Building Advocacy** Content Shareability – Principles of Contagiousness: Social Currency, Triggers, Emotion, Public Appeal, Practical value and	**10**

	storytelling – Influencer Marketing – Social Media Strategies: Digital vs social – Advocacy Marketing: Connect, Convert and Engage – Cisco Case Study – Social Media Strategies: Linking the 3C Framework	
Unit III	**Facebook Marketing** Introduction to Marketing – Facebook marketing without Ads - Facebook Ads – Tools and Techniques in Facebook Campaigns – Evaluating Insights and Performance.	**10**
Unit IV	**YouTube Marketing** Introduction to YouTube Marketing – YouTube Channel – YouTube video ranking – Optimizing YouTube video - Overview of YouTube Ads and YouTube Analytics	**8**
Unit V	**Introduction to Other Social Media Platforms** Twitter: Introduction to Twitter Marketing –Identifying and engaging influencers. Instagram: Introduction to Instagram Marketing – Case study on Instagram Marketing – Acquiring Followers – Using Influence Marketing on Instagram.	**6**

Course Designer:

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IV Semester	SOCIAL MEDIA MARKETING – PRACTICAL	L	T	P	Credit
Core		1	1	2	6

Course Objective:
Students will able to understand how marketing in social media works by using Stukent Simulation

Prerequisite:
Introduction to Digital Marketing

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand the Scenario of the Business in social media	Understand
CO2	Create Targeted Posts and Distribute across all Social platforms	Create
CO3	Analyze and Capture Insights from the posts for better results	Apply
CO4	Do Marketing using Influencers	Create
CO5	Improve profitability of the company	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Round 1:** Capture Insights from the company scenario and frame a strategy for Social Media Marketing by understanding the target audience with relevant products	**10**
Unit II	**Round 2:** Create Multiple Posts in YouTube, LinkedIn, Facebook, Instagram, Pinterest by referring the company scenario.	**14**
Unit III	**Round 3:** Review the Performance of the posts from pervious rounds and modify the strategy to maximize profits within the budget	**14**
Unit IV	**Round 7,8,9,10:** Create Marketing with Influencers aligned with Strategies – Experiment with Multiple Influences in all the platforms - Conclude the best Influencer from the Analysis	**12**
Unit V	**Round 11:** Improve the profitability of the company by promoting posts in all social media channels and experiment with more influencers	**10**

Course Designer:

Vignes Darsan, Creative Director, RVS INFOTECH – vignes@rvsgroup.com

Functional Elective

Human Resources

II Semester	RECRUITMENT AND SELECTION	L	T	P	Credit
Elective		3	1	0	6

Course Objective: To enable the students to specialize in the conceptual understanding of recruitment and selection and to carry out job analysis, Identify motivational elements and apply behavioral event interviewing techniques.

Prerequisite: Human Resource Management

Course Outcomes:

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

CO1	To Understand and follow the recruitment and selection process and Profile a job by defining accountabilities, standards and competencies	Understand
CO2	To learn basic compensation concepts and the context of compensation practice	Understand
CO3	To Use the effective body language and questioning to get the best out of candidates at interview	Apply
CO4	To understand the Sources of Employment Law	Understand
CO5	To know importance of training managers and employees about performance appraisal.	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	M	M	S	M	M
CO2	M	S	S	S	S	S
CO3	M	S	M	S	S	S
CO4	S	S	M	S	S	M
CO5	M	M	M	S	S	M

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	35%	35%	50%	35%
Understand	35%	35%	25%	35%
Apply	30%	30%	25%	30%
Analyze				
Evaluate				
Create				

Syllabus

Module/ Unit No.	Content	Hours
I	**Introduction of Employee and work environment Concepts:** Employee selection, Employment environment, Organizational change concepts. Importance and organization of work, Job Analysis-preparation, Research methods, Techniques and Special needs.	8
II	**Recruitment and Compensation:** The nature and context of recruitment, Recruiting sources, Recruitment information, Importance of Compensation, Setting pay levels, Job evaluation, Compensation policies and plans, Non -monetary rewards	8
III	**Employment legal Issues:** Structure of the legal system, Fair employment laws, Implementation of Fair employment laws, Consideration of law in employee selection.	8
IV	**Selection Methods:** Basics of selection, measurement, Test of ability and knowledge, Personality and Character, Application and other personal history assessment centers, **Interviews:** Attributes and Behavior.	8
V	**Evaluating the Selection:** The nature of Performance, Performance Behavior, **Performance Appraisal Methods**: Appraisal techniques and instruments, Uses of performance Appraisal	8

Text Books:

1. Lilly M Berry,2008, Employee Selection, Cengage learning Publications, New Delhi.
2. Jean M. Phillips, Stanley M, 2009, Strategic Staffing, Pearson: New Delhi
3. Daine Arthur, 2010, Recruiting, Interviewing, Selecting & Orienting New Employee, PHI: New Delhi 4/e,

Reference Books:

1. Sanjay Srivastava, 2009, Case Studies in HRM, Excel: New Delhi
2. Gatewood, Field,Barrick, 2008, Human Resource Selection, Cengage: New Delhi
3. Gareth Robert, 2008, Recruitment and selection, Jaico: New Delhi
4. Robert Edenborough, 2006, Assessment Methods in Recruitment, Selection and Performance, Kogan: New Delhi.

Course Designer:

Mrs.P.Mekala Assistant Professor – mekala.p@rvsgroup.com

III Semester	EMPLOYEES RELATIONSHIP MANAGEMENT	L	T	P	Credit
Elective		3	1	0	6

Course Objective: To enable the students to learn the conceptual and practical aspects of employee relations and legal framework at the macro and micro levels.

Prerequisite: Human Resource Management

Course Outcomes:

On the success ful completion of the course, students will be able to:

CO1	Students will know the basics of Industrial Relations, Factors affecting IR and Conflicts emerging in the Industry	Understand
CO2	They will learn the salient features of Trade Unions, their set up and welfare activities	Understand
CO3	Students will learn how to resolve the Industrial disputes, application of Collective bargaining and the Bodies responsible for the same	Understand
CO4	Will understand the concepts of Conciliation, Arbitration and Adjudication for Dispute settlements and an outline of The Factories Act 1948	Understand
CO5	Learn to integrate the knowledge of Labour Laws in General HRD Practice – The Bonus Act 1948, ESI, Gratuity, and EPF and MP Act 1952.	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	High	Medium	Medium	Medium	Medium	High
CO2	High	Medium	Medium	Medium	Medium	High
CO3	High	Medium	Medium	Medium	Medium	Medium
CO4	High	Medium	Medium	Medium	Medium	Medium
CO5	Medium	Low	Medium	Medium	Medium	Medium

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	35%	35%	35%	35%
Understand	50%	50%	50%	50%
Apply	15%	15%	15%	15%
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Industrial Relation:** Concepts, Perspective, and organization - **Aspects of Industrial Relations:** The Management, The government, Factors affecting Industrial Relations - **Anatomy of Industrial Conflicts:** Introduction to Industrial conflicts/Disputes, Impact of industrial disputes.	8
Unit II	**Trade Unionism concepts, Functions, Approaches:** Concept, general features, functions, Types and structure of trade union in India- **The Trade Union Act 1926:** Definition, provision, registration, duties and liabilities, rights and privileges, dissolution, submission of returns and penalties and procedure.	8
Unit III	**Resolution of Industrial conflicts**: Tripartite Bodies, Evaluation of ILC and SLC-Industrial committee - **Bipartite Bodies**: Works committee, councils- **Standing Orders and grievances procedure**: standing orders, procedure for settlement, National Commission policy on Labour, Indiscipline/misconduct **Collective Bargaining**: Concepts, Process of Negotiation	8
Unit IV	**Arbitration**: concepts, voluntary arbitration in India, Evaluation – **Adjudication:** Types, Labour court, Industrial Tribunals, procedure of the Machinery for settlement of Disputes-**The industrial Dispute Act, 1947:** General scheme of the Act, reference of disputes, Procedure of Lay off- **The factories Act, 1948:** General scheme of the Act, Annual leave with wages, obligation of the Employers. (11 Hours)	8
Unit V	**The payment of Bonus Act, 1965**: Scope and application, award, payment of Bonus, penalty for Offences- **The Payment of Gratuity act, 1972:** Salient features of the Act, Nomination, powers of Inspectors, penalties- **The Employee's State Insurance Act, 1948:** Preliminary, medical benefit, contributions, penalties- **Employees provident funds and Miscellaneous provision Act, 1952:**The act and scheme.	8

Text Books:

1. C.B.Mamoria, Satish Mamoria&S.V. Ganker, (2010), Dynamics of Industrial Relations, Himalaya publishing House: New Delhi.
2. P.K.Padhi (2009), Labour and Industrial Laws, PHI Learning Private Limited:, New Delhi.

Reference Book:

1. PramodVerma, (2004) , Management of Industrial Relations – Reading And Cases; Oxford and IBH: New Delhi.

Course Designer:
Mr.K.Thulasivelu, Associate Professor – thulasi@rvsgroup.com

III Semester	HR ANALYTICS	L	T	P	Credit
Elective		0	0	6	6

Course Objective: To enable the learners to equip themselves with fast growing Analytics Techniques in the field of Human Resource Management.

Prerequisite:

Basic Excel Skills, Hr Fundamantals

Course Outcomes:

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

CO1	Acquire knowledge in HR Analytics and necessary basic Excel Formulas and Functions.	Understand
CO2	Gain practical skills to apply HR metrics on an Industry Data	Apply
CO3	Understand Various Charts and their Applications	Understand
CO4	Apply relevant Charts in appropriate scenarios	Apply
CO5	Equipped in developing a HR Dashboard using Charts and Pivot Tables	Apply
CO6	Understanding Predictive Analytics in a real time industry	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	L	L	L	L	L	S
CO2	L	L	L	L	L	S
CO3	L	L	M	L	L	S
CO4	L	L	M	L	L	S
CO5	L	M	M	S	M	S
CO6	L	M	S	S	L	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	30	20	20	20
Understand	30	20	20	20
Apply	40	60	60	60
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	HR Analytics Introduction : Introduction – Data Analytics – What is HR Analytics – 4 steps of HR Analytics – HR metrics – Introduction. **Essential Formulas :** Basic Formula Operations – Mathematical Functions- Difference between RANK, RANK.AVG and RANK.EQ, Textual functions – Logical functions – Date-Time functions - Lookup Functions (V Lookup, Hlookup, Index-Match) – Data Tools	12
Unit II	**Types of HR Metrics :** Staffing Metrics – Training and Development Metrics – Performance Metrics – Other Metrics. **Case Study 1 - HR Metrics :** Finding Cost of Hire – External Hire and Internal Hire	12
Unit III	**HR Charts and Dashboards – Introduction:** HR charts Introduction – Excel Charts : categories of messages that can be conveyed – Elements of Charts – The easy way of creating Charts – Formatting Charts – Line Charts- Area Charts – Pie and Doughnut Charts – Why we should avoid Pie Charts – Scatter Plot or XY chart – Frequency Distribution and Histograms – Sparklines **Case Study 2 – HR Dashboard :** Introduction – Age Distribution – Hiring Source – Gender Distribution – Department Distribution.	12
Unit IV	**Pivot Tables, Formatting data and Tables :** Pivot Tables – Pivot Charts- Formatting Data and Tables – Named Ranges – Indirect Function – Shortcuts. **Case Study 3 – HR Dashboard:** Pivot Chart - Formatting	12
Unit V	**Predictive Analytics :** Introduction – Introduction to Machine Learning – Building a Machine Learning Model – Getting Data ready for a Regression Model – Creating a Regression Model. **Case Study 4 – Linear Regression :** Calculating CTC of a newly HHired Employee	12

Text Books

8. The Practical Guide to HR Analytics – Using Data to Inform, Transform and Empower HR Decisions by Shonna D Waters, Valerie N Streets, Lindsay A MCFarlane and Rachel Johnson – Murray, Society for Human Resource Management, 2020

Reference Books

8. Hr Analytics – Connecting Data and Theory by Rama Shankar Yadav and Sunil Maheshwari, Wiley Publications, 2020

Course Designer: Dr.R.Karpagam, Associate Professor, karpagam.r@rvsgroup.com

IV Semester	ORGANIZATIONAL DEVELOPMENT	L	T	P	Credit
Elective		3	1	0	6

Course Objective:
To familiarize the students the process and dynamics of organizational development.

Prerequisite:

Organizational Behaviour and HRM

Course Outcomes:

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

CO1	Understand the basic concepts of Organizational Development, its foundations and value creation	Understand
CO2	Learn what OD practitioners think and how they engage in complicated task of improving Organizational functioning	Understand
CO3	Understand the ways to alleviate conflicts to avoid the consequences	Understand
CO4	Examine broad class of Interventions or change efforts, aimed at improving Organizational effectiveness	Understand
CO5	Management of interrelated issues in consultant-client relationships in OD activities	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	M	M	S	M
CO2	S	S	M	M	S	S
CO3	S	S	M	M	S	M
CO4	S	S	M	M	M	M
CO5	S	S	M	M	M	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	35%	35%	35%	35%
Understand	50%	50%	50%	50%
Apply	15%	15%	15%	15%
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction to Organization Development-** Definitions, Characteristics of OD- **Values, Assumptions and Beliefs in OD:** OCTAPACE- **Foundations of OD:** Systems Theory, Participation and Empowerment, Parallel Learning Structures	8
Unit II	**Managing the OD Process:** Diagnosis - **Action Component:** Program Management Component- **Action research and OD**: Process and Approach- **Overview of OD Interventions:** Classifying OD Interventions, Thinking about OD Interventions- **Team Interventions:** Teams and Work Groups, Techniques and exercises used in team building	8
Unit III	**Intergroup and Third- Party Peacemaking Interventions:** Intergroup Team Building Interventions, Third Party Peacemaking Interventions, Organization Mirror Interventions- **Comprehensive OD Interventions**	8
Unit IV	**Structural Interventions and the Applicability of OD:** Sociotechnical Systems, Self-Managed teams, Characteristics of selected Structural Interventions – **Training Experiences.**	8
Unit V	**Issues in Consultant-Client Relationships:** Process, Ethical Standards in OD, Role of HR Specialist in OD Activities – **Power, Politics and OD:** Sources of Social Power, Organizational Politics- **The Future and Organizational Development.**	8

Text Book:

1. Wendell L. French, Cecil H. Bell Jr, Veena Vohra (2009), Organization Development, Behavioral Science Interventions for Organization Improvement, Sixth Edition, Prentice Hall: New Delhi.

Reference Books:

1. Cummings, Worley(2005), Organization Development and Change, Eighth edition, Cengage Learning: New Delhi.
2. Wendell L. French, Cecil H. Bell Jr, Robert A. Zawacki (2009), Organization Development & Transformation, Managing Effective Change, Sixth Edition, Tata McGraw Hill: New Delhi.

Course Designer:

K.Thulasivelu, Associate Professor – thulasi@rvsgroup.com

IV Semester	BUSINESS LEADERSHIP	L	T	P	Credit
Elective		3	1	0	6

Course Objective: To provide a concise overview on leadership, including leadership behavior, leadership styles and skills.

Prerequisite:

Human Resource Management

Course Outcomes:

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

CO1	To understand the Characteristics of Leaders and Leadership Behaviors, Attitudes and Styles.	Understand
CO2	To know about the Charismatic and Transformational Leadership styles.	Understand
CO3	To understand about tactics and Leadership Ethics and Social Responsibility.	Apply
CO4	To know the Teamwork development and to know the team Leadership Versus Solo Leadership.	Understand
CO5	To use the proper Communication and Conflict Resolution Skills	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	M	M	M	S	S
CO2	S	M	M	M	S	S
CO3	S	S	M	S	S	S
CO4	S	M	M	S	S	S
CO5	S	S	M	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	35%	35%	50%	35%
Understand	35%	35%	25%	35%
Apply	30%	30%	25%	30%
Analyze	-	-	-	-
Evaluate	-	-	-	-
Create	-	-	-	-

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**The Nature and Importance of Leadership:** Meaning of Leadership, Impact of Leadership on Organizational Performance, Leadership Roles – **Traits, Motives and Characteristics of Leaders - Leadership Behaviors, Attitudes and Styles:** Task Related Attitudes and Behaviors, Leadership Styles.	8
Unit II	**Charismatic and Transformational Leadership:** Meaning of Charisma, Types and Characteristics, Transformational Leadership – **Contingency and Situational Leadership:** Situational Influences on Effective Leadership Behavior, Cognitive Resource Theory - **Strategic Leadership and Knowledge Management**.	8
Unit III	**Power, Politics and Leadership:** Sources and Types of Power, Factors that contribute to Organizational Politics – **Influence Tactics of Leaders – Leadership Ethics and Social Responsibility:** Principles of Ethical and Moral Leadership	8
Unit IV	**Developing Teamwork:** Team Leadership Versus Solo Leadership, The Leader-Member Exchange Model and Teamwork – **Motivation and Coaching Skills:** Behavior Modification and Motivational Skills, Coaching as a Leadership Philosophy – **Creativity, Innovation and Leadership**	8
Unit V	**Communication and Conflict Resolution Skills:** Inspirational and Powerful Communication, Leader's Role in resolving Conflict and Negotiating – **International and Culturally Diverse Aspects of Leadership- Leadership Development, Succession and Followership:** Leadership Development Programs, Leadership Succession – Followership	8

Text Book:

1. Dubrin, Andrew. J (2010), Leadership: Research Findings, Practice and Skills, Sixth Edition, Biztantra: New Delhi

Reference Books:

1. Yukl, Gary (2011), Leadership in Organizations, Seventh Edition, Pearson: New Delhi.
2. Herbert, Murray &Bruce Klatt (2001), The Encyclopaedia of Leadership, Tata McGraw Hill: New Delhi.

Course Designer:

Mrs.P.Mekala, Assistant Professor – mekala.p@rvsgroup.com

Sectoral Elective

Logistics and Supply Chain Management

II Semester	INTRODUCTION TO LOGISTICS MANAGEMENT	L	T	P	Credit
Elective		3	1	0	6

Course Objective: To develop competencies and knowledge of students to become logistics professionals. To orient students in the field of Logistics. To help Students to understand Fundamentals of Logistics

Prerequisite:
Fundamentals concepts of functional areas of business

Course Outcomes:
On the successful completion of the course, students will be able to:

CO1	Understand the basics of logistics system and sub system	Understand
CO2	Learn and understand the relationship between logistics and customer service, fundamentals of procurement and outsourcing	Understand
CO3	Understand the fundamentals of global supply chain	Understand
CO4	Understand the basics of warehouse operations, transportation systems, courier services and e-commerce	Understand
CO5	Understand the concepts of Export Import (EXIM) procedures, Freight forwarding	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Introduction to Logistics:** History of Logistics Need for logistics- Cost and Productivity, cost saving & Productivity improvement. Logistics Cost, reduction in logistics cost, benefits of efficient Logistics, Principles of Logistics, Technology & Logistics -Informatics, Logistics optimization. Listing of Sub-sectors of Logistics	**12**
Unit II	**Logistics and Customer Service:** Definition of Customer Service Elements of Customer Service Phases in Customer Service-Customer Retention - Procurement and Outsourcing - Definition of Procurement/Outsourcing - Benefits of Logistics Outsourcing - Critical Issues in Logistics Outsourcing	**12**
Unit III	**Global Logistics:** Global Supply Chain - Organizing for Global Logistics-Strategic Issues in Global Logistics - Forces driving Globalization - Modes of Transportation in Global Logistics Barriers to Global Logistics - Markets and Competition - Financial Issues in Logistics Performance - **Integrated Logistics:** Need for Integration - Activity Centres in Integrated Logistics. Role of 3PL&4PL.	**12**
Unit IV	**Warehouse:** Warehouse-Meaning, Types of Warehouses Benefits of Warehousing. **Transportation:**Meaning; Types of Transportations, efficient transportation system and Benefits of efficient transportation systems. **Courier/Express**: Courier/Express-Meaning, Categorization of Shipments, Courier Guidelines, Pricing in Courier - Express Sector for international and domestic shipping. **E-Commerce**: Meaning, Brief on Fulfillment Centers, Reverse logistics in e-commerce sector, Marketing in e-commerce and future trends in e-commerce.	**12**
Unit V	**a) EXIM:** Brief on EXIM/FF & CC, Multi-modal transportation, brief on customs clearance, bulk load handling and brief on trans-shipment. **b) Supply chain. c) Cold chain. d) Liquid Logistics. e) Rail Logistics.**	**12**

Text Books

1. S. Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2nd Revised Ed), New Delhi: Prentice Hall India Limited.

2. Vinod V Sople (2009) Logistics Management (2nd Edn), Pearson Limited.

Reference Books

1. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India
2. Logistics Management, Ismail Reji, Excel Book, First Edition, 2008.
3. Fundamentals of Logistics Management (The Irwin/McGraw Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M Ellram, McGraw Hill, 1998.

Course Designer:
Mr.J Christopher Xavier, Associate Professor – christoperxavier@rvsgroup.com

III Semester	LOGISTICS AND SUPPLY CHAIN MANAGEMENT MODELS	L	T	P	Credit
Elective		3	1	0	6

Course Objective:

This course is aimed at providing strong foundation in the types of production system,plant location, demand forecasting methods and long range planning, various safety stock models and transportation decisions.

Prerequisite:

Fundamentals concepts of logistics and supply chain management

Course Outcomes:

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

CO1	Understand the supply chain phases and reengineering	Understand
CO2	Learn and understand the modeling in layout design and capacity planning	Understand
CO3	Understand the manufacturing sustainability decisions	Understand
CO4	Understand the resource allocation distribution network	Understand
CO5	Understand the concepts of different techniques in inventory decisions	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Supply Chain Framework Design:** Structure Analysis-Decision Phases and Strategic, Tactical and Operational SCM Decisions. Business Process Re-engineering: Concurrence Engineering in Supply Chain-Cycle views- Supply Chain Agility- Efficiency Vs Responsive Frontier Supply Chains- Process Plant Capacity Utilisation- Rationalization of EOQ Concepts- Organizational Synergy.	**12**
Unit II	**Supply Chain Modelling In Lay Out Design, Capacity Planning:** Break Even Analysis-Make or Buy Decisions - Models for Sourcing Alternatives – Capacity Utilisation Alternatives- Assembly Line Balancing Model	**12**
Unit III	**Manufacturing And Sustainability Decisions :** Productivity through Sustainability and Energy Conservation Vs Investment Decisions- Modelling using Value Analysis Techniques	**12**
Unit IV	**Modelling In Resource Allocation Distribution Network :**Demand and Source Allocation – Formulation of Objective Functions- Optimization Techniques (Maximizing Profits and Minimizing Costs) with Linear Programming Models- Mathematical Formulations for Solutions-Optimal Transportation Allocation on Cost Analysis	**12**
Unit V	**Modelling In Procurement- Inventory Decisions:** EOQ Conceptualization Models by weakening Assumption Impacts- Inventory Tools with ABC-VED-FSN Analysis Allocation- Models of Inventory with Trade-off between Costs-Quantity Discounts- Real World Lead Time Analysis in Capital and Consumable Procurements.	**12**

Text Books:

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition

2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and SupplyManagement, Tata McGraw Hill, 12th Edition, 2010.

3. Logistics and Supply chain Models, Institute of Logistics, Confederation of Indian Industry

Reference Books

1. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

2. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.

3. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

4. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

Course Designer:

J Christopher Xavier, Associate Professor – christoperxavier@rvsgroup.com

III Semester	INTERNATIONAL LOGISTICS AND GLOBAL SUPPLY CHAIN MANAGEMENT	L	T	P	Credit
Elective		3	1	0	6

Course Objective:

This course aimed at building a perspective to the movement of cargo from vendor to end user across the globe, increasing the value in product, improved quality and product accessibility across the world at optimal cost.

Pre requisite:

Fundamental knowledge of different modes of transports.

Course Outcomes:

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

CO1	Understand the basic issues, participants in international transportation, various modes of transportation and selection of the modes	Understand
CO2	Understand the various issues involved in ocean mode of transportation, various classifications of ships and shipping methods risks and insurance in ocean transportation.	Understand
CO3	Understand the air mode of transportation, advantages and disadvantages of air cargo transport, types air cargo carriers, legal aspects of carriage of goods by air	Understand
CO4	Understand the concepts of Land Mode, Inter modalism and Containerization	Understand
CO5	Understand air freight structure, classification and calculation, role of IATA and TIACA in the air cargo industry, packing and labelling.	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Definition, Concept and Importance: Meaning and Significance of International Transportation- Role of transportation in integrated logistics process, Basic principles of international transportation, Parties involved in international transportation, Significance of Transportation, Modes of International Transportation- Criteria for Selection of different modes of transportation, Multi Modal Transportation. Freight costing and pricing- Classification of Costs associated with Transportation process, Cost Strategies, Factors affecting, Transportation rate,.	**12**
Unit II	Ocean Mode of Transportation: Features, Types and Terminology- Features, Advantages and Disadvantages of using sea mode, Classification of ships, Shipping Methods, Stowage in Ship, Major Sea-routes around the world, Important Terminology, Freight, Parties and Perils Associated with Sea Mode- Parties involved in sea mode of transportation- Ocean Freight- Types of Sea Freight, Calculation of Freight; Maritime Risks, Marine Insurance.	**12**
Unit III	Air Mode of Transportation:Features, Types and Terminology- Significant Features, Advantages and Constraints of Air transportation, Types of Carriers, Air Cargo Chain Operators, Legal Aspect of Carriage of Goods by Air; Freight Structure and \ organizational set up- ULD Concept, Air Cargo Tariff Structure- Air Freight Classification, Air Freight Calculation, Factors Affecting Air Freight Rates, Air Freight Consolidation, Role of IATA and TIACA in Air Cargo Industry.	**12**
Unit IV	Concept of Land Mode, Inter modalism and Containerization:Land Mode: Transportation by Rail and Road, Meaning of Land mode of transportation, International Road Transportation, International Road Network, Advantages and Constraints of International Road Transport, International Rail Transportation, Advantages and Constraints of International Rail Transport; Pipeline as a Mode of Transportation and Concept of Multi-modalism, Concept of Containerization.	**12**
Unit V	Procedural & Documentation:EXIM Procedure and Documentation- Export procedure in India, Import Procedure in India, Transport Documents, Mate Receipt, Bill of Lading – features and types, Air-way Bill, Lorry Receipt; INCOTERMS 2013; Packaging and Labeling for Exports- What is packaging?, Functions of Packaging , Labeling the export packages , Packaging for different modes of transportation, Rail Receipt.	**12**

Text Books:

1. Philipee – Pierre Dornier etl (2008), Global Operations and Logistics: Text and Cases, Wiley India Ltd.

References:

1. Alan E Branch (2009), Global Supply Chain Management and International Logistics, Routledge, New york and London.

2. Wood DF (2011), International Logistics, Pinnacle, New Delhi, 2nd Ed.

Course Designer:

J Christopher Xavier, Associate Professor – christoperxavier@rvsgroup.com

IV Semester	CONTRACT LOGISTICS & CLOSED LOOP SUPPLY CHAINS	L	T	P	Credit
Elective		3	1	0	6

Course Objective:

This course will enable the students successfully implement a contract logistics and closed supply chain in business

Prerequisite:

Fundamentals concepts logistics and supply chain

Course Outcomes:

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

CO1	Know the basics of contract logistics, third party logistics and contract logistics, third party logistics providers.	Understand
CO2	Understand the closed loop supply chains and models, strategic issues involved in closed loop supply chains	Understand
CO3	Understand the business and markets for closed loop supply chains, reasons for using reverse logistics	Understand
CO4	Understand the emerging trends in retail, FMCG and auto sectors and impact of advanced logistics	Understand
CO5	Understand the contemporary issues in third party logistics and Make in India concept and its impact on the GDP growth	Apply

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Overview of Contract Logistics** Third Party Logistics Industry Overview-Evolution of Logistics sector-1PL-2PL-3PL-4PL-5PL Logistics-Resource based 3PLs-Benefits of Outsourcing Strategy-Service Level Agreements-3PL Scope of work for contracts	**12**
Unit II	**Reverse Logistics** Introduction to Closed Loop Supply Chains (CLSC) and Reverse Logistics- CLSC for Hitech and Low tech Products-Growing Importance of CLSC	**12**
Unit III	**Reverse Logistics (Rl) Business Overview:** RL Business Overview: Product Life Cycle (PLC)-Characteristics of PLC-New Product Development-Drivers of RL and CLSC services-Warranty Management-Return Process-Extended Service Agreements-Warranty Planning-Warranty Pricing-Elements of RL Management	**12**
Unit IV	**Reverse Logistics (Rl) Market Overview:** Segmentation-Sub Segmentation and Key Characteristics-Depot Repair-Secondary Market	**12**
Unit V	**Reverse Logistics Systems and Business Management** Systems and Technology-Stages of Business-Third Party Service Providers and Additional Factors-Barriers to Reverse Logistics in India	**12**

Text Books:

1. Janat Shah, Supply Chain Management: Text and Cases, Pearson Education India, 2009
2. John Manners-Bell, Logistics and Supply Chains in Emerging Markets, Kogan Page, 2014.
3. Contract Logistics and Closed Loop Supply chain, Institute of Logistics, Confederation of Indian Industry

References:

1. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011
2. D. F. Blumberg, Reverse Logistics & Closed Loop Supply Chain Processes, Taylor and Francis, 2005
3. Hsin-I Hsiao, Wageningen, Logistics Outsourcing in the Food Processing Industry, Academic Pub, 2009.
4. Surendra M. Gupta, Sustainability in Supply Chain Management Casebook: Applications in SCM, McGraw Hill, 2013

Course Designer:

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IV Semester	WAREHOUSING AND DISTRIBUTION FACILITIES	L	T	P	Credit
Elective	MANAGEMENT	3	1	0	6

Course Objective:

This course is aimed at helping the students in explaining the significance of Warehousing, providing timely customer service, minimizing the total physical effort and the cost of moving goods in & out of range.

Pre requisite:

Basic understanding on the concepts of logistics.

Course Outcomes:

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

CO1	Understand the basics of warehousing, various warehouse operations and various warehousing decisions.	Understand
CO2	Understand the various types of warehouses, various costs involved in a warehouse.	Understand
CO3	Understand the S rage systems used in a warehouse and inventory control techniques	Understand
CO4	Understand the use of warehouse management systems manage warehouse operations and learn about the various manual and automated material handling systems used in a warehouse	Understand
CO5	Identify the various modern warehouse technologies like AIDC devices such as bar coding, RFID etc	Understand

Mapping with Programme Outcomes

CO's	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	S	M	S	M
CO2	S	S	M	S	S	S
CO3	S	S	S	M	S	S
CO4	S	S	S	S	S	S
CO5	S	S	S	S	S	S

S- Strong; M-Medium; L-Low

Assessment Pattern

Bloom's Category	Internal			External
	CIA	Model	Assignments	
Remember	10%	20%	20%	20%
Understand	40%	30%	30%	30%
Apply	50%	50%	50%	50%
Analyze	---	---	---	---
Evaluate	---	---	---	---
Create	---	---	---	---

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Warehouse rationale and material flow:** Need for a warehouse, Types of warehouses, Fluid model of the product flow**,** storage 'dedicated' vs 'shared,' warehouse queuing system. **Warehouse operations and Systems**: Warehouse operations, Warehouse Management Systems, Storage equipments, Material handling system.	**12**
Unit II	**Warehouse Layout:** Space requirement Planning, Material flow planning, Pallets, Cartons, Design of fast pick area, Geometry of slotting. **Managing warehouse efficiency**: **Order picking**: Significance and objectives of order picking, Picking methods, Piece picking by Bucket Brigade, Pick paths, Cross docking. **Measuring warehouse efficiency:** Activity profiling, Benchmarking, Warehousing around the world	**12**
Unit III	**Warehouse workforce design and development:** Occupational safety and health administration, Safety and Ergonomic training, Time standards, Incentives and Personal scheduling, Optimal Management-operator ratios, Cross training, SOKO Circles. **Utilization, shipping and packaging:** Container optimization, Container loading and Void fill, Weigh checking, Automated loading, Dock Management. Packaging, and Packaging for transportation	**12**
Unit IV	**Packaging and Labelling:** Labelling function, Forms of labels, Labels and preferences for colours, numbers and shapes, Functions of Packaging, packaging design, Packaging materials and Kinds of packaging, Preparation for packaging, Packaging of goods. **Packing for Transportation**: Types of packing boxes, Containers, Cost of packing, Marking on Export boxes, Effective Marking.	**12**
Unit V	**Distribution and Facilities Management: Material handling system Design**: storage systems, Handling Equipments, sorting systems material storage and Material transport system- conveyors. **Warehouse site selection:** Micro Analysis Approach	**12**

Text Books:

1. Vinod.V.Sople, Logistics Management, Pearson Education, 2004.
2. Arnold, Introduction Materials Management, Pearson Education, 2009.

Reference Books:

1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2008
2. Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 2003
3. Satish K. Kapoor and PurvaKansalMarketing, Logistics - A Supply Chain Approach , Pearson Education, 2003

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