RVS COLLEGE OF ARTS AND SCIENCE

Autonomous and Affiliated to Bharathiar University, Approved by AICTE
Re Accredited with 'A+' Grade by NAAC
Sulur, Coimbatore – 641 402.

SCHOOL OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION

SCHEME OF EXAMINATION AND SYLLABUS
2023-2025

Director Principal COE

SCHOOL OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION

Vision and Mission

Vision

Quality Education for Digital Era.

Mission

To impart a need – based quality education through comprehensive curriculum by adopting apt technologies and progressive teaching, learning and research processes.

ABOUT THE DEPARTMENT

SCHOOL OF MANAGEMENT STUDIES (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.

EXECUTIVE MEMBERS

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Ms. G. Jeyalakshmi

HEAD OF THE DEPARTMENT
Dr. K. Thulasivelu

MASTER OF BUSINESS ADMINISTRATION
Curriculum and Syllabus
2023 Batch

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1. BACKGROUND OF THE INSTITUTION

SCHOOL OF MANAGEMENT STUDIES (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
Quality Education for Digital Era.

Mission
To impart a need – based quality education through comprehensive curriculum by adopting apt technologies and progressive teaching, learning and research processes.

Objectives

- To provide a thorough knowledge base in management disciplines throughinnovative 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, relevantto 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 OUTCOMES – POST GRADUATE

PO1	Domain Knowledge
PO2	Communicative Competence
PO3	Digital Strategic Knowledge.
PO4	Multi-Cultural Competence
PO5	Critical Thinking and Problem Solving
PO6	Research and Analytical Skills
PO7	Moral, Ethical and Professional Responsibilities
PO8	Leadership and Lifelong Learning

PROGRAMME SPECIFIC OUTCOMES

Upon completion of Master of Business Administration Degree, STUDENTS are able to achieve the following outcomes.	
PSO1	Demonstrate the ability to cultivate value-based leadership attributes through effective communication and interpersonal skills.
PSO2	Apply various tools and techniques, while fostering analytical and critical thinking abilities, to proficiently solve complex business problems.
PSO3	Analyze and interpret global, economic, legal, and ethical aspects of business, and proficiently communicate findings using persuasive language.
PSO4	Integrate employability skills by acquiring and applying relevant industry subject knowledge, thereby fostering a strong foundation for professional growth

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 recognized 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. Continuous Internal Assessment (CIA) and End of Semester exams (EoS) are used to continuously evaluate the performance of the students. Theory courses and practical courses follow a 25:75 CIA-EoS split.

INTERNAL MARKS BREAK UP (Theory & Practical Papers):

S.No	Component	Theory Courses	Practical Courses	Modus Operandi
		Marks	Marks	
1.	CIA- Mid Semester Test	4	4	Max: 50 marks; Duration: 2 Hours
2.	Model Exam	6	6	Max: 75 marks; Duration: 3 Hours
3.	Assignments / Seminars	5	5	Decided by the faculty in-charge of the course
4.	Quiz	5	5	Max: 50 marks Duration: 1Hour Online MCQ Examination
5.	Case Discussions	5	5	Harvard Business School Case Study (HBS) will be discussed and evaluated by the faculty in-charge of the course
Total		**25**	**25**	

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 and Practical courses** will be conducted for a maximum of 75marks for three hours. The passing minimum is 50% (38 out of 75 marks) and overall passing minimum for CIA and EoS marks together will be 50%.

EOS QUESTION PAPER PATTERN FOR THEORY COURSES:

Part A - 20 marks (5x 4 either or – 200 words)
Part B – 40 marks (5x 8 either or – – 400 words)
Part C – 15 marks Case study (1x15 – compulsory – 500 words)

EOS QUESTION PAPER PATTERN FOR PRACTICAL COURSES:

Practical – 60 marks (5 Questions 12 Marks each)
Record – 15 marks (15 Marks - Record Preparation and Submission)

- 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 104 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% - class	II

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** six credit Internship Report & Viva Voce and **1** six credit Capstone Project.

ELECTIVES COURSES IN

- ✔ *Business Analytics*
- ✔ *Digital Marketing*
- ✔ *Applied Finance*
- ✔ *Human Resources*
- ✔ *Logistics and Supply Chain Management*

Business Analytics

RVS IMSR has partnered with IBM to offer a unique specialization Business Analytics from the academic year 2014 onwards. 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 domainsenabling them to be experts in their jobs from day one. RVS IMSR TECH MBA has designedthis career specific curriculum to train skilled manpower required by the emerging business analytics and big data domains in various industries.

Applied Finance

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. 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, Capital Markets, Wealth Management and Advanced Financial Modelling with intensive coaching in MS- Excel, a core skill set expected by industries today.

Digital Marketing

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.

Human Resources

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.

Logistics and Supply Chain Management

The curriculum of Logistics and Supply Chain Management specialization designed incollaboration with CII – Institute of Logistics. This specialization aims to train and develop future managers in this fast-growing logistics and supply chain sector. This specializationwill prepare students to advance their careers in their chosen domain across the range of industries by imparting theoretical and practical knowledge.

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 2023-24 –Scheme of Examinations (CBCS Pattern)

Semester	Title of the Course	D	L	T	P	CIA	ESE	MARKS	Credits
I	1.1 Leadership Principles	3	3	1	-	25	75	100	4
	1.2 Accounting and Finance	3	3	1	-	25	75	100	4
	1.3 Statistics for Management**	3	-	-	4	25	75	100	4
	1.4 Marketing Management	3	3	1	-	25	75	100	4
	1.5 Excel for Managers - I**	3	-	-	4	25	75	100	4
	Skill Based Add on Courses								
	S.1 Language Skills	2	-	4	-	50	-	GRADE	-
	S.2 Aptitude Skills –I	2	-	2	-	50	-	GRADE	-
	C.1 Computer Lab – I**	2	-	-	6	50	-	GRADE	-
	Sub Total		**32**					**500**	**20**
II	2.1 Economics for Decision Making	3	3	1	-	25	75	100	4
	2.2 Human Resource Management	3	3	1	-	25	75	100	4
	2.3 Sales Management	3	4	2	-	25	75	100	6
	2.4 Major Specialization: Elective Paper 1	3	4	2	-	25	75	100	6
	2.5 Excel for Managers - II**	3	-	-	4	25	75	100	4
	Skill Based Add on Courses								
	S.3 Corporate Skills – I	2	-	4	-	50	-	GRADE	-
	S.4 Aptitude Skills –II	2	-	2	-	50	-	GRADE	-
	C.2 Computer Lab –II**	2	-	-	6	50	-	GRADE	-
	Sub Total		**36**					**500**	**24**
Internship (8 Weeks)									

SEMESTER	Title of the Course	D	L	T	P	CIA	ESE	MARKS	CREDITS
III	3.1 Design Thinking –I	3	3	1	-	25	75	100	4
	3.2 Design Thinking –II	3	3	1	-	25	75	100	4
	3.3 Major Specialization: Elective Paper 2	3	4	2	-	25	75	100	6
	3.4 Major Specialization: Elective Paper 3	3	4	2	-	25	75	100	6
	3.5 Minor Specialization: Elective Paper 1	3	-	-	6	25	75	100	6
	3.6 Internship Report & Viva Voce	3	-	-	-	25	75	100	6
	Skill Based Add on Courses								
	S.5 Corporate Skills – II	2	-	-	4	50	-	GRADE	-
	S.6 Aptitude Skills- III	2	-	-	2	50	-	GRADE	-
	Sub Total		32					**600**	**32**
IV	**4**.1 Strategic Management	3	3	1	-	25	75	100	4
	4.2 Major Specialization: Elective Paper 4	3	4	2	-	25	75	100	6
	4.3 Major Specialization: Elective Paper 5	3	4	2	-	25	75	100	6
	4.4 Minor Specialization: Elective Paper 2	3	-	-	6	25	75	100	6
	4.5 Capstone Project & Viva Voce	-	-	-	-	25	75	100	6
	Sub Total		22					**500**	**28**
	Total		**122**					**2100**	**104**

LIST OF MAJOR ELECTIVE COURSES

II Semester			
S.No	**Specialization**	**Paper Title**	**Page No**
1	Business Analytics	Python for MBA	65
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. Data Science for Marketing-I **	74
2. Data Visualization using Tableau**	71		2. Data Science for Marketing-II **	77
Applied Finance			**Applied Finance**	
1. Wealth Management	82		1. Financial Technology	86
2. Capital Markets	84		2. Advanced Financial Modeling **	88
Digital Marketing			**Digital Marketing**	
1. Search Engine Optimization	93		1. Social Media Marketing	98
2. Search Engine Marketing – 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. Sourcing and Procurement	116		1. Logistics and Supply Chain Management Models	121
2. Warehouse and Distribution Facilities Management	119		2. International Logistics andGlobal Supply Chain Management	123

LIST OF MINOR ELECTIVE COURSES

III Semester	**Page No**		**IV Semester**	**Page No**
Applied Finance			**Applied Finance**	
1. Wealth Management	82		1. Financial Technology	86
Digital Marketing			**Digital Marketing**	
1. Introduction to Digital Marketing	91		1. Search Engine Optimization	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	25	75	100
	Core: Excel for Managers – I**	3	25	75	100
	Skill: Computer Lab – I**	2	50	-	GRADE
II	**Elective: BA Specialization:** Python For MBA **	3	25	75	100
	Elective: AF Specialization: Applied Financial Statement Analysis**	3	25	75	100
	Core: Excel for Managers – II**	3	25	75	100
	Skill: Computer Lab – II**	2	50	-	GRADE
III	**Elective: BA Specialization:** Machine Learning**	3	25	75	100
	Elective: Human Resources: HR Analytics**	3	25	75	100
	Elective: BA Specialization: Data Visualization using Tableau **	3	25	75	100
	Elective: DM Specialization: Search Engine Marketing – Practical**	3	25	75	100
IV	**Elective: BA Specialization**: Deep Learning & NLP **	3	25	75	100
	Elective: BA Specialization: Business Analytics for Industries**	3	25	75	100
	Elective: AF Specialization: Advanced Financial Modeling**	3	25	75	100
	Elective: DM Specialization: Social Media Marketing – Practical**	3	25	75	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.

SEMESTER I

Course Title: Leadership Principles (T)	**Course Code: 13 A**
Semester I	**Course Group: M-I**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Analyze the significance of emotional intelligence when transitioning into a new leadership role.	PSO1	9	E
CO2	Demonstrate effective strategies for cultivating strong relationships with supervisors, colleagues, as well as internal and external stakeholders, emphasizing interpersonal skills development.	PSO1	8	C
CO3	Describe various methods to make the right decisions, arrive at feasible solutions and learn to take suitable and timely actions.	PSO2	10	AP
CO4	Evaluate the situation, coach the team and manage in order to lead the team as a successful leader.	PSO1	10	AP
CO5	Explore the ways to expand the team and manage the stress of leadership	PSO4	11	AP

Unit I: **(Lecture Hours = 8)**

Taking Charge: Introduction to Leadership Principles. Personal Path of Leadership Development. **Stepping into a New LeadershipRole: A Leader's story.** Setting Goals. Stepping into the Role. **Workof Leadership is Different:** Introduction to Reality of Leadership. Work Changes. Time Allocation Changes Devoting Versus SpendingTime. **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).

Unit II: **(Lecture Hours = 9)**

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.

Unit III: **(Lecture Hours = 10)**

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.

Unit IV: **(Lecture Hours = 10)**

Core functions of leadership style: Introduction to the FunctionalApproach 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 Shapethe Style of Learning. **Motivation and Unleashing Capability:** Understanding those that a Leader Wants to Motivate & Equip: Inquiry and Advocacy. Mobilizing the Team: Head, Hand, and Heart. A Leader at Work: Engaging & Equipping. Fueling Will & Accessing Skill. Motivating the Team (A Deep Dive). Maintaining the Team's Motivation.

Unit V: **(Lecture Hours = 11)**

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 theBoss. **Managing the direct reports (coaching):** Coaching Under Pressure. A Leader Delivering Feedback. Different Feedback Approaches. The Process of Feedback and Coaching. Dimensions ofan 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 andOthers for Resilience. Rising to Leadership Responsibility

Text Books:

a. 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.
b. Stoltz, Paul. 2000. Adversity Quotient at Work. New York: William Morrow

References:

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

Course Title: Accounting And Finance (T)	**Course Code: 13 B**
Semester I	**Course Group: M-2**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Apply knowledge of debits and credits to record business transactions and also analyze how business transactions affect the accounting equation.	PSO2	9	AP
CO2	Demonstrate a deep understanding and application of how business activities are classified and reported in financial statement	PSO4	9	AP
CO3	Applying their knowledge of Income Statements and Balance Sheets in order to prepare and analyze financial statements for different business scenarios	PSO4	11	AN
CO4	Apply their understanding of Cash Flow Statements, , and evaluate the financial health of companies in real-world business contexts	PSO4	11	AN
CO5	Analyze and critically evaluating the concepts of Time Value of Money and Capital Budgeting ,enabling proficient in evaluating investment opportunities, in real business world.	PSO4	8	E

Unit I: **(Lecture Hours = 9)**

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.**

Unit II: **(Lecture Hours = 9)**

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.

Unit III: **(Lecture Hours = 11)**

Understanding Income Statements: Introduction, Depreciation and Amortization, Revenue Recognition, Expenses Recognition, Non- Recurring items. **Understanding Balance Sheets: Introduction,**

Unit IV: **(Lecture Hours = 11)**

Understanding Cash Flow Statements: Introduction, Components, Uses and Limitations.

Unit III: **(Lecture Hours = 10)**

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.

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

Course Title: Statistics For Management (P)	**Course Code: 13 C**
Semester I	**Course Group: MP-1**
Teaching scheme in Hrs (L: T:P) : 0:0:4	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Interpret data to inform business decisions	PSO2	10	E
CO2	Recognize trends, detect outliers, and summarize data sets	PSO2	9	AP
CO3	Analyze relationships between variables	PSO2	9	AP
CO4	Develop and test hypotheses	PSO2	10	AP
CO5	Formulate sound survey questions and draw conclusions from population samples	PSO2	10	C

Unit I: **(Lecture Hours = 10)**

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

Unit II: **(Lecture Hours = 9)**

Sampling and Estimation: Introduction - Sampling at Amazon. Creating Representative and Unbiased Samples - Samples Vs Population, Sample size, Avoiding Bias.

Unit III: **(Lecture Hours = 9)**

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

Unit IV: **(Lecture Hours = 10)**

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

Unit IV: **(Lecture Hours = 10)**

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

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

Course Title: Marketing Management (T)	**Course Code: 13 D**
Semester I	**Course Group: M-3**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Analyze marketing tactics and messages, evaluate customer-centric challenges, and demonstrate quantitative marketing skills using P&L statement.	PSO1	10	AP
CO2	Apply consumer empathy, utilize quantitative marketing skills like Consumer Index, and create comprehensive marketing goals using Kellogg G-I-S framework	PSO2	12	C
CO3	Analyze market segmentation approaches, identify customer needs, and apply quantitative marketing skills using correlation analysis.	PSO2	9	AP
CO4	Evaluate target customer selection, distinguish generalist vs. specialist market players, and apply quantitative marketing skills (Customer Lifetime Value, Big Data Analytics)	PSO2	9	AP
CO5	Evaluate brand positioning strategies, choose frame of reference and point of difference, and assess positioning success and evolution.	PSO3	8	E

Unit I: (Lecture Hours = 10)

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.

Unit II: (Lecture Hours = 12)

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.

Unit III: **(Lecture Hours = 9)**

Segmenting Markets: Why Segment? **Quantitative Marketing Skill:** Correlation, How Should Consumers Be Grouped? SegmentIdentification, It's All About Customer Needs, Different Firms Can See The Market Differently, Compare Segmentation AcrossDifferent Product Categories, Segments Are Dynamic.

Unit IV: **(Lecture Hours = 9)**

Selecting Target Customers: Why Target? Generalist Vs.Specialist Market Players, **Picking a Target:** Traditional Perspectives, **Quantitative Marketing Skill:** Customer LifetimeValue, Big Data Analytics.

Unit V: **(Lecture Hours = 8)**

Positioning Your Brand: Brand Positioning: Brand PositioningStatement, 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.

Course Designer: Mrs. B. Raja Rajeswari, Associate Professor, **rajarajesweri@rvsgroup.com**

Course Title: Excel For Managers – I (P)	**Course Code: 13 P**
Semester I	**Course Group: MP-2**
Teaching scheme in Hrs (L: T:P) : 0:0:4	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Apply fundamental Excel functions for data formatting, representation, analysis, and financial calculations.	PSO4	8	AP
CO2	Utilize Excel to create various types of charts (line, bar, column, pie, area, stock) and demonstrate their usage.	PSO5	10	AP
CO3	Apply Excel in management scenarios such as financial statement linkages, time value of money applications, project finance basics, financial planning, and marketing domain analysis	PSO6	12	AP
CO4	Apply Excel for building financial statements, conducting scenario analysis, and creating dynamic financial models	PSO7	10	AP
CO5	Apply Excel for analyzing databases, creating performance evaluation reports, and representing data through charts	PSO8	8	AP

Unit I: **(Lecture Hours = 8)**

Basics Revisiting & Functions – Linkages in Excel files, Basic usageof Microsoft Excel, **Functions in Excel** - Data Formatting Functions,Data Representation Functions, Data Analysis Functions, Financial Functions

Unit II: **(Lecture Hours = 10)**

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

Unit III: **(Lecture Hours = 12)**

Basics 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.

Unit IV: **(Lecture Hours = 10)**

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

Unit V: **(Lecture Hours = 8)**

Basics Case Studies 2: Analysis of database – Analysis of a database usingvarious 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.

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:

Mr. Mohammed Al Basidh Associate Professor, **mohammed@rvsgroup.com**

Course Title: Language Skills (T)	**Course Code: 17 A**
Semester I	**Course Group: S-1**
Teaching scheme in Hrs (L: T:P) : 4:0:0	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Craft imaginative narratives through creative writing, incorporating elements of fantasy and futuristic concepts.	PSO5	10	E
CO2	Develop effective communication skills by comprehending and analyzing diverse textual content, demonstrating proficiency in email composition and reading comprehension.	PSO1	6	AP
CO3	Exhibit oral presentation skills by delivering humorous anecdotes, patriotic narratives, and engaging skits, incorporating voice modulation and stage presence.	PSO1	12	AP
CO4	Apply critical thinking and spontaneous articulation through impromptu speaking exercises like "Just In a Minute" (JIM) and conducting SWOT analyses.	PSO2	10	AP
CO5	Enhance reflective skills by revisiting, recollecting, and re-presenting previously discussed topics, showcasing improvements in content and delivery.	PSO2	10	C

Unit 1: **(Lecture Hours = 10)**

Fabricate a fable – **3 hours**

Time-Machine Learning **- 7 hours**

- Nostalgia
- Typical day of an Indian

Unit II: **(Lecture Hours = 10)**

Errorless emails! **- 3 hours**

Reading Comprehension**- 3 hours**

Unit III: **(Lecture Hours = 10)**

Humming Humanoids**- 3 hours**
Just for laughs! **- 3 hours**
Footsteps – 3 **hours**
Patriotic Pupil – 3 **hours**

Unit IV: **(Lecture Hours = 10)**

Simon the Speaker **- 3 hours**
Who is the next Harsha Bhogle? **– 3 hours**
Skit **– 4 hours**

Unit V: **(Lecture Hours = 10)**

JIM (Just In a Minute)**- 4 hours**
SWOT Analysis **- 3 hours**
Re-visit, Recollect and Re-present**- 3 hours**

What if you are rendered with a superpower?

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

Course Title: Aptitude Skills – I (T)	**Course Code: 17 B**
Semester I	**Course Group: S-2**
Teaching scheme in Hrs (L: T:P) : 2:0:0	**Credits: GRADE**
Map Code:	**Total Contact Hours: 60**
CIA: 50 Marks	**SEE: NIL**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Understand the basic concepts of quantitative ability	PS01	5	AP
CO2	Demonstrate proficient competence in employing spatial reasoning= and advanced problem-solving abilities.	PS02	5	AP
CO3	Understand the basic concepts of logical reasoning Skills	PS04	5	U
CO4	Solve campus placements aptitude papers covering Quantitative Ability, Logical Reasoning Ability	PS05	4	AP
CO5	Prepare themselves for various competitive exams and different placement aptitude test as well.	PS06	5	AP

Unit I: **(Lecture Hours = 5)**
Introduction & Numbers: Introduction to Aptitude, Short cuts, Types and Properties of Numbers, Factoring - Least CommonMultiple (LCM), Greatest Common Divisor (GCD).

Unit II: **(Lecture Hours = 5)**
Simplification (Number and Statement Sums), Squares, SquareRoots and cubic roots, Percentages

Unit III: **(Lecture Hours = 5)**
Averages, Ratio and Proportion, Problems on ages

Unit IV: **(Lecture Hours = 4)**
Chain Rule, Profit and Loss.

Unit V: **(Lecture Hours = 5)**
Permutation and Combinations, Probability, Direction Test andSeating Arrangements

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

Course Title: Computer Lab – I (P)	**Course Code: 17 C**
Semester I	**Course Group: SP-1**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 50 Marks	**SEE: GRADE**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Recognize when to use each of the Microsoft Office programs to create professional and academic documents.	PS01	20	U
CO2	Use Microsoft Office programs to create personal, academic and business documents following current professional and/or industry standards.	PS02	20	AP
CO3	Apply skills and concepts for basic use of computer hardware,software, networks, and the Internet in the workplace and in future coursework.	PS03	20	AP

Unit I: **(Lecture Hours = 30)**

1. Permutation Type a document (like-Speech of a chairman in AGM, Budgetspeech 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 thefollowing:
   - 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 followingoperations:
Inserting the table, Data Entry, Alignment of Rows and Columns, Inserting and Deleting the Rows and Columns and Change of TableFormat.

6. Using mail merge, send an invitation /notice (by creating the invitation/notice) for the following situation (at least 5 addressesto be entered) (Any one of the following)

- For opening a new branch
- Inauguration of ATM
- Informing about new scheme or offer

Unit II: **(Lecture Hours = 30)**

1. Design presentation slides for a product of your choice. The slidesmust 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 inmanual mode.

2. Design presentation slides for organization details for 5 levels ofhierarchy of a company by using organization chart.

3. Design slides for the headlines News of a popular TV Channel. ThePresentation Should contain the following transactions: Top down, Bottom up, Zoom in and Zoom out. - The presentation should work in custom mode.

Text Book:

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

Course Designer:

Mr. MOHAMMED AL BASIDH - Assistant Professor – mohammed@rvsgroup.com

Course Title: Computer Lab – I (P)	**Course Code: 17 C**
Semester I	**Course Group: SP-1**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 50 Marks	**SEE: GRADE**
Programme: MBA	**#-Semester End Exam**

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Understand and Apply the concepts of Data Visualization with ggplot2	PS01	12	AP
CO2	Understand and Apply the concepts of Data Transformation with dplyr	PS01	12	AP
CO3	Understand and Apply the concepts of Tibbles with tibble and Data Import with readr	PS01	12	AP
CO4	Understand and Apply the concepts of Tidy Data with tidyr	PS01	12	AP
CO5	Understand and Apply the concepts of Relational data with dplyr	PS01	12	AP

Unit I: **(Lecture Hours = 12)**
Data Visualization with ggplot2: Introduction - First Steps - AestheticMappings - Common Problems – Facets - Geometric Objects - StatisticalTransformations - Position adjustments - Coordinate Systems - The Layered Grammar of Graphics
Workflow: Basics: Coding Basics - What's in a Name? - Calling Functions

Unit II: **(Lecture Hours = 12)**
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)

Unit III: **(Lecture Hours = 12)**
Tibbles with tibble: Introduction - Creating Tibbles - Tibbles Versusdata frame - Interacting with Older Code
Data Import with readr: Introduction - Getting Started - Parsing aVector - Parsing a File - Writing to a File - Other types of data

Unit IV: **(Lecture Hours = 12)**
Tidy Data with tidyr: Introduction - Tidy Data - Spreading and Gathering - Separating and Pull - Missing Values - Case Study - NontidyData

Unit V: **(Lecture Hours = 12)**
Relational Data with dplyr: Introduction – nycflights13 – keys -mutating joins - filtering joins - join problems - set operations

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 Versusdata 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 - NontidyData	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 GarrettGrolemund, published by O'reilly Media Inc., First Edition, 2014

Course Designer: Mr. Veillingiri N vellingiri@rvsgroup.com

Syllabus for II – Semester

Course Title: Economics For Decision Making	**Course Code: 23 A**
Semester II	**Course Group: M-4**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze scarcity's impact on resource allocation and opportunity cost on decision making. Evaluate production possibility curves and shifts.	AN
CO2	Differentiate micro and macroeconomics, assess market role in resource allocation, analyze demand and supply determinants.	AN
CO3	Examine price determination, market equilibrium, and effects of demand and supply changes. Calculate and interpret price elasticity.	E
CO4	Analyze microeconomic decision makers: households, workers, and firms. Study money, banking, and occupational choices.	AN
CO5	Evaluate government's macroeconomic role, aims, and policies. Analyze fiscal, monetary policies, and inflation impacts.	E

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	**cro 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.	**10**
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.	**10**
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.	**9**

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:**	**9**
	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

Course Title: Human Resource Management	**Course Code: 23 B**
Semester II	**Course Group: M-5**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze the evolving role of HRM in changing organizational environments, distinguishing between managerial and operative functions of HRM	AN
CO2	Evaluate the process and methods of job analysis, and analyze the planning and forecasting aspects of recruitment.	E
CO3	Analyze the training process and its strategic context, and assess various training methods including on-the-job training, apprenticeship, and audio-visual based training.	AN
CO4	Evaluate factors in determining pay rates, assess different types of incentives including individual, team/group, and competency-based pay	E
CO5	Analyze the significance of performance management and appraisal, and evaluate the role of ethics and collective bargaining in employee relations.	AN

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	**10**
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.	**9**
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.	**10**
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.	**9**
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	**10**

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:

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

Course Title: Sales Management	**Course Code: 23 C**
Semester II	**Course Group: M-6**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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.	U
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.	U
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.	AP
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	AP
CO5	Understand sales territory, procedure for designing sales territory, use of IT, methods for setting sales quotas.	AP

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.	**12**
Unit II	Connecting with Sales prospects. Running High-Impact Meetings. Asking better questions. Handling objections. The Power of Story. Team Selling for Impact.	**12**
Unit III	The selling process. Prospecting, Qualifying, Pre- Approach, Approach, Discovering and Understanding buyer's 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.	**12**
Unit IV	Sales forecasting and budgeting. Sales Strategy, Selling challenges and skills. Sales forecasting approaches, how to improve forecasting accuracy. Sales budget.	**12**
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.	**12**

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. Pingali Venugopal, 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

Course Title: Excel For Managers - II	**Course Code: 23 P**
Semester II	**Course Group: MP-3**
Teaching scheme in Hrs (L: T:P) : 0:0:4	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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.	R
CO2	Design Dynamic Charts using Advanced Charting techniques	AP
CO3	Preparing Dashboards for effective data representation	AP
CO4	Understand the basic Macro functions in Excel and Writing & Recording Macros	AP
CO5	Understand the basic of Statistics Functions and Analysis in Excel	AP

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	**10**
Unit II	Advanced Charting techniques – Dynamic Charts	**9**
Unit III	Creating Dashboards, effective data representation	**9**
Unit IV	Macros, Form Control, Recording Macros, Writing Basic Macros.	**10**
Unit V	Statistical Functions and Analysis – Regression and other statistical techniques, Other Excel functions, Shortcuts and Productivity Tools	**10**

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:

Mr. Mohammed Al Basidh, mohammed@rvsgroup.com

Skill Based Add on Courses
Semester - II

Course Title: Corporate Skills - I	**Course Code: 27 A**
Semester II	**Course Group: S-3**
Teaching scheme in Hrs (L: T:P) : 4:0:0	**Credits GRADE**
Map Code:	**Total Contact Hours: 48**
CIA: 50 Marks	**SEE: NIL**
Programme: MBA	**#-Semester End Exam**

Learning Objectives

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

CO1	Evaluate synonyms and antonyms through VocaBuilder. Analyze TED ED Lessons for skill enhancement. Master essay writing fundamentals and practice.	E
CO2	Explore antonyms with VocaBuilder. Study TED ED Lessons. Learn resume writing principles, dos and don'ts, and prepare resumes.	AP
CO3	Develop vocabulary with basic and contextual words through VocaBuilder. Enhance sentence correction skills. Engage in TED ED Lessons.	C
CO4	Improve spelling with VocaBuilder. Focus on error spotting in verbal communication. Participate in the 50 Rupee Activity.	AP
CO5	Acquire business jargon with VocaBuilder. Engage in debates for communication skills. Understand your company and job roles.	AP

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** VocaBuilder-Synonyms – **2 hours** **1.2** TED ED Lessons – **2 hours** **1.3** 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	**10**

Unit II	**2.1** VocaBuilder-Antonyms – **2 hours** **2.2** TED ED Lessons - **2 hours** **2.3** Resume Writing**- 5 hours** i) Introduction to resume writing	**9**
	ii) Do's and Don'ts of resume writing iii) Resume preparation	
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**	**10**
Unit IV	**4.1** VocaBuilder-Good Speller – **2 hours** **4.2** Verbality: Error Spotting**- 5 hours** **4.3** 50 Rupee Activity **– 3 hours**	**9**
Unit V	**1.1** VocaBuilder-Business jargons – **2 hours** **1.2** Debate **- 3 hours** **1.3** Know Your Company/ Job**- 5 hours**	**10**

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

Course Designer: RVS Training Academy

Course Title: Aptitude Skills - II	**Course Code: 27 B**
Semester II	**Course Group: S-4**
Teaching scheme in Hrs (L: T:P) : 2:0:0	**Credits GRADE**
Map Code:	**Total Contact Hours: 24**
CIA: 50 Marks	**SEE: NIL**
Programme: MBA	**#-Semester End Exam**

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	**5**
Unit II	*Reasoning-I:* Pattern Completion, Figure Matrix, Dot Situation, Shape Construction and Image Analysis	**5**
Unit III	*Creativity-I:* Venn Diagrams, Blood Relations, Character and Number series, Calendar & Clock.	**5**
Unit IV	*Reasoning-II:* Analytical Reasoning, Syllogism, Diagrammatic and Brain Teasers	**5**
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

Course Title: Computer LAB – II (SPSS)	Course Code: 27 P
Semester II	Course Group: SP-2
Teaching scheme in Hrs (L: T:P) : 0:0:6	Credits GRADE
Map Code: - N	Total Contact Hours: 24
CIA: 50 Marks	SEE: NIL
Programme: MBA	#-Semester End Exam

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	Utilize SPSS for entering and structuring data, applying data type, labels, values, missing values, and alignment, and create descriptive charts.	Understand
CO2	Apply SPSS for analyzing data using frequency statistics and calculating measures like mean, median, mode, standard deviation, variance, range, skewness, and kurtosis.	Apply
CO3	Apply reliability and normality testing techniques using SPSS, and perform linear and multiple regression testing.	Apply
CO4	Apply SPSS to perform different types of t-tests (one-sample, independent-sample, paired) and conduct Chi-Square analysis and ANOVA.	Apply
CO5	Apply SPSS for factor analysis, cluster analysis, and discriminant analysis.	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)	**5**
Unit II	Data Analysis using Frequency Statistics: Mean, Median, Mode, Sum, Standard Deviation, Variance, Range, Skewness and Kurtosis.	**5**
Unit III	Reliability and Normality Testing, Reliability and Normality Testing, Testing Regression – Linear and Multiple	**5**
Unit IV	T-Test: One-Sample T-Test, Independent-Sample T-Test, Paired T Test.- Chi-Square Analysis- ANOVA	**5**
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:

Mr. Vellingiri, Assistant Professor

Course Title: Computer LAB – II (SQL & APPLIED STATISTICS WITH R)	**Course Code: 27 P**
Semester II	**Course Group: SP-2**
Teaching scheme in Hrs (L: T:P) : 0:0:2	**Credits GRADE**
Map Code:	**Total Contact Hours: 24**
CIA: 50 Marks	**SEE: NIL**
Programme: MBA	**#-Semester End Exam**

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

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: Mr. N. Vellingiri, Associate Professor, vellingiri@rvsgroup.com

Syllabus for III – Semester
Core Paper

Course Title: Design Thinking - I	**Course Code: 33 A**
Semester III	**Course Group: M-8**
Teaching scheme in Hrs (L: T:P) : 1:1:2	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	U
CO2	Students will understand the user needs by immersing and empathize into their environment	U
CO3	The students will be able to create concepts and decide the type of architecture to be used in the product development	AP
CO4	The students will be create prototypes and understand the pros and cons from the virtual product	AP
CO5	The students will be able to check whether the business is viable through a Framework and decide on the further development process	AP

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 Mindset for Strategy and Innovation, Wiley

References:

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

Course Designer:

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

Course Title: Design Thinking - II	**Course Code: 33 P**
Semester III	**Course Group: M-9**
Teaching scheme in Hrs (L: T:P) : 1:1:2	**Credits 4**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	U
CO2	Create user need statements and product specifications	U
CO3	Create Concepts and Define Product Architecture	AP
CO4	Develop prototypes and test (Usability, Environment)	AP
CO5	Analyze business financials and select a development process	AP

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 prototype and perform testing	**8**
Unit V	**Financial Analysis and Product Development :** Check the viability of the Product by doing basic financials	**7**

Course Designer: Dr. S. Suganya, Associate Professor – suganya.s@rvsgroup.com

Skill Based Add on Courses
Semester - III

Course Title: Corporate Skills - II	**Course Code: 37 A**
Semester III	**Course Group: S-5**
Teaching scheme in Hrs (L: T:P) : 4:0:0	**Credits GRADE**
Map Code:	**Total Contact Hours: 48**
CIA: 50 Marks	**SEE: NIL**
Programme: MBA	**#-Semester End Exam**

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.

Course Outcomes:

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

CO1	Engage in Verbal Aptitude Test practice, understand Group Discussion Dos & Don'ts, participate in Group Discussion practice, learn about HR interview questions, develop effective self-introduction skills, and build professional resumes.	AP
CO2	Solve more Verbal Aptitude Test papers, practice Group Discussion scenarios, prepare for HR interview questions, master time management techniques, and enhance body language and grooming.	AP
CO3	Continue Verbal Aptitude Test practice, refine Group Discussion abilities, handle HR interview questions better, and learn about effective teamwork.	AP
CO4	Complete the Verbal Aptitude Test papers, polish Group Discussion skills, improve responses to HR interview questions, and enhance your convincing skills.	AP
CO5	Experience mock interviews with Verbal Aptitude Test, engage in simulated Group Discussions, and face mock interviews focusing on HR questions.	AP

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**	**10**
	3.2 Group Discussion practice - **3 hours** 3.3 HR Questions practice – **3 hours** 3.4 Team work – **2 hours**	
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

Course Title: Aptitude Skills - III	**Course Code: 37 B**
Semester III	**Course Group: S-6**
Teaching scheme in Hrs (L: T:P) : 2:0:0	**Credits GRADE**
Map Code:	**Total Contact Hours: 24**
CIA: 50 Marks	**SEE: NIL**
Programme: MBA	**#-Semester End Exam**

Course Objective:

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

Course Outcomes:

CO1	Learn LCM, GCD, Average, Percentage, and solve Equations.	AP
CO2	Understand Cuboids and Dices, Image Analysis including pattern completion, dot situation, grouping of images, water and mirror images.	AN
CO3	Master Ratio and Proportion, age-related problems, Chain Rule, and Profit and Loss.	AP
CO4	Explore Time and Distance, train-related problems, Boats and Streams, and Time and Work.	AP
CO5	: Study Probability, Direction Test, Blood Relations, and Seating Arrangements.	AP

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. Abhijit Guha, Quantitative Aptitude for Competitive Examinations, Tata McGraw Hill, 3rd 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:
Dr. Mangayarkarasi K - Head, Aptitude Training - mangayarkarasi@rvsgroup.com

Syllabus for IV – Semester
Core Paper

Course Title: Strategic Management	**Course Code: 43 A**
Semester IV	**Course Group: M-13**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits**
Map Code:	**Total Contact Hours: 48**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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.	U
CO2	Explain the basic concepts, principles and practices associated with strategy formulation and implementation.	AP
CO3	Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.	AP
CO4	Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.	AN
CO5	Conduct and present a credible business analysis in a team setting.	EV

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

Course Title: Python For MBA	**Course Code: 23Q**
Semester II	**Course Group: M-7**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Develop Python code that employs basics, loops and containers for a given dataset	AP
CO2	Apply Python function creation skills to design custom functions that encapsulate specific data manipulation or analysis tasks, enhancing code modularity and reusability.	AP
CO3	Apply knowledge of data integration concepts, recognizing the need for combining datasets to gain a comprehensive view of the data	AP
CO4	Apply data aggregation concepts , recognizing the importance of summarizing data to derive meaningful insights	AP
CO5	Utilize a wide range of Python programming concepts, including loops, conditionals, functions, and packages in real time scenarios	AP

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. Suganya S.**, Associate Professor(CS), suganya_cs@rvsgroup.com**

Course Title: Machine Learning	**Course Code: 3AP**
Semester III	**Course Group: M-10**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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 concepts in R & Practice to perform exploratory data analysis with a dataset	AP
CO2	Apply the linear regression, multiple linear regression, and k-nearest neighbor algorithm to build predictive model	AP
CO3	Apply and analyze the performance of logistic regression , Linear and Quadratic Discriminant Analysis algorithms for binary, multiclass classification problems.	AN
CO4	Apply and analyze cross-validation and bootstrap methods for model assessment.	AN
CO5	Apply and analyze ridge regression, lasso, and dimension reduction methods for high-dimensional data sets	AN

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

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	-	-	-	-

S- Strong; M-Medium; L-Low

Assessment Pattern

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. **Lab: Cross Validation and Bootstrap:** The Validation Set Approach – Leave-One-Out Cross Validation – k-Fold Cross Validation – The Bootstrap.	12

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.	12

	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	

Text Book

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

Course Designer: Dr. Suganya S.**, Associate Professor(CS), suganya_cs@rvsgroup.com**

Course Title: Data Visualization Using Tableau	**Course Code: 3AQ**
Semester III	**Course Group: M-11**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Experiment the data, ask relevant questions, prepare and structure data using Tableau	AP
CO2	Apply various visualization techniques such as aggregations, statistical methods for correlations, and regression relationships.	AP
CO3	Build best practices for data visualization, storytelling, creating effective and informative charts and dashboards	AP
CO4	Organize appropriate visualization types based on the data characteristics and relationships to design truthful and insightful charts.	AP
CO5	Categorize design concepts and principles for analytical and explanatory data Story presentations using Tableau.	AP

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	12
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	12
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	12
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 (heat maps) Creating Great and Truthful Charts: Mind and Models- Deceptive Graphs- Formatting for attention- Demo/Let's practice: Visualization Makeover	12
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	12

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. Shanmugarajathi **Associate Professor(CS), shanmugarajathi@rvsgroup.com**

Course Title: Data Science for Marketing-I	**Course Code: 4AP**
Semester IV	**Course Group: M-14**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

Course Objective: To enable the learners to understand the fundamental data science concepts of Marketing Analytics through R and 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 descriptive statistical techniques to analyze historical marketing data and extract meaningful insights	Apply
CO2	Apply regression analysis to identify factors influencing marketing performance and consumer preferences	Apply
CO3	Utilize Marketing datasets for decision tree models to analyze and visualize the stages of customer engagement leading to conversion.	Apply
CO4	Apply strategies to enhance product visibility across different marketing channels.	Apply
CO5	Apply personalized recommendation algorithms to suggest the right products to specific customer segments.	Apply

Mapping with Programme Outcomes

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

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	-	-	-	-

S- Strong; M-Medium; L-Low Assessment

Pattern

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	**Data Science and Marketing -** Technical requirements -Trends in marketing-**Applications of data science in marketing**- Descriptive versus explanatory versus predictive analyses -Types of learning algorithms-Data science workflow-**Setting up the R & Python environment**- Installing the Anaconda distribution-Installing R and RStudio-Summary **Descriptive Versus Explanatory Analysis**- Key Performance Indicators and Visualizations-KPIs to measure performances of different marketing efforts- Sales revenue-Cost per acquisition (CPA)-Digital marketing KPIs-**Computing and visualizing KPIs using R & Python**-Aggregate conversion rate-Conversion rates by age-Conversions versus non-conversions-Conversions by age and marital status-Summary	**12**
Unit II	**Drivers Behind Marketing Engagement-Using regression analysis for explanatory analysis**- Explanatory analysis and regression analysis- Logistic regression**-Regression analysis with R & Python**-Data analysis and visualizations-Engagement rate-Sales channels-Total claim amounts-Regression analysis-Continuous variables-Categorical variables-Combining continuous and categorical variables-Summary	**12**
Unit III	**From Engagement to Conversion-Decision trees**-Logistic regression versus decision trees-Growing decision trees-**Decision trees and interpretations with R & Python**-Data analysis and visualization-Conversion rate-Conversion rates by job-Default rates by conversions-Bank balances by conversions-Conversion rates by number of contacts-**Encoding categorical variables**-Encoding months-Encoding jobs-Encoding marital-Encoding the housing and loan variables-**Building decision trees**-Interpreting decision trees-**Summary**	**12**
Unit IV	**Product Visibility and Marketing**- Product Analytics-The importance of product analytics-**Product analytics using R & Python**-Time series trends-Repeat customers-Trending items over time—**Summary**	**12**

Unit V	**Recommending the Right Products**-Collaborative filtering and product recommendation-Product recommender system-Collaborative filtering-**Building a product recommendation algorithm with R & Python**-Data preparation-Handling NaNs in the CustomerlD field-Building a customer-item matrix-**Collaborative filtering**-User-based collaborative filtering and recommendations Item-based collaborative filtering and recommendations-**Summary**	**12**

References:

1. Hands-On Data Science for Marketing: Improve your marketing strategies with machine learning using Python and R, Yoon Hyup Hwang, Packt Publishing Ltd, 29-Mar-2019

Course Designer:

Dr. Suganya S.**, Associate Professor(CS), suganya_cs@rvsgroup.com**

Course Title: Data Science for Marketing-II	**Course Code: 4AQ**
Semester IV	**Course Group: M-15**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

Course Objective: To enable the learners to understand the advanced data science concepts of Marketing Analytics through R and Python

Prerequisite:
Statistics, Python for MBAs, Visualization, R for Data Science, Data Science for Marketing-I

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

CO1	Utilize customer data and insights to develop comprehensive personalized marketing strategies.	Apply
CO2	Utilize predictive analytics tools to forecast engagement based on historical data and customer behavior	Apply
CO3	Apply statistical and machine learning techniques to analyze Customer lifetime value	Apply
CO4	Apply customer segmentation techniques to identify target audiences for personalized marketing campaigns.	Apply
CO5	Apply churn prediction techniques to identify customers at risk of leaving	Apply

Mapping with Programme Outcomes

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

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	-	-	-	-

S- Strong; M-Medium; L-Low Assessment

Pattern

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Personalized Marketing**: **Exploratory Analysis for Customer Behavior-Customer analytics - understanding customer behavior-** Customer analytics use cases- Sales funnel analytics-Customer segmentation-Predictive analytics-**Conducting customer analytics with R & Python**-Analytics on engaged customers- Overall engagement rate-Engagement rates by offer type-Engagement rates by offer type and vehicle class-Engagement rates by sales channel-Engagement rates by sales channel and vehicle size-Segmenting customer base-Summary	**12**
Unit II	**Predicting the Likelihood of Marketing Engagement**-Predictive analytics in marketing-Applications of predictive analytics in marketing-Evaluating classification models-**Predicting the likelihood of Marketing engagement with R & Python**-Variable encoding-Response variable encoding-Categorical variable encoding-Building predictive models-Random forest model-Training a random forest model-Evaluating a classification model-Summary	**12**
Unit III	**Customer Lifetime Value**-CLV-Evaluating regression models-**Predicting the 3-month CLV with R & Python-**Data cleanup-Data analysis-Predicting the 3-month CLV-Data preparation-Linear regression-Evaluating regression model performance-Summary	**12**
Unit IV	**Data-driven customer Segmentation**-Customer segmentation-Clustering algorithms-**Segmenting customers with R & Python**-Data cleanup k-means clustering-Selecting the best number of clusters-Interpreting customer segments-Summary	**12**
Unit V	**Retaining Customers**-Customer churn and retention-Artificial neural networks-**Predicting customer churn with R & Python-**Data analysis	**12**

	and preparation-ANN with Keras Model evaluations-Summary.**Better Decision Making**- A/B Testing for Better Marketing Strategy-A/B testing for marketing-Statistical hypothesis testing-**Evaluating A/B testing results with R & Python**-Data analysis-Statistical hypothesis testing-Summary	

References:

1. Hands-On Data Science for Marketing: Improve your marketing strategies with machine learning using Python and R, Yoon Hyup Hwang, Packt Publishing Ltd, 29-Mar-2019

Course Designer:

Dr. Suganya S.**, Associate Professor(CS), suganya_cs@rvsgroup.com**

Functional Elective

Applied Finance

Course Title: Applied Financial Statement Analysis	**Course Code: 23S**
Semester II	**Course Group: M-7**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze the linkage of Balance Sheet, Cash Flow, and Income Statement in financial reporting and decision-making.	AP
CO2	Apply critical thinking to analyze different parts of an annual report to know the company's financial health and future prospects to its shareholders and potential investors	AP
CO3	Apply financial ratio calculations to assess a company's performance in terms of Profitability, Liquidity, Stability, and Efficiency.	AP
CO4	Analyze the impact of Working Capital on business operations and evaluate its significance from the perspectives of both bankers and business owners.	AP
CO5	Analyze the importance of Corporate Governance and its link to accurate and transparent financial reporting, evaluating its impact on a company's stock price.	AN

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.Rajamani, Associate Professor, rajamani@rvsgroup.com

Course Title: Wealth Management	**Course Code: 3FA**
Semester IV	**Course Group: M-10**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Understand the landscape and regulatory bodies in wealth management.	U
CO2	Evaluate different asset classes and their risk-reward perspectives in the financial markets.	E
CO3	Apply time value of money concepts and Analyze the portfolio performance.	AP
CO4	Analyze the mutual fund performance of schemes	AN
CO5	Apply ethical principles in wealth management practices and understand the basics income taxation concepts for optimum decision.	AP

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

Course Title: Capital Markets	**Course Code: 3FB**
Semester III	**Course Group: M-11**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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 capital market concepts, participants, and regulations.	U
CO2	Apply investment strategies to build diversified portfolios.	AP
CO3	Analyze market trends using technical indicators for informed decisions.	AN
CO4	Implement risk management techniques with financial derivatives	AN
CO5	Create and justify portfolio allocation strategies for optimal performance.	E

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. Rajamani, Associate Professor, rajamani@rvsgroup.com

Course Title: Financial Technology	**Course Code: 4FA**
Semester IV	**Course Group: M-14**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze the natural advantages of traditional banks and assess the role of Fintech in banks.	AN
CO2	Analyze the operations and the dynamics of lending markets within the Fintech landscape.	AN
CO3	Assess diverse applications of machine learning in the Fintech sector	AP
CO4	Apply digital distributed ledger technologies in the Fintech sector	AP
CO5	Demonstrate comprehension of risks and regulatory frameworks in the Fintech industry	AP

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	**Digital transformation and Financial Services: Landscape of Financial Services:** Natural advantage of banks, Balance sheet activities of banks. **Inefficiencies of Financial Services:** Fees and Small Loans**, Role of Fintech in Financial Services:** Screening, Monitoring and collection, Synergies in the way banks are structured, Growth of Fintech. **Personal Banking:** Distinguishing characteristics of a bank, digital banks, Issues in Banks and future of digital banks	**12**
Unit II	**Lending Markets:** Inefficiencies in the lending activities performed by banks, Main frictions that arise in lending and Other lending markets in Fintech.	**12**
Unit III	**Applications of Machine Learning in Fintech:** What is machine learning? Necessary requirements for use of ML, Limitations of ML. **Risk Management:** Applications of Machine Learning in Risk Management and Use of ML to estimate credit risk. **Other applications of ML:** Applications of Machine Learning in Credit Scoring.	**12**
Unit IV	**Digital Distributed Ledger:** Block-Chain and Cryptocurrencies Block-Chain. Block-Chain examples. Other uses of Block-Chain.	**12**
Unit V	**Other sources of risks:** Liquidity dry-ups, Solvency risks, Fraud and cybersecurity risk, operational risk, **Regulation:** Data Privacy and support, Data Ownership, security and use. **Bank runs, Capstone project.**	**12**

Reference Books

1. Imperial College Business School - by Dr.Rajkumar Iyer.

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

Course Title: Advanced Financial Modelling	**Course Code: 4FP**
Semester IV	**Course Group: M-15**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Construct professional financial Models in Excel with stress testing and proper documentation	AP
CO2	Explore portfolio performance, risk analysis, and derivatives pricing using Excel tools like regression, simulation, and Option Greeks.	E
CO3	Apply financial statement projection techniques to understand valuation, and modeling scenarios like mergers and acquisitions.	AN
CO4	Analyze debt repayment modeling, including amortizing loans, EMIs, and bond pricing in Excel.	AN
CO5	Apply acquired financial modeling skills through hands-on exercises covering various real-world financial modeling challenges.	SP

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

Course Title: Introduction to Digital Marketing	**Course Code: 23I**
Semester II	**Course Group: M-7**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

Course Objective:
Students will understand the basics of the 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	Understand the trends and significance of digital marketing, analyze digital consumer behavior, and explain the 3C Framework's components.	AN
CO2	Apply the concept of content marketing in the digital media landscape, utilize the 3C Framework for content marketing, and assess content metrics and conversion metrics.	E
CO3	Analyze the design principles and guidelines for creating effective landing pages, including considerations for design, color theory, typography, and mobile responsiveness.	AN
CO4	appraise the strategies employed in selling on online marketplaces, and assess the dynamic interplay between organic and paid search methods.	AN
CO5	Apply knowledge of consumer journey mapping and lead generation in digital marketing, demonstrate how to segment leads, and create visual sales/marketing funnels.	AP

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 to 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 Second C (Micro Conversions and Improving Conversions) – The Third C (Continuously Engage and more ways to Engage)	**12**
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 – Continuous Engagement Metrics -Measuring Ad effectiveness – AB Testing	**12**
Unit III	**Landing pages** Landing pages: Introduction – Guidelines in Designing a Landing page (Design Principles, Color theory, typography, CTA's, Mobile Responsiveness)	**12**
Unit IV	**SEO, SEM & Selling on Marketplaces** Introduction and Evolution of Search and SEO – Big Skinny Case Study – The Search Landscape. Introduction and Evolution of paid search- PPC (Google Search, Ad Examples, Big Skinny) Tools Walkthrough: How to use google ads – Selling on Amazon Marketplaces – 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.	**12**
Unit V	**Content Mapping - Consumer Journey & Lead Generation** Consumer Journey in Digital Marketing - Getting to know lead generation - Ways to generate leads - How to segment leads - How to create content for different stages - How to create visual sales/marketing funnel.	**12**

Course Designer: Vengatesan Sivaramakrishnan – Teaching Associate, RVS IMSR
vengatesan@rvsgroup.com

Course Title: Search Engine Optimization	**Course Code: 3MA**
Semester III	**Course Group: M-10**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

Course Objective:
Students will learn how to optimize the website to get the top ranking in SE's like Google. Students use content as a marketing material and will be able to promote the business/product organically.

Prerequisite:
Website & Domain Name.

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

CO1	Evaluate the functioning and components of search engines, analyze search results anatomy, and examine the role of keywords and keyword research in search engine operations.	E
CO2	Apply foundational knowledge of websites, domains, and hosting, create wireframes, and demonstrate practical skills in WordPress, HTML, and CSS for website development.	AP
CO3	Analyze the evolution of search algorithms, evaluate different types of SEO techniques (White Hat and Black Hat), and formulate effective SEO strategies for various contexts including mobile, local, international, and e-commerce.	AN
CO4	Assess the significance of content marketing in SEO, differentiate between various content forms and types, and design effective link-building strategies using diverse methods and techniques.	AP
CO5	Utilize various analytics tools, analyze data from Google Analytics, Keyword Finder, Google Trends, and other sources, and formulate data-driven strategies for optimizing website performance and SEO	AN

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	**Internal**	**External**

Category	CIA	Model	Assignments	
Remember	20%	20%	---	20%
Understand	20%	30%	10%	30%
Apply	20%	30%	20%	20%
Analyze	10%	20	---	---
Evaluate	---	---	---	---
Create	30%	---	70%	20%

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Search Engines - An Introduction** What are Search Engines? - How Do Search Engines Work? - Anatomy of Search Results - Search Engine Operators - What Are Keywords? - How to perform Keyword Research?	**12**
Unit II	**Websites & Wireframe** Basics of Website, Domain & Hosting - What is Wireframe - What is CMS - Basics of WordPress - Basics of HTML & CSS - Practical Classes on how to create a WordPress Website.	**12**
Unit III	**Search Engine Optimization** The Evolution of Search and SEO – Search Algorithms – Search Engine Optimization – Types (White HAT SEO & Black HAT SEO), Forms (On-Page SEO & Off-Page SEO), SEO - Strategy - Mobile SEO - Local SEO - International SEO - ecommerce SEO - App Store Optimization	**12**
Unit IV	**Content Marketing & Link Building** Content - Importance, Forms & Types - Basics of Content Marketing - Creating Curated Content - Aggregating Content - 3H framework - Link Building (Link Types, Methods & Strategies) - **Practical**	**12**
Unit V	**Analytics & Tools** Introduction to DATA Analytics - Google Analytics Keyword Finder - Google Trends - Google Search Console - Screaming Frog - Answer The Public - SEO Quake - SEMRush.com - Moz - Page Speed Insights - Meta Tag Generator - Schema Generator - OG Tag Generator - Canva	**12**

Course Designer: Vengatesan Sivaramakrishnan – Teaching Associate, RVS IMSR

vengatesan@rvsgroup.com

Course Title: Search Engine Marketing - Practical	**Course Code: 3MP**
Semester III	**Course Group: M-11**
Teaching scheme in Hrs (L: T:P) : 0:0:6	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Demonstrate proficiency in conducting keyword research, optimizing ad campaigns.	AP
CO2	Analyze and evaluate campaign performance and results from various rounds in the Stukent SEM simulation.	E
CO3	Utilize data and analytics to make data-driven decisions in optimizing bidding strategies, ad content, and landing page optimization.	AP
CO4	Optimize ad campaigns for maximum profitability and higher sales numbers based on the insights gained from the simulation rounds	AP
CO5	Create and adjust email campaigns to achieve higher conversion rates and improve overall marketing performance.	C

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%	10%	10%	10%
Understand	10%	10%	10%	—
Apply	50%	50%	50%	10%
Analyze	10%	10%	10%	10%
Evaluate	10%	10%	10%	10%
Create	10%	10%	10%	60%

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.	**12**
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.	**12**
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.	**12**
Unit IV	**Stukent Round 5** Review: Scoreboard results from round 4 - Campaign performance from round 4 - Results from Email Campaign in Round 4. 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.	**12**
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.	**12**

Course Designer: Neya Shetell, Digital Marketing Instructor, RVS INFOTECH – neya@rvsgroup.com

Course Title: Social Media Marketing	**Course Code: 4MA**
Semester IV	**Course Group: M-14**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze social media's role in marketing and its impact on brand strategy.	AN
CO2	Apply effective content creation techniques and storytelling principles in various stages of the consumer journey.	AP
CO3	Evaluate diverse marketing objectives, optimize social media ad campaigns, and employ platforms effectively.	E
CO4	Implement YouTube marketing strategies and analyze video performance.	AN
CO5	Create and manage community engagement strategies, applying tools and tactics for effective online presence.	C

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%	10%	10%	20%
Understand	20%	20%	20%	—
Apply	30%	30%	30%	50%
Analyze	10%	10%	10%	10%
Evaluate	10%	10%	10%	---
Create	20%	20%	20%	20%

Syllabus

Module/ Unit No.	Content	Hours
Unit I	**Social Media: Introduction** Get introduced to the basics of Marketing – Understanding different social media channels – Understanding the importance of being a social centric brand.	**10**
Unit II	**Social Media: Sharing Content & Building Advocacy** Content Share ability – Get in depth understanding of 3 C's of content creation - customers, channel & content – The art of storytelling – Messaging style at different stages of the consumer funnel. Content creation process: Auditing Competitors, Repurposing the Content	**10**
Unit III	**Social Media Marketing** Introduction to Marketing – Identify the different objectives and different factors - Understand and analyze the different performance measurement and optimization avenues possible for social media ad campaigns - Dive into different social media ad platforms - Case Studies (Facebook, Instagram, Twitter & LinkedIn - Live Projects)	**18**
Unit IV	**YouTube Marketing** Introduction to YouTube Marketing – YouTube Channel – YouTube video ranking – Optimizing YouTube video - Overview of YouTube Ads and YouTube Analytics	**10**
Unit V	**COMMUNITY MANAGEMENT** Learn to manage community - Strategy for community engagements - Reputation Management - Way of responding to Community Messages - Creating contests and engagement activities for your audience - Case Studies. ● Project on making community engagement strategies. ● Learn tools like Hootsuite and Canva apart from learning to work on different social media ad platforms.	**12**

Course Designer: Vengatesan Sivaramakrishnan – Teaching Associate, RVS IMSR
vengatesan@rvsgroup.com

Course Title: Social Media Marketing - Practical	**Course Code: 4MP**
Semester IV	**Course Group: M-15**
Teaching scheme in Hrs (L: T:P) : 2:1:3	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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

Prerequisite:
Introduction to Digital Marketing & Stukent Webinars

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

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

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%	10%	10%	10%
Understand	10%	10%	10%	—
Apply	50%	50%	50%	10%
Analyze	10%	10%	10%	10%
Evaluate	10%	10%	10%	10%
Create	10%	10%	10%	60%

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.	**12**
Unit II	**Round 2:** Create Multiple Posts in YouTube, LinkedIn, Facebook, Instagram, Pinterest by referring to the company scenario.	**12**
Unit III	**Round 3,4,5,6:** Review the Performance of the posts from previous rounds and modify the strategy to maximize profits within the budget.	**12**
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	**12**

Course Designer:
Neya Shetell, Digital Marketing Instructor, RVS INFOTECH – neya@rvsgroup.com

Functional Elective

Human Resources

Course Title: Recruitment And Selection	**Course Code: 23J**
Semester II	**Course Group: M-7**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits 6**
Map Code:	**Total Contact Hours: 40**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Evaluate the significance of employee selection and its alignment with the employment environment and organizational change concepts.	E
CO2	Analyze recruiting sources and the importance of compensation, including various compensation policies.	AN
CO3	Examine the legal framework's implications for employment and fair employment laws in the employee selection process.	AN
CO4	Distinguish between selection methods and their relevance, including measurement techniques, tests, and interviews.	AN
CO5	Evaluate performance nature and behavior, understanding methods and instruments used in performance appraisal.	E

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.	12
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	12
III	**Employment legal Issues:** Structure of the legal system, Fair employment laws, Implementation of Fair employment laws, Consideration of law in employee selection.	12
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.	12
V	**Evaluating the Selection:** The nature of Performance, Performance Behavior, **Performance Appraisal Methods**: Appraisal techniques and instruments, Uses of performance Appraisal	12

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:

Dr. K. Thulasivelu – Director, thulasivelu@rvsgroup.com

Course Title: Employees Relationship Management	**Course Code: 3HA**

Semester II	**Course Group: M-10**
Teaching scheme in Hrs (L: T:P) : 3:1:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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

CO1	Analyze aspects of industrial relations, including perspectives and factors affecting conflicts in organizations.	AN
CO2	Evaluate trade unionism concepts, functions, and types, and understand the Trade Union Act of 1926.	E
CO3	Assess the resolution of industrial conflicts through tripartite bodies, collective bargaining, and grievance procedures.	E
CO4	Examine arbitration, adjudication, and procedures for dispute settlement under the Industrial Dispute Act and Factories Act.	AN
CO5	Apply labor-related acts like Payment of Bonus Act, Payment of Gratuity Act, Employees' State Insurance Act, and Employees Provident Funds Act in relevant business scenarios.	AP

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.	12
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.	12
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	12
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)	12
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.	12

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

Course Title: HR Analytics	**Course Code: 3HP**

Semester III	**Course Group: M-11**
Teaching scheme in Hrs (L: T:P) : 2:1:3	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Evaluate the concepts and principles of HR analytics, including data analytics, HR metrics, and essential formula operations, to identify and interpret the relevant HR data	E
CO2	Analyze the different types of HR metrics, such as staffing metrics, training and development metrics, and performance metrics, to assess the effectiveness and efficiency of HR processes and strategies.	AN
CO3	Design and create HR charts and dashboards using Excel, including line charts, area charts, scatter plots, and frequency distributions, to visually represent HR data and gain valuable insights.	C
CO4	Appraise the usage of pivot tables and pivot charts for analyzing and summarizing HR data, and apply advanced data formatting techniques, such as named ranges and indirect function, for data manipulation.	AP
CO5	Evaluate the application of predictive analytics and machine learning models in HR, with a focus on linear regression for predicting and calculating compensation for newly hired employees, to optimize HR decision-making and resource allocation.	E

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

1. **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

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

Course Designer: Dr. Mohammed Al Basidh, Associate Professor, mohammed@rvsgroup.com

Course Title: Organization Development	**Course Code: 4HA**
Semester IV	**Course Group: M-14**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze the fundamental concepts of Organizational Development, including its definitions, characteristics, and the OCTAPACE values, to critically assess their implications in organizational contexts.	AN
CO2	Analyze the components and process of managing the Organizational Development process, encompassing diagnosis, action research, and program management.	AN
CO3	Analyze the complexities of intergroup dynamics and third-party peacemaking interventions, and assess the impact of organization mirror interventions.	AN
CO4	Apply the principles of structural interventions, including sociotechnical systems and self-managed teams, and evaluate their suitability for enhancing organizational effectiveness	E
CO5	Analyze the ethical considerations in consultant-client relationships, explore the role of power and politics in Organizational Development, and evaluate future trends in the field.	E

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	12
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	12
Unit III	**Intergroup and Third- Party Peacemaking Interventions:** Intergroup Team Building Interventions, Third Party Peacemaking Interventions, Organization Mirror Interventions- **Comprehensive OD Interventions**	12
Unit IV	**Structural Interventions and the Applicability of OD:** Sociotechnical Systems, Self-Managed teams, Characteristics of selected Structural Interventions – **Training Experiences.**	12
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.**	12

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:

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

Course Title: Business Leadership	**Course Code: 4HB**
Semester IV	**Course Group: M-15**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze the fundamental nature and significance of leadership roles, traits, behaviors, attitudes, and styles within an organizational context.	AN
CO2	Evaluate the characteristics and impact of charismatic and transformational leadership, including situational and contingency influences on effective leadership behavior.	E
CO3	Examine the sources and types of power, factors contributing to organizational politics, influence tactics of leaders, and ethical principles of leadership.	AN
CO4	Apply teamwork and team leadership concepts, understand the leader-member exchange model, and demonstrate motivation and coaching skills within teams	AP
CO5	Integrate cross-cultural communication, conflict resolution, and negotiation skills while exploring leadership development, succession planning, and the dynamics of followership in global contexts.	AP

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.	12
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**.	12
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	12
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**	12
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	12

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:

Dr. Rajarajeswari, Associate Professor, rajarajesweri@rvsgroup.com

Sectoral Elective

Logistics and Supply Chain Management

Course Title: Introduction to Logistics Management	**Course Code: 23K**
Semester II	**Course Group: M-7**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code: - C	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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 difference between logistics and supply chain, the subset of logistics and the cost related to logistics	U
CO2	Understand the role customer service in logistics and sourcing & procurement process	U
CO3	Understand the concepts of global logistics and contract logistics	U
CO4	Understand the operations of a warehouse & Courier service	U
CO5	Learn and apply the procedures of EXIM Documentation	AP

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

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	---	---	---	---

S- Strong; M-Medium; L-Low

Assessment Pattern

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/Mc Graw 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

Course Title: Sourcing And Procurement	**Course Code: 3LA**
Semester III	**Course Group: M-10**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

Course Objective:

This course is aimed to impart knowledge to the students to act as procurement managers of industry

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 fundamentals of souring and procurement and decisions taken at the different levels of organizational hierarchy.	U
CO2	Evaluate the different steps in procurement process.	E
CO3	Analyse the supplier evaluation process in sourcing.	AN
CO4	Evaluate the methods of contracts in sourcing and procurement.	E
CO5	Analyse the different techniques involved in negotiation in contract management.	AP

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 – Sourcing and Procurement - Sourcing and Procurement Services – Strategic (Front Office) – Tactical (Middle Office) – Transactional (Back Office) – Technology (Digital Office) – Dependency on Capacity - Dependency on Knowledge – Buy side Predictability is important – Sell Side Quality, Genuinity and Cost are	12

	important - Sourcing – Buy Diamond @ Gold Price, Buy Gold @ Silver Price – Cost Efficient @ Right Quality Procurement – Transaction Part of It, Research on Cost Effectiveness, Mass requirement @ Cheaper Price Consumer sentiment in India has gone down – Make Vs Buy – Negotiate more, Sourcing Happens	
Unit II	Procurement – Procure to Pay - Work flow in ERP System – SLA and Expediting takes place Requisitioned – Purchase Requisition – Purchase Order – Electronically Transferred to Supplier – Procurement Process – Transmit Needs – Review Requisition – Select Supplier – Create PO – Release PO – Follow up with the supplier for acknowledgement and Acceptance – Expedite PO – Receive Goods and Services – Check for Quality – Create GRN or Reject Goods Receive Invoice – 3way or 2way Match – make payment for suppliers – account payable with procurement.	12
Unit III	Selecting a supplier - Milk Run Model - Existing Contracts – Supplier List – Prior purchases of the product or services in the last one year – PO Transmission Methods – Post Mail, E Mail, Fax, Bank Networks, EDI, Web based orders, supplier networks – Logistics and warehousing – Supplier due diligence – supplier risk management - Point to point – market place mode – usage of e-commerce – drop shipment – central location hub – split to different locations – Geo political and societal events – importance of logistics partner to know all.	12
Unit IV	Source to Contract - Request for Proposal – Two ways Bid – Definition of Sourcing – Requirement definition – purchase and plan float enquiries –supplier selection and negotiation – contracting – performance measurement – Procurement – Transmit needs – approvals – review PR – Supplier selection – Create PO – Follow UP and Expedite – Goods Receipt – Invoice Receipt and Payment. Process of Procurement - Day in a life of a Buyer - Request Creation (Assisted buying, Catalog setup, contract setup) – Approve PR (Review PR and approve as per policy) - Creation of PO – Manual PO (Creation and Release) – Follow up (Supplier PO Acceptance) – Expedite (Call up with the supplier for delivery) – Receiving (Return Management) – Matching (Resolving blocked invoice, PO Amendments) – Pay (suppliers queries for payments)	12

Unit V	Market Approach Alternatives - Commodity Factors – Spend value and expected savings - Market Factors – Number of current and alternative suppliers – stage of industry circle – potential for changing suppliers and cost associated. Client Factors – how quickly the benefits are required – client resourcing levels – client budget – client willingness to change. Do nothing–Roll over existing strategies – Request for information – Request for Proposal – Request for Qualification – E Auctions – Direct Negotiations – Floating enquiries through RFP's – Occupational Health and Safety devices – Negotiations – Phases of Negotiations – Contract Management (Drafting a contract, Reviewing the contract, executing and repository management) – Sourcing report – Governance – Performance Measurement – New Product Introduction Programme – Regency Buyers – Acquisition Costs – Lifecycle Costs – Case Studies – Telecom – FTE's (full time employees) BIC (Best in Class) and OCR (optic character reader)	12

Reference:

1. Paul Myerson (2019), Lean Demand-Driven Procurement, Rutledge Publications
2. Walter L Wallace (2018), Delivering Customer Value through Procurement and Strategic Sourcing.

Course Designer:

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

Course Title: Warehousing And Distribution Facilities Management	**Course Code: 3LB**
Semester III	**Course Group: M-11**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code: - C	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze the fundamental concepts of warehousing and its role within the supply chain, evaluating the distinctions between centralized and decentralized storage systems.	AN
CO2	Apply decision-making processes for warehouse operations, including layout design and cost analysis.	AP
CO3	Examine the significance of storage systems and their cost-effective management, utilizing techniques like ABC inventory control and Distribution Requirement Planning.	AN
CO4	Evaluate the principles and performance measures of material handling systems, distinguishing various types of equipment and their applications.	E
CO5	Create an understanding of modern warehousing methods, automated storage systems, and emerging technologies like RFID and their advantages in logistics.	C

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 Warehousing Concepts of Supply Chain: Introduction Warehousing – Basic Warehousing Decisions – Warehouse Operations – Types of Warehouses – Functions – Centralized & Decentralized – S rage Systems – Warehousing Cost Analysis – Warehouse Layout – Characteristics if Ideal Warehouse	12
Unit II	Inventory Management: Inventory: Basic Concepts – Role in Supply Chain – Role in Competitive Strategy – Independent Demand Systems – Dependent Demand Systems – Functions – Types _ Cost – Need for Inventory – Just in Time	12
Unit III	Inventory Control: Inventory Control – ABC Inventory Control – Multi-Echelon Inventory Systems – Distribution Requirement Planning – Bull Whip Effect – Using WMS for Managing Warehousing Operations	12
Unit IV	Materials Handling: Principles and Performance Measures Of Material Handling Systems – Fundamentals of Material Handling – Various Types of Material Handling Equipments – Types of Conveyors – Refrigerated Warehouses- Cold Chain- Agri SCM	12
Unit V	Modern Warehousing Methods: Modern Warehousing – Au mated S rage & Retrieval Systems & their Operations – Bar Coding Technology & Applications in Logistics Industry – RFID Technology & Applications – Advantages of RFID	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 PurvaKansal, Marketing, Logistics - A Supply Chain Approach , Pearson Education, 2003

Course Designer:

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

Course Title: International Logistics And Global Supply Chain Management	**Course Code: 4LB**
Semester IV	**Course Group: M-15**
Teaching scheme in Hrs (L: T:P) 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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	Analyze international transportation's significance in integrated logistics, assessing mode selection criteria	AN
CO2	Evaluate ocean transportation's features, advantages, and ship classification.	E
CO3	Analyze air transportation's features, freight structure, and role of industry associations.	AN
CO4	Evaluate land transportation modes, including road and rail, considering constraints.	E
CO5	Evaluate EXIM procedures, transport documents, packaging, and INCOTERMS 2013.	E

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

Course Title: Logistics And Supply Chain Management Models	**Course Code: 4LA**
Semester IV	**Course Group: M-14**
Teaching scheme in Hrs (L: T:P) : 4:2:0	**Credits 6**
Map Code:	**Total Contact Hours: 60**
CIA: 25 Marks	**SEE: 75 Marks**
Programme: MBA	**#-Semester End Exam**

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 and apply the frame work of supply chain framework design	AP
CO2	Learn and apply the concepts of layout design and capacity planning	AP
CO3	Analyze the manufacturing and sustainability decisions in supply chain	AN
CO4	Understand and apply the resource allocation techniques	AP
CO5	Apply and analyze the inventory decisions	AP

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 Supply Management, 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:

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