

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 - PG
MASTER OF BUSINESS ADMINISTRATION

SCHEME OF EXAMINATION AND SYLLABUS 2024-2026

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COE

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MASTER OF BUSINESS ADMINISTRATION
Curriculum and Syllabus 2024 Batch

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ABOUT THE DEPARTMENT

SCHOOL OF MANAGEMENT STUDIES-PG 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. SCHOOL OF MANAGEMENT STUDIES-PG is recognized by All India Council for Technical Education and is affiliated to Bharathiar University. It is also NAAC re-accredited and ISO certified Institution. The department also offers PhD(FT) and PhD (PT) for those seeking academic research and teaching careers in the study of management.

1. BACKGROUND OF THE INSTITUTION

SCHOOL OF MANAGEMENT STUDIES-PG 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 rigor of the business programme is supported by creative and innovative teaching methods with a focus on practical applications in the workplace. The institute'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 conceptual base with exposure to contemporary practices and trends. A variety of learning methods are used for the acquisition of knowledge and skills. Simulations, case study, project work, internship, assignment, quiz, seminars and industry visits are some of the methods used for holistic learning experience. 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 SCHOOL OF MANAGEMENT STUDIES-PG, faculty make the classroom a special place where learning

is intense, interactive and engaging, providing a platform for intellectual adventure.

Outside the classroom, SCHOOL OF MANAGEMENT STUDIES–PG 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 the students outside the classroom. Activities are student driven, and new initiatives cultivate the leadership competencies in them.

A significant component of SCHOOL OF MANAGEMENT STUDIES–PG 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.

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

Values

- Integrity
- Continuous Learning
- Team work
- Social responsibility

2.

OUTCOME BASED EDUCATION

PROGRAMME OUTCOMES – POST GRADUATE

P01	Domain Knowledge
P02	Communicative Competence
P03	Digital Strategic Knowledge.
P04	Multi-Cultural Competence
P05	Critical Thinking and Problem Solving
P06	Research and Analytical Skills
P07	Moral, Ethical and Professional Responsibilities
P08	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, 8 Skill based 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 120. The maximum total marks to be earned by the student are 2500. 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 75 marks 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 arrears 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:

$$CWAM = \frac{\sum (\text{Marks} \times \text{Credits})}{\sum \text{Credits}}$$

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 120 credits.

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

75% of marks and above

- I class with **DISTINCTION** provided the

student

Passes all the papers in First attempt.

60% & above but below 75% -

I class 50% & above but below 60% -

II class

4. CURRICULUM STRUCTURE

Textbooks:

1. Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior (17th ed.). Pearson.
2. Schermerhorn, J. R., & Bachrach, D. G. (2020). Introduction to Management (14th ed.). Wiley.
3. Bhattacharyya, D. K. (2019). Organization Theory and Design. Cengage Learning.

MANDATORY CREDITS

The total mandatory credits to be earned by a student to qualify for MBA degree is 120. 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 2500.

CREDIT COURSES

The programme has **12** full credit core courses, **7** full credit electives, **8** Skills Based Courses, **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

SCHOOL OF MANAGEMENT STUDIES-PG 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 domains enabling them to be experts in their jobs from day one. SCHOOL OF MANAGEMENT STUDIES-PG TECH MBA has designed this career specific curriculum to train skilled manpower required by the emerging business analytics and big data domains in various industries.

Applied Finance

SCHOOL OF MANAGEMENT STUDIES-PG 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. SCHOOL OF MANAGEMENT STUDIES-PG 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 in collaboration with CII – Institute of Logistics. This specialization aims to train and develop future managers in this fast-growing logistics and supply chain sector. This specialization will 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 75 marks and internal 25 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 COURSES: School of Management Studies – PG will be offering skill based courses with 2 credits from the academic year 2024 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 credits will be assigned to the students based upon their performance in internal assessments conducted in the respective semesters.

RVS COLLEGE OF ARTS AND SCIENCE
Master of Business Administration
Academic year 2024-25 –Scheme of Examinations (CBCS Pattern)

Semester	Title of the Course	D	L	T	P	CIA	ESE	MARKS	Credits
I	1.1 Management and Organizational Behaviour	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 Courses								
	S.1 Language Skills	2	-	4	-	50	-	50	2
	S.2 Aptitude Skills -I	2	-	2	-	50	-	50	2
	C.1 Computer Lab - I**	2	-	-	6	50	-	50	2
	Sub Total		32					650	26
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 Courses								
	S.3 Corporate Skills - I	2	-	4	-	50	-	50	2
	S.4 Aptitude Skills -II	2	-	2	-	50	-	50	2
	C.2 Computer Lab -II**	2	-	-	6	50	-	50	2
		Sub Total		36					650
Internship (6 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	-	-	4	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 Courses								
	S.5 Corporate Skills – II	2	-	4	-	50	-	50	2
	S.6 Aptitude Skills- III	2	-	2	-	50	-	50	2
	Sub Total		32					700	36
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	-	-	6	-	25	75	100	6
	Sub Total		28					500	28
	Total		128					2500	120

LIST OF MAJOR ELECTIVE COURSES

II Semester			
S.No	Specialization	Paper Title	Page No
1	Business Analytics	Python for Managers**	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- Practical**	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 and Global 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-Practical**	93	
Human Resources			Human Resources		

1. Employees Relationship Management	105	1. Organization Development	109
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** 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	-	50
II	Elective: BA Specialization: Python for Managers**	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	-	50
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 Optimization – Practical**	3	25	75	100
	Elective: DM Specialization: Search Engine Marketing – Practical**	3	25	75	100
IV	Elective: BA Specialization: Data Science for Marketing-I**	3	25	75	100
	Elective: BA Specialization: Data Science for Marketing-II**	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 having 4 and above credits will be conducted with one internal examiner and one external examiner at the end of the semester.

SEMESTER I

Course Title: Management and Organizational Behaviour (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
C01	Analyze the evolution of management thought, from classical to modern approaches, and explain the principles of management, including planning, organizing, leading, and controlling.	PSO2	9	AN
C02	Evaluate the decision-making process and techniques, and apply forecasting and goal-setting methods to support effective planning and problem-solving.	PSO2	9	E
C03	Assess the role of organizational structure, design, and coordination in shaping individual and group behavior within the organization.	PSO4	10	E
C04	Analyze the impact of motivation, leadership, and organizational culture on employee behavior and organizational performance.	PSO1	10	AN
C05	Evaluate the importance of organizational change, conflict resolution, and ethical considerations in creating an innovative and sustainable organizational environment.	PSO5	10	E

Module/ Unit No.	Content	Hours
Unit I	Introduction to Management: Definition, Nature, and Importance of Management Evolution of Management Thought: Classical, Behavioural, and Modern Approaches Principles of Management: Planning, Organizing, Leading, and Controlling Managerial Roles and Skills Social Responsibility and Ethics in Management Systems Approach to Management	9
Unit II	Planning and Decision Making: The Planning Process: Steps and Characteristics of Effective Planning Types of Plans: Strategic, Tactical, and Operational Management by Objectives (MBO) Decision- Making Process and Techniques Principles of Effective Decision Making Forecasting and Goal Setting.	9
Unit III	Organizing and Coordinating: Principles of Organizing Organizational Structure and Design: Functional, Divisional, and	10

	Matrix Delegation of Authority and Span of Control Centralization and Decentralization Coordination: Definition, Principles, and Techniques Formal and Informal Organizations	
Unit IV	Organizational Behaviour: Nature and Scope of Organizational Behaviour Individual Behaviour: Personality, Perception, and Learning Motivation: Content and Process Theories Leadership: Styles, Approaches, and Challenges in the Global Era Group Dynamics and Teamwork Organizational Culture and Climate	10
Unit V	Controlling and Organizational Change: The Controlling Process and Techniques Performance Measurement and Feedback Organizational Conflict: Causes, Consequences, and Resolution Organizational Change: Process, Resistance, and Management Creating an Ethical and Innovative Organizational Culture Emerging Trends in Management and Organizational Behaviour	10

References:

1. Bateman, T. S., & Snell, S. A. (2019). Management: Leading & Collaborating in a Competitive World (13th ed.). McGraw-Hill Education.
2. Hellriegel, D., & Slocum, J. W. (2011). Organizational Behavior (13th ed.). Cengage Learning.
3. Bhattacharyya, D. K. (2017). Organizational Behavior. Oxford University Press.

Course Designer

Mr. Mohammed Al Basidh , MBA (PhD)..Assistant Professor
mohammed@rvsgroup.com

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	Demonstrate the application of financial accounting principles, standards, and assumptions, including the differentiation between GAAP and IFRS, in practical scenarios.	PSO1	9	AP
CO2	Apply principles of recording transactions in accounting, and demonstrate proficiency in journalizing, posting, and preparing trial balances, while also analyzing income statements to interpret financial performance.	PSO2	9	AP
CO3	Analyze income statements and balance sheets, assessing their importance, uses, and limitations, and interpreting key financial metrics such as earnings per share and goodwill.	PSO2	10	AN
CO4	Analyze cash flow statements and the basis of finance to interpret financial performance, including the components, methods of cash flow creation, cash flow ratios, and key variables in finance.	PSO4	10	AN
CO5	Evaluate the concepts of time value of money and capital budgeting criteria to assess investment decisions.	PSO4	10	E

Syllabus

Module/ Unit No.	Content	Hours
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Unit I	Financial Accounting: Introduction - Importance, Accounting Year, Reporting Standards - Generally Accepted Accounting Principles, International Financial Reporting Standard. Classification of Business Activities -Operating, Financing, Investing Financial Statements - Balance Sheet, Profit and Loss Account Business Cycle, Cash Flows. Accounting Principles and Assumptions - Accounting Principles, Accounting Assumptions. Accounting Equation.	10
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Unit II	Recording Process: Debit and Credit, Steps in Recording Process, Classification of Accounts, Accounting Systems. Posting: Journal, Ledger and Trial Balance. Income Statement- Introduction, Different views of Profit, Income statement Headers, Depreciation and Amortization, Revenue Recognition, Expenses Recognition, Non-Recurring items.	10
Unit III	Analysis of Income Statements: Earnings Per Share, Common Size Statements. Understanding Balance Sheets: Introduction, Uses and Limitations of Balance Sheet, Balance Sheet Headers, Goodwill , Common Size Statements, Balance Sheet Ratios- Liquidity, Solvency	9
Unit IV	Understanding Cash Flow Statements: Introduction, Components, Uses and Limitations, Methods of cash flow creation - Direct Method and Indirect Method, Cash Flow Ratios. Basis of Finance: Flow of Money, Key variables in Finance, Six Fundamental Principles of finance.	9
Unit V	Time Value of Money: Present value (PV), Net present value (NPV), Discount rates and Future Value, Compound interest, Annuity and perpetuity. Capital Budgeting: Capital budgeting criteria, Mechanics of NPV calculations, NPV rule, cash flow calculations, discount rates, Project interactions.	10

Text Books

1. Thomas R. Robinson and et al., 2012, International Financial Statement Analysis, John Wiley & Sons, Inc. Hoboken, New Jersey ISBN:978-1-118-22128-0
2. Thomas R. Robinson and et al., -3rd Edition , CFA Institute Investment Series, Paperback – 1 January 2016
3. Brealey, Myers et.al, 2023, Principles of Corporate Finance, 14th Edition, McGraw Hill Education, New Delhi. | ISBN13: 9781264080946

Reference Book.

1. Martin Fridson and Fernando Alvarez, 2022, Financial Statement Analysis: A Practitioner's Guide, (Wiley Finance), John Wiley & Sons, Inc., 5th edition, ISBN-13 978-1119457145
2. Subramanyam and John J. Wild, 2014, Financial Statement Analysis, McGraw-Hill, 10th Edition. ISBN-13 978-9339204723
3. Aswath Damodran, 2015, Applied Corporate Finance, 4rd Edition, John Wiley and Sons, ISBN-13 978-1118808931
4. Ross, Westerfield et.al, 2022, Corporate Finance, 13th Edition, McGraw Hill Education, New Delhi. ISBN13: 9781260772388

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
C01	Interpret data to inform business decisions	PSO2	10	E
C02	Recognize trends, detect outliers, and summarize data sets	PSO2	9	AP
C03	Analyze relationships between variables	PSO2	9	AP
C04	Develop and test hypotheses	PSO2	10	AP
C05	Craft sound survey questions and draw conclusions from population samples	PSO2	5	C
C06	Implement regression analysis and other analytical techniques in Excel	PSO2	5	C

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Describing and Summarizing Data: Introduction – Analyzing Box Office Revenues. Visualizing Data: Recognizing patterns, Histograms, Outliers. Descriptive Statistics: Central values for data, conditional means, percentiles, variability, Descriptive statistics in excel and coefficient of variation. Relationships Between Two Variables: Scatter plots, correlation, hidden variables, time series. Hands-on Practice.	10
Unit II	Sampling and Estimation: Introduction - Sampling at Amazon. Creating Representative and Unbiased Samples - Samples Vs Population, Sample size, Avoiding Bias. The Normal Distribution -Rules of thumb, The Normal function NORM.DIST, The Normal function NORM.INV, The central limit theorem. Confidence Intervals - Estimating the population mean, Large samples, small samples, choosing a sample size, Estimating the population proportion. Amazon's Inventory Sampling. Hands-on Practice	9

Unit III	Hypothesis Testing: Introduction - Amazon's use of Hypothesis Testing. Designing and Performing Hypothesis Tests - Developing Hypothesis, constructing a range of likely sample means, using p- values, Type I and Type II Errors, One-sided testing, Comparing two populations. Improving the Customer Experience - The shopping cart A/B test, The arrow A/B test, The magazine A/B test. Hands-on Practice.	9
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Unit IV	Single Variable Linear Regression: Introduction - Regression at Disney Studios. Regression Line - Visualizing the Relationship, The best fit line, The structure of the Regression line. Forecasting - Point Forecasts, Prediction intervals. Interpreting the regression output - Quantifying predictive power, testing for a significant relationship, R-square vs p- value, Residual analysis. Performing Regression Analysis - Regression Analysis in excel, Using dummy variables. Forecasting Home Video Units - The Disney Studio Model, Just a starting point. Hands-on Practice	10
Unit V	Multiple Regression: Introduction - Multiple Regression at Caesars. Multiple Regression equation - Single Vs Multiple Regression, Interpreting the multiple regression equation, forecasting. Adapting concepts from single regression - Adjusted R-square, Residual Analysis, Testing for Significance of Variables. Performing Multiple Regression Analysis - Multiple Regression Analysis in Excel. New Concepts in Multiple Regression - Multicollinearity, Dummy variables, lagged variables. The Caesars Staffing Problem - Developing the model, Analyzing the results, Improving the model. Hands-on Practice.	10

References

1. Business Analytics, Harvard Business School, Janice Hammond.
2. Statistics for Management, Eighth Edition, Richard I. Levin, David S. Rubin, Masood H. Siddique, Sanjay Rastogi.
3. Cambridge International AS & A Level, Probability and Statistics 1 & 2, Sophie Goldie, Series Editor: Roger Porkes, Hodder Education, An Hachette UK Company.
4. Naked Statistics: Stripping the Dread from the Data, Charles Wheelan, W. W. Norton & Company, 2014 Edition.
5. London School of Economics and Political Science (LSE), Public Policy Analysis: Module 4: Quantitative Skills for Public Policy.
6. AIQ: How people and machines are smarter together, Nick Polson, James Scott, St. Martin's Press.
7. Open Intro Statistics (Third Edition) by David M Diez , Christopher D Barr, Mine Cetinkaya– Rund, Edition: 3.

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

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Understanding the Role of Marketing: What is Marketing? Marketing tactics, Why Starting with Tactics Always Fails? Marketing Messages, The Three Cs (and STP, 4Ps), Where Does Marketing Come in? Customer Centricity: Considering Customer Centricity, Challenges to Customer Centricity. Quantitative Marketing Skill: Reading a Profit and Loss (P&L) Statement.	10

Unit II	Identifying Customer Insights: What Is an Insight? Is Your Marketing Plan Based on Consumer Insight? Consumer Empathy, Quantitative Marketing Skill: Consumer Index, Consumer Insight Mindset, Ways to Build Your Insight Skills. Learning About Your Brand from Your Customers questions. Developing Marketing Goals: Elements of a Comprehensive Marketing Goal, Understanding Strategic Goals, Focus On	12
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	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	Segmenting Markets: Why Segment? Quantitative Marketing Skill: Correlation, How Should Consumers Be Grouped? Segment Identification, It's All About Customer Needs, Different Firms Can See The Market Differently, Compare Segmentation Across Different Product Categories, Segments Are Dynamic.	9
Unit IV	Selecting Target Customers: Why Target? Generalist Vs. Specialist Market Players, Picking a Target: Traditional Perspectives, Quantitative Marketing Skill: Customer Lifetime Value, Big Data Analytics.	9
Unit V	Positioning Your Brand: Brand Positioning: Brand Positioning Statement, Strong and Weak Positioning, choosing a Frame of Reference and Point of Difference, The Value Equation, Evolving Positioning Over Time, Success and Failure in Evolving a Positioning.	8

Course Designer: Mrs. B. Raja Rajeswari, Associate Professor, rajarajeswari@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.	PSO1	8	AP
CO2	Utilize Excel to create various types of charts (line, bar, column, pie, area, stock) and demonstrate their usage.	PSO2	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	PSO3	12	AP
CO4	Apply Excel for building financial statements, conducting scenario analysis, and creating dynamic financial models	PSO4	10	AP
CO5	Apply Excel for analyzing databases, creating performance evaluation reports, and representing data through charts	PSO4	8	AP

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Module/ Unit No.	Content	Hours
Unit I	Basics Revisiting & Functions – Linkages in Excel files, Basic usage of Microsoft Excel, Functions in Excel - Data Formatting Functions, Data Representation Functions, Data Analysis Functions, Financial Functions	8
Unit II	Data Representation using Charts – Various types of charts – line chart, bar chart, column charts, Pie Charts, Area Charts, Stock Charts, 2-D and 3-D charts. Usage of charts.	10
Unit III	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.	12

	Scenario Analysis for Stress testing of models.	
Unit IV	Case Studies 1: Financial Statement Building & Linkages – Impact of changes in various segments of financial statements, Creating a balanced Balance Sheet and a completely dynamic financial model. Financial Planning – Case study on a hypothetical client with financial requirements analysis and portfolio recommendation for achieving the required risk return profile	10
Unit V	Basics Case Studies 2: Analysis of database – Analysis of a database using various tools and functions to create and present the requisite view for the users. Charting for Performance Evaluation and Representation – Creating reports to be shown to management regarding performance of entities using various charts.	8

Text Books

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

Reference Books

1. Greg Harvey, 2010, Microsoft Excel, All-in-One for Dummies, John Wiley Publishing, Indiana.
2. John Walkenbach, 2013, Microsoft Excel Formulas, Misl-Wiley

Course Designer:

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

Course Title: Language Skills (T)	Course Code: 17A
Semester: I	Course Group: S-1
Teaching Scheme in Hrs (L: T: P) : 0:4:0	Credits: 2
Map Code:	Total Contact Hours: 48
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	Develop English grammar and sentence ordering skills.	PSO1	15	U
CO2	Develop effective communication skills by comprehending and analyzing diverse textual content, and reading comprehension.	PSO1	12	AP
CO3	Exhibit oral and written skills by delivering speeches and doing analysis, incorporating voice modulation and stage presence.	PSO3	12	AP
CO4	Develop basic word power and verbal ability through identifying analogies for clear the verbal part of interview process effectively.	PSO4	11	AP
CO5	Enhance reflective skills by showcasing improvements in writing e-mails by demonstrating proficiency in email compositions in the corporate scenario.	PSO4	10	AP

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Module/ Unit No.	Content	Hours
Unit I	<p>Paragraph Writing–4 hours</p> <p>Present actions in words - Present Tense in Writing</p> <p>Past actions in words - Past Tense in Writing</p> <p>Future actions in words - Future Tense in Writing</p> <p>Grammar (Articles; Active & Passive Voice; Framing Questions)–5 hours</p> <p>ParaJumble -3 hours</p> <p>Written Test on First Unit–3 hour</p>	8

Unit II	Self-Introduction- 3 hours Extempore – Just A Minute (JAM)- 3 hours Reading Comprehension- 3 hours Evaluation on Self-Introduction & Presentation for Two minutes- 3 hours	10
Unit III	Self-Identification: SWOT Analysis- 2 hours Writing Skills-Story Developing- 2 hours Writing Instructions-Focus on Tenses- 3 hours Writing Descriptive Paragraphs-Focus on Present, Past & Future Tenses- 2 hours Test on Third Unit- 3 hour	12
Unit IV	Verbal Ability: Sentence Correction (Finding the error in a given sentence and understanding the reason behind the error) - 3 hours Verbal Analogy (Choosing the option which has the same relationship as asked in the question) - 3 hours Synonyms & Antonyms- 2 hours Practice (Solving simple verbal analogy questions from interview test papers)- 3 hours	10
Unit V	Errorless E-mails (Context-related & Usage of Grammar)- 4 hours Types of E-mails –Welcome; Transactional; Survey; Replenishment & E- mails for Marketing New Business / Start-Ups- 4 hours Exercises on Writing Emails- 2 hours	8

ReferenceBook

1. Contemporary English Grammar Structures and Composition, Second Edition, By David Green, ISBN-13 978-9351381273, Laxmi Publications | | Published: January 1, 2015. (<https://www.amazon.in/Contemporary-English-Grammar-Structure-Composition/dp/9351381277>).
2. English Conversation Practice, First Edition, By Grant Taylor, 0070996032 · 9780070996038
3. © 2004 | Published: April 5, 2001 (<https://www.mheducation.co.in/english-conversation-practice-9780070996038-india>).
4. Developing Writing Skills | Edition: 3 | Bloomsbury | Dr. Hyacinth Pink (2015)
5. 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) : 0:2:0	Credits: 2
Map Code:	Total Contact Hours: 24
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
C01	Understand the basic concepts of quantitative ability	PS01	5	AP
C02	Demonstrate proficient competence in employing spatial reasoning= and advanced problem-solving abilities.	PS02	5	AP
C03	Understand the basic concepts of logical reasoning Skills	PS04	5	U
C04	Solve campus placements aptitude papers covering Quantitative Ability, Logical Reasoning Ability	PS04	5	AP
C05	Prepare themselves for various competitive exams and different placement aptitude test as well.	PS04	4	AP

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Module/ Unit No.	Content	Hours
Unit I	Introduction & Numbers: Introduction to Aptitude, Short cuts, Types and Properties of Numbers, Factoring - Least CommonMultiple (LCM), Greatest Common Divisor (GCD).	5
Unit II	Simplification (Number and Statement Sums), Squares, SquareRoots and cubic roots, Percentages	5
Unit III	Averages, Ratio and Proportion, Problems on ages	5
Unit IV	Permutation and Combinations, Probability, Direction Test and Seating Arrangements. ASSESSMENT	5
Unit V	Objective type – Paper based / Online – Time based test	4

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.
 - www.Bankexamstoday.com
 - www.indiabix.com
 - 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) : 0:0:4	Credits: 2
Map Code:	Total Contact Hours: 48
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
C01	Recognize when to use each of the Microsoft Office programs to create professional and academic documents	PS01	10	U
C02	Use Microsoft Office programs to create personal, academic and business documents following current professional and/or industry standards	PS02	10	AP
C03	Apply skills and concepts for basic use of computer hardware, software, networks, and the Internet in the work place and in future coursework.	PS03	10	AP
C04	Demonstrate proficiency in using advanced features of Microsoft Office programs, including but not limited to advanced formatting, macros, data analysis tools, and collaboration features.	PS04	9	AP
C05	Utilize cloud-based productivity tools and online resources effectively for document collaboration, storage, and sharing, demonstrating awareness of data security and privacy considerations.	PS04	9	AP

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Module/ Unit No.	Content	Hours
Unit I	<p>PERMUTATION TYPE A DOCUMENT: Speech of a chairman in AGM, Budget speech of finance minister (• 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)</p> <p>TYPE A DOCUMENT FOR THREE PARAGRAPHS : Insert menu (• Insert Bullets/ Numbering • Insert Footnote • Insert Caption • Insert Citation and Bibliography • Use Drop Cap, Signature line, Date and Time • Use Equation)</p>	10

Unit II	PREPARE BIO-DATA BY USING WIZARD/ TEMPLATES: Resume for job (Wizard/ Templates.) DESIGN AN INVOICE : Account sales (Drawing tool bar, Clip Art, Word Art, Symbols, Borders and Shading.)	10
Unit III	PREPARE A CLASS TIME TABLE: Table format (Inserting the table, Data Entry, Alignment of Rows and Columns, Inserting and Deleting the Rows and Columns and Change of Table Format.) USING MAIL MERGE, : send an invitation /notice (• For opening a new branch • Inauguration of ATM • Informing about new scheme or offer)	10
Unit IV	DESIGN PRESENTATION SLIDES: present a product of your choice. (Slides must include name, brand name, type of product, characteristics, special features, price, special offer etc. Add voice if possible to explain the features of the product.)	9
Unit V	DESIGN PRESENTATION SLIDES FOR ORGANIZATION: organization chart. (5 levels of hierarchy of a company) DESIGN SLIDES FOR THE NEWS: Headlines News of a popular TV Channel. (Top down, Bottom up, Zoom in and Zoom out. - The presentation should work in custom mode.)	9

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: 2
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 and Apply the concepts of Data Visualization with ggplot2	PSO1	12	AP
CO2	Understand and Apply the concepts of Data Transformation with dplyr	PSO1	12	AP
CO3	Understand and Apply the concepts of Tibbles with tibble and Data Import with readr	PSO3	12	AP
CO4	Understand and Apply the concepts of Tidy Data with tidyr	PSO4	12	AP
CO5	Understand and Apply the concepts of Relational data with dplyr	PSO4	12	AP

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

Text Books

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

Reference Books

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

Course Designer: Mr. Veillingiri N veillingiri@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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Analyze scarcity's impact on resource allocation and opportunity cost on decision making. Evaluate production possibility curves and shifts.	PSO1	10	AN
C02	Differentiate micro and macroeconomics, assess market role in resource allocation, analyze demand and supply determinants.	PSO1	10	AN
C03	Examine price determination, market equilibrium, and effects of demand and supply changes. Calculate and interpret price elasticity.	PSO3	10	E
C04	Analyze microeconomic decision makers: households, workers, and firms. Study money, banking, and occupational choices.	PSO4	9	AN
C05	Evaluate government's macroeconomic role, aims, and policies. Analyze fiscal, monetary policies, and inflation impacts.	PSO4	9	E

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Module/ Unit No.	Content	Hours
Unit I	<p>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.</p>	10

Unit II	Micro and Macro Economics: Difference between Micro and Macro Economics, Decision Makers in Microeconomics & Macroeconomics. Role of Markets in Allocating Resources: Three key Allocation Decisions, Different Economic Systems, Market Economic System, Role of Price Mechanism. Demand: Definition of Demand, Demand and Price, Individual and Market Demand. Supply: Definition of Supply, Supply & Price, Individual & Market Supply, Conditions of Supply.	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: Definition, Measurement, Causes, Consequences, policies to control inflation and deflation, Policy Conflicts.	9

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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Analyze the evolving role of HRM in changing organizational environments, distinguishing between managerial and operative functions of HRM	PSO1	10	AN
CO2	Evaluate the process and methods of job analysis, and analyze the planning and forecasting aspects of recruitment.	PSO1	9	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.	PSO3	10	AN
CO4	Evaluate factors in determining pay rates, assess different types of incentives including individual, team/group, and competency-based pay	PSO2	9	E
CO5	Analyze the significance of performance management and appraisal, and evaluate the role of ethics and collective bargaining in employee relations.	PSO1	10	AN

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Module/ Unit No.	Content	Hours
Unit I	<p>Introduction to HRM : Definition and Importance of HRM - Meaning and scope of HRM - Importance of HRM in modern organizations Changing Environment of HRM - Influence of technology on HRM - Impact of globalization on HR practices Organization of HR Department - Structure of HR departments (centralized vs. decentralized) - Line and staff aspects in HRM Role of HR Managers - Strategic vs. operational roles - Key responsibilities and challenges Managerial Functions of HRM - Planning, organizing, directing, and controlling in HRM - Role of HR in strategic planning Operative Functions of HRM - Recruitment, training, performance management, and compensation - Role of HR in employee engagement and development</p>	10
Unit II	<p>Job Analysis and Human Resource Planning : Job Analysis- Definition and objectives of job analysis - Process of conducting job analysis Methods of Collecting Job Analysis Data - Observation method, interview method, and questionnaires - Use of job descriptions and job specifications Human Resource Planning - Concept and importance of HR planning - Steps involved in HR planning Recruitment: Planning and Forecasting - Recruitment sources and techniques - Importance of workforce forecasting in recruitment</p>	9

	Effective Recruiting - Best practices for recruitment - Role of employer branding in recruitment Selection Process - Steps in the selection process - Types of selection tests and interview techniques	
Unit III	Training and Development : The Training Process - Stages of the training process - Importance of training in strategic HRM Five-Step Training and Development Process - Needs analysis, instructional design, implementation, evaluation, and feedback - Role of each step in successful training programs Training, Learning, and Motivation - Principles of adult learning - Methods to motivate employees for training Training Needs Analysis - Types of needs assessments - Tools and techniques for identifying training needs Training Methods - On-the-job training, apprenticeships, and job instruction training - Formal vs. informal learning Simulated and Audio-Visual Based Training - Simulated training methods and their benefits - Role of audio-visual aids in enhancing learning	10
Unit IV	Compensation and Incentives Basic Factors in Determining Pay Rates - Internal and external factors affecting pay rates - Legal considerations in pay determination Establishing Pay Rates - Job evaluation methods - Pay structure and pay grades Competency-Based Pay - Overview and benefits of competency-based pay - Implementing competency-based pay systems Incentive Programs and Employee Motivation - The role of incentives in motivation - Financial vs. non-financial incentives Individual Incentive Programs - Piecework, merit pay, and bonus plans - Pros and cons of individual incentives Team Incentive Plans - Designing team-based incentive programs - Advantages and challenges of team incentives	9
Unit V	Performance Management and Employee Relations :Performance Management and Appraisal - Difference between performance management and performance appraisal - Importance of realistic appraisals Purpose of Performance Management and Appraisal - Goals and objectives of performance management - Benefits of regular performance appraisals Employee Relations and Ethics - Promoting ethics and fair treatment at work - Role of HR in establishing ethical practices Collective Bargaining Process - Stages in collective bargaining - Key challenges and benefits of collective bargaining Grievance Handling - Sources of employee grievances - Steps in handling grievances effectively Guidelines for Ethical and Fair Treatment - Developing a fair workplace culture - Role of HR in addressing ethical dilemmas	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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Understand evolution and definition of sales and distribution, nature and the importance of sales and distribution management.	PSO1	12	U
C02	Learn how to run high-impact meetings, the importance of asking better questions and how to anticipate and handle sales objections.	PSO2	12	U
C03	To develop a framework for a sales conversation used in social situations and many other settings.	PSO3	12	AP
C04	Organize the sales budget and know its purpose, money allocation methods and the budgeting process	PSO3	12	AP
C05	Apply sales territory, procedure for designing sales territory, use of IT, methods for setting sales quotas.	PSO4	12	AP

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. Havaladar, 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, 2nd edition , 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Understand advanced Excel functions like Named Ranges, Circular Referencing, Lookup, and Array Formula.	PSO1	10	R
C02	Design Dynamic Charts using Advanced Charting techniques	PSO2	9	AP
C03	Preparing Dashboards for effective data representation	PSO4	9	AP
C04	Understand the basic Macro functions in Excel and Writing & Recording Macros	PSO4	10	AP
C05	Understand the basic of Statistics Functions and Analysis in Excel	PSO1	10	AP

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 Courses

Semester - II

Course Title: Corporate Skills-I	Course Code: 27A
Semester: II	Course Group: S-3
Teaching scheme in Hrs (L:T:P): 0:4:0	Credits: 2
Map Code:	Total Contact Hours: 48
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	Adapt themselves with grace, maintain good posture, and exhibit proper body language with professionalism for creating a positive first impression.	PSO1	10	AP
CO2	Practice and refine their communication skills, actively participate in discussions, demonstrate leadership and initiatives, enhance problem-solving and decision-making abilities and strengthen interpersonal skills and teamwork.	PSO2	10	EV
CO3	Demonstrate effective communication skills, build confidence and self-assurance, improve clarity and articulation, and learn strategies to overcome nervousness.	PSO1	10	AP
CO1	Adapt themselves with grace, maintain good posture, and exhibit proper body language with professionalism for creating a positive first impression.	PSO1	9	AP
CO2	Practice and refine their communication skills, actively participate in discussions, demonstrate leadership and initiatives, enhance problem-solving and decision-making abilities and strengthen interpersonal skills and teamwork.	PSO2	9	EV

Module/ Unit No.	Content	Hours
Unit I	Orientation & ELT (Entry Level Test) from Language Skills-I - Introduction about the training program and Entry Level Test PROFESSIONAL GROOMING: <u>Internal Grooming</u> - (1) The connection between self-confidence and grooming (2) Groom to Position & Present Yourself Well (3) Grooming Habits & Routine <u>External Grooming</u> - (4) How to Groom Yourself (5) Dressing Right for a Job Interview (6) Building a Self-Brand	10
Unit II	BODY LANGUAGE: (1) Discovering How Body Language Conveys Message (2) Hand Gestures - How the hands talk (3) Facial Expression - The Magic of Smile (4) The Head Nod (5) Ways to Improve your Body language (6) Job Interview: Making a Great First Impression	10
Unit III	GROUP DISCUSSION: (1) Characteristics of a Group Discussion (2) Do's and Don'ts of GD (3) What you will be judged on in a GD (4) How to INITIATE, PARTICIPATE & CONCLUDE (5) How to Prepare for GD (6) Practical Challenges faced during a GD	10
Unit IV	JUST A MINUTE (JAM): (1) Importance & Objective of JAM in an Interview Process. (2) 3 Rules of Success in JAM (3) 4 Key Elements of Success in JAM (4) Tips on Creating JAM Content (5) Preparing to Deliver JAM (6) Practical Challenges faced during JAM	9
Unit V	SELF-INTRODUCTION: (1) Before You Give Your Self-Introduction: Understanding Self-Introduction (2) Rules to follow during Self-Introduction (3) Template to Prepare Self-Introduction: First 4 Questions (4) Template to Prepare Self-Introduction: Next 4 Questions (5) Putting it all together: Creating an impactful Self-Introduction (6) How to introduce yourself confidently	9

Reference Books:

G. Vidyashankar, Sweep through your Interviews

Barun K Mitra, Personality Development and Soft Skills, Oxford University Press, 2016

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) : 0:2:0	Credits: 2
Map Code:	Total Contact Hours: 24
CIA: 50 Marks	SEE: NIL
Programme: MBA	#-Semester End Exam

Syllabus

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
1	Understand the basic concepts of quantitative ability	PSO2	5	AP
2	Acquire satisfactory competency in use of spatial reasoning and problem solving skills	PSO2	5	U
3	Understand the basic concepts of logical reasoning Skills	PSO2	5	U
4	Solve campus placements aptitude papers covering Quantitative Ability, Logical Reasoning Ability	PSO3	5	AP
5	Prepare themselves for various competitive exams and different placement aptitude test as well	PSO4	4	AP

Module/ Unit No.	Content	Hours
Unit I	<i>Arithmetic-I:</i> Data Interpretation: Table Charts, Data Sufficiency, Bar Charts, Tables, Pie Charts, Graphs and Line Charts	5
Unit II	<i>Reasoning-I:</i> Pattern Completion, Figure Matrix, Dot Situation, Shape Construction and Image Analysis	5
Unit III	<i>Creativity-I:</i> Venn Diagrams, Blood Relations, Character and Number series, Calendar & Clock.	5
Unit IV	<i>Reasoning-II:</i> Analytical Reasoning, Syllogism, Diagrammatic and Brain Teasers	5
Unit V	<i>Arithmetic-II:</i> 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) : 0:0:4	Credits: 2
Map Code: - N	Total Contact Hours: 48
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
C01	Utilize SPSS for entering and structuring data, applying data type, labels, values, missing values, and alignment, and create descriptive charts.	PSO2	10	U
C02	Apply SPSS for analyzing data using frequency statistics and calculating measures like mean, median, mode, standard deviation, variance, range, skewness, and kurtosis.	PSO2	10	AP
C03	Apply reliability and normality testing techniques using SPSS, and perform linear and multiple regression testing.	PSO2	10	AP
C04	Apply SPSS to perform different types of t-tests (one-sample, independent-sample, paired) and conduct Chi-Square analysis and ANOVA.	PSO2	10	AP
C05	Apply SPSS for factor analysis, cluster analysis, and discriminant analysis.	PSO2	8	AP

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)	10
Unit II	Data Analysis using Frequency Statistics: Mean, Median, Mode, Sum, Standard Deviation, Variance, Range, Skewness and Kurtosis.	10
Unit III	Reliability and Normality Testing, Reliability and Normality Testing, Testing Regression – Linear and Multiple	10
Unit IV	T-Test: One-Sample T-Test, Independent-Sample T-Test, Paired T Test.- Chi-Square Analysis- ANOVA	10
Unit V	Factor Analysis- Cluster Analysis- Discriminant Analysis	8

Text Books

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

Reference Books:

2. KiranPandya and SmrutiBulsari (2011), SPSS in Simple Steps, 4th Edition, Dreamtech Press.
3. 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) : 0:0:6	Credits: 2
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
C01	Understand different types of survey administration and Sampling. Perform Initial Exploratory Data Analysis (EDA) using R	PSO2	12	AP
C02	Determine whether the mean differences in the sample also exist in the Population using R	PSO2	12	AP
C03	Implement Regression Analysis in R	PSO4	12	AP
C04	Retrieve data from tables using various types of joins and present the data in the required format.	PSO4	12	AP
C05	Retrieve data from tables using subquery and present data in the required format.	PSO3	12	AP

Syllabus

Module/ Unit No.	Content	Hours
Unit I	<p>Part I – Foundations: Introduction: (Quantitative Research Versus Qualitative Research, The Quantitative Research Process, Survey Design. How to Design Items in a Questionnaire (and How not to), Survey Administration, Sampling. Exploring R (Getting started with R, incorporating data into R Studio, transforming data, Syntax). Descriptive Statistics and Graphical Representations using R (Measures of central tendency and measures of dispersion using R, Histograms, Bar charts and Pie charts) The principle of Statistical Inference (Normal Curve, calculating Z score using R)</p>	12
Unit II	<p>Part II – Comparing Means: The t-test (Comparing two means, The Mathematics Underlying the Independent Samples t-Test. The independent samples t-Test using R, The Paired Samples t-test and Repeated Measures). Analysis of Variance (Comparing Three or More Means, The Mathematics Underlying the One-Way Analysis of Variance, The Analysis of Variance using R, Repeated Measures Analysis of Variance Using R).</p>	12

Unit III	<p>Part III – Nonparametric and Correlational Relationships: Chi-Square (Comparing Categorical Variables, The Mathematics Underlying the Chi-Square, The Chi-Square Test using R, Alternative Nonparametric Tests). Simple Regression and Pearson’s r (Correlation and Simple Regression using R) Part IV – Multivariate Modeling: Multiple Regression (Multiple Regression using R)</p>	12
Unit IV	<p>Prerequisites: Data Definition Language (DDL), Data Manipulation Language (DML), Data Control Language (DCL) / Transaction Control Language (TCL). 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</p>	12
Unit V	<p>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</p>	12

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)

Reference Books

1. “Applied Statistics: Business and Management Research”, Andrew R. Timming,
2. SAGE Publications, 2022.
3. “Applied Statistics with R” by David Dalpiaz, University of Illinois.
4. <https://leetcode.com/problemset/database/>
5. Database System Concepts | Edition:6 | TMH Publications | Korth AND Silberschatz
6. AND Sudarshan(2011)
7. “R for Statistical Learning”, by David Dalpiaz, University of Illinois.
8. Beginning Database Solutions | Edition: | Wrox Publications | Rod Stephens (2009)
9. <https://leetcode.com/problemset/database/>

Course Designer: Dr. Yamini, Associate Professor yamini@rvsgroup.com & 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) : 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
C01	Learn to explore the systematic innovation process by identifying the problems in the real-world environment	PSO2	7	U
C02	Understand the user needs by immersing and empathize into their environment	PSO4	12	U
C03	Create concepts and decide the type of architecture to be used in the product development	PSO2	8	C
C04	Creating prototypes and understand the pros and cons from the virtual product	PSO2	14	C
C05	Check whether the business is viable through Framework and decide on the further development process	PSO3	7	AP

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 firm 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: Fundamentals 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:

2. Tim Brown (2016), Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins
3. 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) : 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	Identifying the Problem	PSO2	7	U
CO2	Create user need statements and product specifications	PSO4	14	U
CO3	Create Concepts and Define Product Architecture	PSO2	12	C
CO4	Develop prototypes and test (Usability, Environment)	PSO2	8	AP
CO5	Analyze business financials and select a development process	PSO3	7	AP

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
Courses
Semester – III**

Course Title: Corporate Skills-II	Course Code: 37A
Semester: III	Course Group: S-5
Teaching scheme in Hrs (L:T:P): 0:2:0	Credits: 2
Map Code:	Total Contact Hours: 48
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	Adapt themselves with professional resume and profile for creating a positive first impression.	PSO1	10	U
CO2	Practice and refine their email writing skills in a professional tone.	PSO1	10	U
CO3	Demonstrate effective communication skills, build confidence and self-assurance with effective analytical skills, improve clarity and articulation, and learn strategies to overcome nervousness.	PSO3	10	AP
CO4	Develop ability to improve qualities necessary for creating and delivering a compelling presentation that effectively communicates information and ideas.	PSO4	9	AP
CO5	Demonstrate confidence and effective verbal communication, showcasing relevant skills thereby contributing to a positive and passing of interview stage.	PSO1	9	AP

Syllabus

Module/ Unit No.	Content	Hours
Unit I	<p>Resume Writing: (1) Resume - Your Ticket to Success in Job Interview (2) Creating Impressive Career Objective (3) Skills & Area of Interest (4) Talking about your Experience - Projects & Internship (5) Impressing with Co-Curricular & Extra-Curricular Activities (6) The Value of Hobbies in a Resume</p> <p>Building LinkedIn Profile: (1) Choose the right profile picture for LinkedIn (2) Add a background photo (3) Create an attractive Headline (4) Turn your summary into your story (5) List your</p>	10

	relevant skills (6) Create relevant and engaging posts	
Unit II	How to Write a Response Letter/Email: Replying to Letter(s)/email: (1) Importance of letter/email writing (2) Review the Original letter/email (3) Constructing the response (4) Writing in a Professional Tone (5) Do's and Don'ts of Responsive Letter/Email (6) Letter/Email Writing Situation: Practice	10
Unit III	Analytical Skills: SWOT Analysis for Company: (1) Importance of SWOT (2) Finding Internal Strengths (3) Finding Internal Weaknesses (4) Finding External Opportunities (5) Finding External Threats (6) Analysing SWOT for Success. Telephonic / Virtual Interview: (1) Getting the Documents Ready & Brushing up Your Knowledge (2) Knowing the Technology & Set Your Environment (3) Dress for the Occasion (4) Show Positive Body language (5) Preparing the Answers to FAQs of Job Interview (6) Perfecting Your Virtual Interview - Do's & Don'ts	10
Unit IV	Project Presentation Skills: (1) Understanding the project (2) Define the Presentation Objective (3) Steps for creating an effective presentation (4) Dress for the occasion (5) Effective Body Language (6) Do's and Don'ts of Project Presentation	9
Unit V	Verbal Ability: (1) Sentence Correction: Work out different questions (2) Logical Sequencing: Logical ordering of the sentence to form a meaningful paragraph (3) Verbal Analogy: Method to solve, Verbal Analogy exercises (4) Word to Sentence Configuration: Rules to frame sentences from a word jumble, Practice questions, (5) Synonyms – Antonyms, (6) Prepositions	9

Reference Books:

1. Arunees Ravat, A Walk Through – Your Interview to Day 1 in Office, First Edition, Gurucool Publishing, 1 January 2020.
2. Barun K Mitra, Personality Development and Soft Skills, Oxford University Press, 2016

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) : 0:2:0	Credits: 2
Map Code:	Total Contact Hours: 24
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
C01	Learn LCM, GCD, Average, Percentage, and solve Equations.	PSO2	4	AP
C02	Understand Cuboids and Dices, Image Analysis including pattern completion, dot situation, grouping of images, water and mirror images.	PSO2	4	AN
C03	Master Ratio and Proportion, age-related problems, Chain Rule, and Profit and Loss.	PSO2	6	AP
C04	Explore Time and Distance, train-related problems, Boats and Streams, and Time and Work.	PSO2	4	AP
C05	Study Probability, Direction Test, Blood Relations, and Seating Arrangements.	PSO2	6	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.
 1. www.informguru.com
 2. www.wiziq.com
 3. 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: 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
C01	Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.	PSO2	8	U
C02	Explain the basic concepts, principles and practices associated with strategy formulation and implementation.	PSO2	10	AP
C03	Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.	PSO2	11	AP
C04	Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.	PSO4	9	AN
C05	Conduct and present a credible business analysis in a team setting.	PSO4	10	EV

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
	Grand Strategies: Concentrated Growth, Market development, Product development, Innovation, Horizontal acquisition, Vertical acquisition, concentric diversification, Conglomerate diversification. Turnaround, divestiture, Liquidation, Bankruptcy, Joint venture, Strategic alliances and	

Unit IV	Consortia, Keiretsus 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 Managers**	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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Develop Python code that employs basics, loops and containers for a given dataset	PSO2	12	AP
C02	Apply Python function creation skills to design custom functions that encapsulate specific data manipulation or analysis tasks, enhancing code modularity and reusability.	PSO2	12	AP
C03	Apply knowledge of data integration concepts, recognizing the need for combining datasets to gain a comprehensive view of the data	PSO2	12	AP
C04	Apply data aggregation concepts , recognizing the importance of summarizing data to derive meaningful insights	PSO4	12	AP
C05	Utilize a wide range of Python programming concepts, including loops, conditionals, functions, and packages in real time scenarios	PSO4	12	AP

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 -	12

	Operating on columns - Editing dataframes	
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 Griffl and Daniel Guetta, Columbia Business School Publishing, Columbia University Press, New York.

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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Apply the statistical learning concepts in R & Practice to perform exploratory data analysis with a dataset	PSO2	12	AP
C02	Apply the linear regression, multiple linear regression, and k- nearest neighbor algorithm to build predictive model	PSO2	12	AP
C03	Apply and analyze the performance of logistic regression , Linear and Quadratic Discriminant Analysis algorithms for binary, multiclass classification problems.	PSO2	12	AN
C04	Apply and analyze cross-validation and bootstrap methods for model assessment.	PSO4	12	AN
C05	Apply and analyze ridge regression, lasso, and dimension reduction methods for high-dimensional data sets	PSO4	12	AN

Syllabus

Module/ Unit No.	Content	Hours
Unit I	<p>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.</p> <p>Lab: Introduction to R : Basic Commands, Graphics, Indexing Data, Loading Data, Additional Graphical and Numerical Summaries</p>	12
Unit II	<p>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</p> <p>Lab: Libraries, Simple Linear Regression, Multiple Linear Regression,</p>	12

	Interaction terms, Non-linear Transformations of the Predictors – Qualitative Predictors – Writing Functions.	
Unit III	<p>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</p> <p>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</p>	12
Unit IV	<p>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.</p> <p>Lab: Cross Validation and Bootstrap: The Validation Set Approach – Leave-One-Out Cross Validation – k-Fold Cross Validation – The Bootstrap.</p>	12
Unit V	<p>Linear Model Selection and Regularization: Subset Selection: Best Subset Selection – Stepwise Selection – Choosing the Optimal Model – Shrinkage Methods: Ridge Regression- The Lasso – Selecting the Tuning Parameter – Dimension Reduction Methods: Principal Component Regression – Partial Least Squares – Considerations in High Dimensions: High-Dimensional Data – What Goes Wrong in High Dimensions? – Regression in High Dimensions – Interpreting Results in High Dimensions. Lab: Subset Selection Methods: Best Subset Selection – Forward and Backward Stepwise Selection – Choosing Among Models using the Validation Set Approach and Cross-Validation – Ridge Regression and Lasso: Ridge Regression – The Lasso – PCR and PLS Regression: Principal Component Regression</p>	12

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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Experiment the data, ask relevant questions, prepare and structure data using Tableau	PS02	12	AP
C02	Apply various visualization techniques such as aggregations, statistical methods for correlations, and regression relationships.	PS04	12	AP
C03	Build best practices for data visualization, storytelling, creating effective and informative charts and dashboards	PS04	12	AP
C04	Organize appropriate visualization types based on the data characteristics and relationships to design truthful and insightful charts.	PS02	12	AP
C05	Categorize design concepts and principles for analytical and explanatory data Story presentations using Tableau.	PS02	12	AP

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 Chart. Story and Wrap-up: Data Storytelling Process - Dashboards Introductions and Review: Course Introductions - What does	12

	Data Literacy mean? - Part One topics review Visualization History and Visual Perception: Visualization History - Gestalt principles - Types of Memory - Pre-attentive attributes	
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, Lean pub (2019)
2. The Elements of Data Style, Jeff Leek, Lean Pub (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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Apply descriptive statistical techniques to analyze historical marketing data and extract meaningful insights	PSO2	12	AP
C02	Apply regression analysis to identify factors influencing marketing performance and consumer preferences	PSO1	12	AP
C03	Utilize Marketing datasets for decision tree models to analyze and visualize the stages of customer engagement leading to conversion.	PSO3	12	AP
C04	Apply strategies to enhance product visibility across different marketing channels.	PSO4	12	AP
C05	Apply personalized recommendation algorithms to suggest the right products to specific customer segments.	PSO4	12	AP

Syllabus

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	12

	continuous and categorical variables-Summary	
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 CustomerID 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Utilize customer data and insights to develop comprehensive personalized marketing strategies.	PSO1	12	AP
CO2	Utilize predictive analytics tools to forecast engagement based on historical data and customer behavior	PSO2	12	AP
CO3	Apply statistical and machine learning techniques to analyze Customer lifetime value	PSO4	12	AP
CO4	Apply customer segmentation techniques to identify target audiences for personalized marketing campaigns.	PSO4	12	AP
CO5	Apply churn prediction techniques to identify customers at risk of leaving	PSO2	12	AP

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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	12

	the 3-month CLV-Data preparation-Linear regression-Evaluating regression model performance-Summary	
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 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	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

Functional Elective
Applied Finance

Course Title: Applied Financial Statement Analysis – Practical	Course Code: 23S
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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Analyze the linkage of Balance Sheet, Cash Flow, and Income Statement in financial reporting and decision- making.	PSO1	8	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	PSO1	12	AP
CO3	Apply financial ratio calculations to assess a company's performance in terms of Profitability, Liquidity, Stability, and Efficiency.	PSO4	14	AP
CO4	Analyze the impact of Working Capital on business operations and evaluate its significance from the perspectives of both bankers and business owners.	PSO1	14	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.	PSO4	12	AN

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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. Case 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Understand the landscape and regulatory bodies in wealth management.	PSO2	10	U
C02	Evaluate different asset classes and their risk-reward perspectives in the financial markets.	PSO2	12	E
C03	Apply time value of money concepts and Analyze the portfolio performance.	PSO2	12	AP
C04	Analyze the mutual fund performance of schemes	PSO2	13	AN
C05	Apply ethical principles in wealth management practices and understand the basics income taxation concepts for optimum decision.	PSO2	13	AP

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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
	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	

Unit IV	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

2. DimitrisN.Chorafas (2006), Wealth Management, 1st Edition, Butterworth-Heinemann.
3. Stephen Horan (2009), Private Wealth - Wealth Management in Practice, John Wiley.
4. 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	To comprehend the features and roles of securities markets, discern between equity and debt securities, and evaluate their risks and returns.	PSO1	12	AP
CO2	Analyze the regulatory framework governing primary and secondary markets, including the processes involved in public offerings and debt placements.	PSO3	14	AN
CO3	Examine the significance of stock market indices and derivatives, assessing their impact on market participants and evaluating various risk management strategies.	PSO4	12	E
CO4	Analyze the basics of options trading, including contract specifications and pricing fundamentals, and evaluate the effectiveness of different trading strategies and hedging techniques.	PSO4	10	AN
CO5	Evaluate the efficiency and reliability of trading systems and clearing mechanisms, analyzing their impact on market integrity and participant behavior.	PSO4	12	E

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Module/ Unit No.	Content	Hours
Unit I	<p>Understanding Securities Markets and Performance:</p> <p>Securities: Definition and Features, Security Markets: Structure and Participants, Role of Securities Markets as Allocators of Capital. Equity and Debt Securities: Features of Equity and Debt Capital, Choice between Equity and Debt, Equity Analysis and Valuation. Commonly Used Terms in Equity Investing, Risk and Return from Investing in Equity, Basic Features of a Debt Instrument, Types and Structures of Debt Instruments, Concepts and Terms Relating to Debt Securities, Risks of Investing in Debt Securities. Hybrid Instruments : Preference Shares, Convertible Debentures, ADRs,</p>	12

	GDRs and IDRs, Foreign Currency Convertible Bonds (FCCBs)	
Unit II	<p>Primary Markets: Definition and Functions, Primary Vs Secondary Markets, Types of Issues, Issuers.</p> <p>Regulatory Framework for Primary Markets: Regulatory framework for the types of Issuers, Regulations pertaining to Public Issue of Shares, 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.</p> <p>Secondary Markets Role and Function of the Secondary Market, Market Structure and Participants, Brokers and Client Acquisition, Trade Execution: Trading System, Orders, Electronic Trading and Order Execution, Contract Note, Cost of Trading,</p> <p>Settlement of Trades: Delivery and Squaring-off, Determination of Settlement Obligation, Settlement Cycle, Pay-in and Pay-out, Margins, Short Delivery and Payment, Corporate Actions, Circuit Breakers.</p> <p>Market Information and Regulation: Market Size and Activity, Disclosures by Listed Companies, Risk Management Systems, Rights, Obligations and Grievance Redressal</p>	14
Unit III	<p>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. 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.</p> <p>Introduction to Forwards and Futures: Introduction to forwards and futures Contracts, some important terminology associated with futures contracts, Payoff Charts for Futures contract: Long futures, Short Futures. Uses of futures: Hedgers, Speculators/Traders, Arbitrageurs, Uses of Index futures: Unsystematic Risk, Systematic Risk.</p>	12
Unit IV	<p>Introduction to Options:</p> <p>Basics of options: Option terminology, Contract specifications of exchange-traded options, Moneyness of an option, Distinction between futures and options contracts Pay off Charts for Options: Long and Short option: Long Call, Short Call, Long Put, Short Put</p> <p>Basics of Option Pricing and Option Greeks: Option pricing fundamentals, Option Greeks. Analysis of options from the perspectives of buyer and seller: Call Option, Put Option. Trading strategies using options: Spread: Vertical Spreads, Horizontal Spreads, Diagonal Spreads Straddle: Long Straddle, Short Straddle. Strangles: Long Strangle, Short Strangle. Covered Call, Collar and Butterfly Spread.</p> <p>Hedging with options: Protective Put.</p>	10

Unit V	Introduction to Trading Systems: Trading Mechanism, Eligibility criteria for selection of stocks for derivatives trading, Selection criteria of Stock and Index for trading, Adjustments for Corporate Actions, Algorithmic trading, Tracking Futures and Options data Introduction to Clearing and Settlement System: Clearing Members,	12
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	Clearing Mechanism, Settlement Mechanism, Risk Management, Margining and mark to market under SPAN, Position limits, Violations and Penalties. Legal and Regulatory Environment: Regulations in Clearing & Settlement, Eligibility criteria for membership on derivatives segment.	
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Text Books

1. Equity Derivatives – National Institute of Securities Markets (NISM) - 2022 March
2. Securities Markets Foundation – National Institute of Securities Markets (NISM) -2022 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Analyze the natural advantages of traditional banks and assess the role of Fintech in banks.	PSO1	12	AN
C02	Analyze the operations and the dynamics of lending markets within the Fintech landscape.	PSO1	12	AN
C03	Assess diverse applications of machine learning in the Fintech sector	PSO1	12	AP
C04	Apply digital distributed ledger technologies in the Fintech sector	PSO3	12	AP
C05	Demonstrate comprehension of risks and regulatory frameworks in the Fintech industry	PSO2	12	AP

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 - Practical	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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Construct professional financial Models in Excel with stress testing and proper documentation	PSO2	12	AP
C02	Explore portfolio performance, risk analysis, and derivatives pricing using Excel tools like regression, simulation, and Option Greeks.	PSO2	12	E
C03	Apply financial statement projection techniques to understand valuation, and modeling scenarios like mergers and acquisitions.	PSO2	12	AN
C04	Analyze debt repayment modeling, including amortizing loans, EMIs, and bond pricing in Excel.	PSO4	12	AN
C05	Apply acquired financial modeling skills through hands-on exercises covering various real-world financial modeling challenges.	PSO4	12	SP

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

2. Bill Dalton, Financial Products-An Introduction using Mathematics and Excel, Cambridge.
3. Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals.
4. 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Understand the trends and significance of digital marketing, analyze digital consumer behavior, and explain the 3C Framework's components.	PS01	12	AN
C02	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.	PS03	12	E
C03	Analyze the design principles and guidelines for creating effective landing pages, including considerations for design, color theory, typography, and mobile responsiveness.	PS03	12	AN
C04	Appraise the strategies employed in selling on online marketplaces, and assess the dynamic interplay between organic and paid search methods.	PS04	12	AN
C05	Apply knowledge of consumer journey mapping and lead generation in digital marketing, demonstrate how to segment leads, and create visual sales/marketing funnels.	PS01	12	AP

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 –	12

	Continuous Engagement Metrics -Measuring Ad effectiveness – AB Testing	
nit III	Landing pages Landing pages: Introduction – Guidelines in Designing a Landing page (Design Principles, Color theory, typography, CTA's, Mobile Responsiveness)	12
nit 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, SCHOOL OF MANAGEMENT STUDIES-PG vengatesan@rvsgroup.com

Course Title: Search Engine Optimization - Practical	Course Code: 3MA
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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Demonstrate a deep understanding of search engine algorithms, ranking factors, and emerging trends in Search Engine Optimization (SEO) to develop effective digital marketing strategies.	PS01	12	AP
C02	Implement robust data security measures to protect websites and digital assets from common security threats, ensuring compliance with relevant data privacy regulations.	PS04	12	AP
C03	Leverage the capabilities of WordPress, including its SEO-friendly features and plugins, to create and optimize websites for optimal search engine performance.	PS03	12	AP
C04	Apply advanced on-page and off-page optimization techniques, including content marketing and link building, to improve the visibility and ranking of websites on search engine results pages.	PS03	12	AP
C05	Explore the applications of artificial intelligence and language models in SEO and content creation, and integrate these technologies into digital marketing workflows to enhance search engine visibility and user engagement.	PS01	12	AN

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Introduction to Search Engine Optimization: Understanding the role of SEO in digital marketing. Overview of search engine algorithms and ranking factors. Importance of keyword research and analysis. Competitive analysis and benchmarking. Ethical considerations in SEO. Emerging trends and best practices in SEO.	12
Unit II	WordPress for SEO and Data Security: Introduction to WordPress and its SEO features. Optimizing WordPress site structure and architecture. Implementing WordPress-specific on-page optimization techniques. Leveraging WordPress plugins for enhanced SEO. Importance of data	12

	security in SEO and digital marketing. Securing website and server infrastructure.	
Unit III	Off-Page Optimization and Content Marketing: Link building strategies and techniques. Guest posting and content syndication. Social media optimization and engagement. Leveraging user-generated content and reviews. Measuring content performance and adjusting strategies. Integrating content marketing with other digital marketing channels.	12
Unit IV	On-Page Optimization: Website structure and architecture. Optimizing page content and metadata. Implementing effective title tags, headings, and URLs. Optimizing images, videos, and other multimedia elements. Enhancing user experience and page speed. Tracking and analyzing on-page SEO performance.	12
Unit V	AI-Powered SEO and Content Creation: Introduction to artificial intelligence and language models in SEO and marketing. Utilizing large language models (e.g., GPT-3, ChatGPT) for content generation. Applying natural language processing (NLP) for automated content optimization. Integrating AI-powered tools and assistants into SEO workflows. Ethical considerations and best practices for AI-powered SEO. Measuring the impact of AI-driven initiatives on SEO performance.	12

Textbooks:

1. "The Art of SEO" by Eric Enge, Stephan Spencer, Jessie Stricchiola, and Rand Fishkin
2. "WordPress for Dummies" by Lisa Sabin-Wilson
3. "AI and Machine Learning for Marketers" by Christopher S. Penn
4. "Web Application Security" by Andrew Hoffman

Course Designer: Vengatesan Sivaramakrishnan – Teaching Associate 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Demonstrate proficiency in conducting keyword research and optimizing ad campaigns.	PS01	12	AP
C02	Analyze and evaluate campaign performance and results from various rounds in the Stukent SEM simulation.	PS03	12	E
C03	Utilize data and analytics to make data-driven decisions in optimizing bidding strategies, ad content, and landing page optimization.	PS03	12	AP
C04	Optimize ad campaigns for maximum profitability and higher sales numbers based on the insights gained from the simulation rounds	PS04	12	AP
C05	Create and adjust shopping campaigns to achieve higher conversion rates and improve overall marketing performance.	PS01	12	C

Syllabus

Module/ Unit No.	Content	Hours
Unit I	Introduction to Search Engine Marketing What is SEM - How does SEM work - Search engine result page structure - SEM vs SEO - Why do we need SEM - What is Google Ads - Different types of Google Ads - How does the Google Ads platform Rank the Ads -Google Ad structure Branding - Design Principles.	12
Unit II	Round 1 Introduction to Search Ads In this round, students will create one search campaign for the American Dream Backpack with at least two ad groups and one ad per group. They will learn to organize ad groups and emphasize keywords in ad elements, such as using relevant keywords in ad textfor each ad group. Round 2 Search Ad Practice In this round, students will create a second search ad campaign for the American Dream Messenger and optimize the previous campaign. They	12

	<p>must aim for the new cost-per-click goal while maintaining the clicks goal from the first round.</p> <p>Round 3 Search Ad Optimization Students will focus on search ads by adding a third campaign for the American Dream Duffel. They should optimize existing campaigns and strive for the latest goals.</p>	
Unit III	<p>Round 4 Introduction to Display Ads In this round, students will learn how to create an interest-based display campaign. They will continue to optimize their search campaigns.</p> <p>Round 5 Display Ads and Remarketing Round 5 introduces retargeting display ads. In addition to learning about retargeting ads, students will optimize their interest and search campaigns.</p> <p>Round 6 Optimize Display Ad Campaigns This round continues with display ads, emphasizing the difference between interest and retargeting campaigns. Students learn that retargeting campaigns typically yield more conversions and should, therefore, receive most of the display budget.</p>	12
Unit IV	<p>Round 7 Introduction to Shopping Ads Chapter 7 features shopping ad campaigns. This round will teach how to create a shopping ad and best practices.</p> <p>Round 8 Shopping Ads and Remarketing This round lets the students practice what they've learned with new tasks. Students should utilize all their knowledge and practice to improve the performance of their ads as much as possible.</p> <p>Round 9 Shopping Ad Optimization This round repeats the tasks from Round 8. However, the students receive a curveball. They are asked to decrease the promotions for the American Dream Backpack (their primary product) so that only a certain number sell.</p>	12
Unit V	<p>Round 10 Campaign Optimization In this final round, students repeat tasks from Rounds 8 and 9, with restrictions on the American Dream Backpack lifted. They should apply their knowledge to maximize revenue from their campaigns.</p>	12

Course Designer: Neya Shetell, Manager Digital Marketing, TRANSFORM TECH –
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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Analyze social media's role in marketing and its impact on brand strategy.	PS01	10	AN
C02	Apply effective content creation techniques and storytelling principles in various stages of the consumer journey.	PS03	10	AP
C03	Evaluate diverse marketing objectives, optimize social media ad campaigns, and employ platforms effectively.	PS03	18	E
C04	Implement YouTube marketing strategies and analyze video performance.	PS04	10	AN
C05	Create and manage community engagement strategies, applying tools and tactics for effective online presence.	PS01	12	C

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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	10

	video ranking – Optimizing YouTube video - Overview of YouTube Ads and YouTube Analytics	
Unit V	<p>COMMUNITY MANAGEMENT</p> <p>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.</p> <p>Project on making community engagement strategies.</p> <p>Learn tools like Hootsuite and Canva apart from learning to work on different social media ad platforms.</p>	12

Course Designer: Vengatesan Sivaramakrishnan – Teaching Associate, SCHOOL OF MANAGEMENT STUDIES-PG 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) : 0:0:6	Credits: 6
Map Code:	Total Contact Hours: 60
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	Understand the Scenario of the Business in social media	PS01	12	U
CO2	Create Targeted Posts and Distribute across all Social platforms	PS03	12	C
CO3	Analyze and Capture Insights from the posts for better results	PS03	12	AP
CO4	Do Marketing using Influencers	PS04	12	C
CO5	Improve profitability of the company	PS01	12	AP

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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) : 4:2:0	Credits: 6
Map Code:	Total Contact Hours: 60
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	Evaluate the significance of employee selection and its alignment with the employment environment and organizational change concepts.	PS01	12	E
CO2	Analyze recruiting sources and the importance of compensation, including various compensation policies.	PS03	12	AN
CO3	Examine the legal framework's implications for employment and fair employment laws in the employee selection process.	PS03	12	AN
CO4	Distinguish between selection methods and their relevance, including measurement techniques, tests, and interviews.	PS04	12	AN
CO5	Evaluate performance nature and behavior, understanding methods and instruments used in performance appraisal.	PS01	12	E

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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:

4. Sanjay Srivastava, 2009, Case Studies in HRM, Excel: New Delhi
5. Gatewood, Field, Barrick, 2008, Human Resource Selection, Cengage: New Delhi
6. Gareth Robert, 2008, Recruitment and selection, Jaico: New Delhi
7. 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) : 4:2:0	Credits: 6
Map Code:	Total Contact Hours: 60
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
C01	Analyze aspects of industrial relations, including perspectives and factors affecting conflicts in organizations.	PSO1	12	AN
C02	Evaluate trade unionism concepts, functions, and types, and understand the Trade Union Act of 1926.	PSO2	12	E
C03	Assess the resolution of industrial conflicts through tripartite bodies, collective bargaining, and grievance procedures.	PSO2	12	E
C04	Examine arbitration, adjudication, and procedures for dispute settlement under the Industrial Dispute Act and Factories Act.	PSO2	12	AN
C05	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.	PSO3	12	AP

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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 - Practical	Course Code: 3HP
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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	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	PSO1	12	E
C02	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.	PSO2	12	AN
C03	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.	PSO2	12	C
C04	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.	PSO2	12	AP
C05	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.	PSO3	12	E

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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	12

	Lookup, Hlookup, Index-Match) – Data Tools	
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 Hired 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Analyze the fundamental concepts of Organizational Development, including its definitions, characteristics, and the OCTAPACE values, to critically assess their implications in organizational contexts.	PSO1	12	AN
C02	Analyze the components and process of managing the Organizational Development process, encompassing diagnosis, action research, and program management.	PSO2	12	AN
C03	Analyze the complexities of intergroup dynamics and third-party peacemaking interventions, and assess the impact of organization mirror interventions.	PSO2	12	AN
C04	Apply the principles of structural interventions, including sociotechnical systems and self-managed teams, and evaluate their suitability for enhancing organizational effectiveness	PSO2	12	E
C05	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.	PSO3	12	E

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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	12

	OD Interventions	
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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
CO1	Analyze the fundamental nature and significance of leadership roles, traits, behaviors, attitudes, and styles within an organizational context.	PSO1	12	AN
CO2	Evaluate the characteristics and impact of charismatic and transformational leadership, including situational and contingency influences on effective leadership behavior.	PSO2	12	E
CO3	Examine the sources and types of power, factors contributing to organizational politics, influence tactics of leaders, and ethical principles of leadership.	PSO2	12	AN
CO4	Apply teamwork and team leadership concepts, understand the leader-member exchange model, and demonstrate motivation and coaching skills within teams	PSO2	12	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.	PSO3	12	AP

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	Leadership Ethics: Principles of Ethical Leadership Behaviours, Factors contributing to Ethical Differences - Power, Politics and Leadership : Sources – Bases of power- Tactics for becoming and Empowering Leader:	12

	Empowering Practices - Factors that contribute to Organizational Politics: Factors - Political Tactics and Strategies: Ethical and unethical strategies Influence Tactics of Leaders: A model of Power and Influence-Influence Tactics	
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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 Encyclopedia of Leadership, Tata McGraw Hill: New Delhi.

Course Designer: Dr. Rajarajeswari, Associate Professor, rajarajeswari@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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Understand the difference between logistics and supply chain, the subset of logistics and the cost related to logistics	PSO1	12	U
C02	Understand the role customer service in logistics and sourcing & procurement process	PSO2	12	U
C03	Understand the concepts of global logistics and contract logistics	PSO2	12	U
C04	Understand the operations of a warehouse & Courier service	PSO2	12	U
C05	Learn and apply the procedures of EXIM Documentation	PSO3	12	AP

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	12

	- Integrated Logistics: Need for Integration - Activity Centres in Integrated Logistics. Role of 3PL&4PL.	
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. 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Understand the fundamentals of sourcing and procurement and decisions taken at the different levels of organizational hierarchy.	PSO1	12	U
C02	Evaluate the different steps in procurement process.	PSO2	12	E
C03	Analyse the supplier evaluation process in sourcing.	PSO2	12	AN
C04	Evaluate the methods of contracts in sourcing and procurement.	PSO2	12	E
C05	Analyse the different techniques involved in negotiation in contract management.	PSO3	12	AP

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
Unit II	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	12
Unit III	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 –	12

	make payment for suppliers – account payable with procurement.	
Unit IV	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 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: Mr. 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Analyze the fundamental concepts of warehousing and its role within the supply chain, evaluating the distinctions between centralized and decentralized storage systems.	PSO1	12	AN
C02	Apply decision-making processes for warehouse operations, including layout design and cost analysis.	PSO2	12	AP
C03	Examine the significance of storage systems and their cost-effective management, utilizing techniques like ABC inventory control and Distribution Requirement Planning.	PSO2	12	AN
C04	Evaluate the principles and performance measures of material handling systems, distinguishing various types of equipment and their applications.	PSO2	12	E
C05	Create an understanding of modern warehousing methods, automated storage systems, and emerging technologies like RFID and their advantages in logistics.	PSO3	12	C

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 – Storage Systems – Warehousing Cost Analysis – Warehouse Layout – Characteristics of 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 – Automated Storage & 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: Mr. 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Analyze international transportation's significance in integrated logistics, assessing mode selection criteria	PSO1	12	AN
C02	Evaluate ocean transportation's features, advantages and ship classification.	PSO2	12	E
C03	Analyze air transportation's features, freight structure, and role of industry associations.	PSO2	12	AN
C04	Evaluate land transportation modes, including road and rail, considering constraints.	PSO2	12	E
C05	Evaluate EXIM procedures, transport documents, packaging, and INCOTERMS 2013.	PSO3	12	E

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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	12

	Structure- Air Freight Classification, Air Freight Calculation, Factors Affecting Air Freight Rates, Air Freight Consolidation, Role of IATA and TIACA in Air Cargo Industry.	
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: Mr. 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

No	Course Outcomes (Cos): After completion of this course the students will be able to	PSO	CLS	Bloom's Taxonomy Level
C01	Understand and apply the frame work of supply chain framework design	PSO1	12	AP
C02	Learn and apply the concepts of layout design and capacity planning	PSO2	12	AP
C03	Analyze the manufacturing and sustainability decisions in supply chain	PSO2	12	AN
C04	Understand and apply the resource allocation techniques	SO2	12	AP
C05	Apply and analyze the inventory decisions	PSO3	12	AP

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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)	12

	with Linear Programming Models- Mathematical Formulations for Solutions-Optimal Transportation Allocation on Cost Analysis	
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. Gopala Krishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
4. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

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