

Course Matrix

Semester II

Course No.	Course Type	Course Code	Course Title	Course Credit
7	CC2	23VBX0C201	Marketing Management	4
8	CC3	23VBX0C202	Organization Behavior and HRM	4
9	CE4	23VBX0E203	Cost and Management Accounting	4
10	CE5	23VBX0E204	Corporate Finance	4
11	GE2	23VBX0E205	Introduction to Business Analytics	4
12	AEC1	21VBX0A206	Communicative English	4
Total Credit				24

Syllabus: Semester – II

Course:Marketing Management
21VBB0C201

Course Code:

Course Credits: 4

Learning Hours: 120

Course Outcomes

CO1: Application of Marketing concepts and techniques.

CO2: Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

CO3: Enhance team decision making skills and communication skills from a Marketing Perspective.

CO4: Demonstrate effective learning of relevant functional areas of marketing management and its applications.

CO5: Awareness of emerging technologies and recognize them to improve customer experience.

Unit 1: Introduction to Marketing Fundamentals

Meaning, Definition of marketing, scope of marketing, core marketing concepts, Company Orientation towards the Marketplace; Developing Marketing Strategies and Plans, Marketing and Customer Value, Scope and Importance of Marketing Planning, Marketing Mix elements, Marketing department organization structure, Functions of Marketing department

Learning outcome: *Acknowledge the meaning and basic concepts of marketing and realize how marketing strategies are applied in business scenarios.*

Unit 2: Connecting with Customers

Model Consumer Behavior, characteristics Affecting consumer Behavior, Types of Buying

Decision Behavior, Buyer Decision Process, Decision Process for New Products and Diffusion of Innovation

Business Buyer Behavior, Business Buyer Decision Process, Institutional and Government market, Segmentation, Targeting, Positioning AND Repositioning for Competitive Advantage and Brand Equity

Learning Outcome: *Identify target market by analyzing the consumer behavior and also understand different types of buyers.*

Unit 3: Marketing Research

Meaning of Marketing Research, Need and Importance of Marketing Research, Steps in Marketing Research, Scope of Marketing Research, Benefits and challenges in conducting Rural marketing research and International Marketing research; Marketing Information system, Need and importance to business

Learning Outcome: *Enabled with research oriented skills in order to understand the market behavior.*

Unit 4: Products and Services

Products

Product Levels, Product Characteristics and Classifications, New Product Development Stages

Categories of New Product, Reasons for Launching New Products and Its Failure. Product Life Cycle Strategies and Its Extension

Learning Outcome: *Describe the stage of product life cycle for any product and suggest strategies.*

Services

Meaning of services, unique characteristics of services, 7ps of service marketing

Learning Outcome: *Understand the nature of services, and distinguish between products and services.*

Unit 5: Pricing

Pricing objectives, Types of pricing, consideration and approaches, pricing strategies: New product pricing strategies, Product mix pricing strategies, Price adjustment strategies, Price changes, Public policy and pricing

Learning Outcome: *Recognize the framework of pricing strategies for new and existing products.*

Unit 6: Distribution Channels

Role and functions of Marketing channels, Types of channel, criteria of selecting a channel, Channel conflict, Key channel members – Distributors and Agents, Wholesaler, Retailer and their functions, Advantages and disadvantages of having channel members. Indirect Channels and Online channels

Learning Outcome: *Awareness of what channels of distributions are and how to choose an appropriate channel.*

Unit 7: Promotion

An overview of Promotion Mix elements: Advertising, sales promotion, personal selling, Publicity and PR, types of Sales Promotion, Direct and online marketing, multilevel marketing-the new marketing model

Introduction to Integrated Marketing Communication: Meaning and Importance of IMC in modern marketing

Learning Outcome: *Acquainted with various types of promotions.*

Unit 8: Responsible Marketing

Green Marketing, Meta marketing, Sustainable Marketing, Social Criticisms of Marketing, Impact of Marketing on Individual Consumers, competitors, Society and economy as a Whole. Consumer and Business Actions to Promote Sustainable Marketing, CRM and its role in Sustainable marketing

Learning Outcome: *Grasp over the concept of CSR, impact of marketing on individuals, and society.*

Unit 9: Marketing Ethics

Meaning, Principles, Need and importance of Ethics in marketing, Ethical issues in marketing, Impact of CSR on Brand building, CSR as marketing Tool

Learning Outcome: *Awareness of ethical issues and the dilemmas marketer must address.*

Unit 10: Emerging Technologies and Media in Marketing

Digital Marketing: Nature and Scope of Digital Marketing, Need for digital marketing, Types of digital marketing, Emergence of digital marketing in 21st century

Online marketing strategies: Blogs, mobile marketing, social media marketing

Learning outcome: *Recognition of emerging technologies and their implications on marketing decisions and strategy formulation.*

Course Name: Organization Behavior and HRM

Course Code: 21VBB0C202

Course Credits: 4

Learning Hours: 120

Course Outcome:

CO1: Analyze the fundamental concepts and practices in HRM.

CO2: Assess the role and activities of human resource management function.

CO3: Appraise the significance of HRM practices in a competitive environment.

CO4: Apply behavioral factors in conjunction with organization need.

CO5: Identify OB process that address organization requirements.

Unit 1: Introduction

Concept of HRM, Evolution of HRM, Role and significance of Human Resource Manager, Functions of HRM, HR Structure, Strategic HRM, Meaning and Process, Growing importance towards Strategic HRM

Learning Outcome: *Appreciate concepts, role of HRM in organization.*

Unit 2: Human Resource Planning & Recruitment

Concept & Importance of HRP; Different stages of HR Planning Process; Person-Job fit, Concept of Job Analysis, Process, Importance and Benefits of Job Analysis, Job Description, Job Specification, Job Enrichment, Job Enlargement, Job Rotation, Concept of Recruitment, Need for recruitment, Scope and importance of recruitment function, Factors affecting Recruitment, Sources of Recruitment, Process of Recruitment, Trends in Recruitment

Learning Outcome: *Ability to design jobs and fit people accordingly.*

Unit 3: Selection & Training

Definition and Importance of Selection, Stages involved in Selection Process, Types of Selection Tests and Types of Interviews. Meaning and Benefits of Induction, Content of an Induction Program, Socialization process

Meaning, Need and Importance of Training, Training vs. Development, Stages involved in Training Process, on-the Job and Off-the-Job Training, Executive Development Programs and Methods

Learning outcome: *Prepare a selection strategy and suggest suitable training method.*

Unit 4: Performance Management System

Meaning of Performance Management System, Performance Appraisal, Purpose of Performance Appraisal, Meaning of Anchors in Performance Appraisal, Trait, Behavioral and Result Methods of Performance Appraisals, Process of Performance Appraisal

Learning Outcome: *Gain in depth knowledge of performance appraisal.*

Unit 5: Compensation, Promotions, Transfers & Demotions.

Compensation-meaning of Compensation, objectives of compensation. Meaning and definition of Promotion-Purpose of Promotion. Basis of Promotion .Meaning of Transfer-Reasons for Transfer, Types of Transfer. Demotion-Meaning and Reasons for Demotions

Learning Outcome: *Conceptual understanding of Compensation, promotion, demotion and transfers.*

Unit 6: Introduction to Organization Behavior

Meaning & definition of OB, Historical Perspective, Approaches to and Importance, Process of OB, Limitations of OB, Globalization and OB, OB Models, Roles of Manager in OB, Challenges and Opportunities for OB

Learning Outcome: *Design and develop behavioral models in the organization.*

Unit 7: Individual Behavior

Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception process, Perceptual Bias, Learning and its Applications in Organizations, Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Attitude formation

Learning Outcome: *Understand the factors responsible for individual behavior.*

Unit 8-Group Dynamics

Concept of Groups, Stages of Group Formation, types of group, Team and types, Group vs. Team, Work Group Behavior, Factors affecting Group Behavior, Characteristics of an Effective Team, Designing a Team, Issues in Team Building, Significance of Cross Functional Teams, Group Dynamics, Role of Power, Politics, Conflict, Negotiations, Stress on group behavior

Learning Outcome: *Demonstrate the ability to work in any group.*

Unit 9: Organization Culture, Design, Structure and Change

Concept of Organization Culture, Characteristics of Culture, Importance of promoting organization culture, Meaning of Change, Need for Change, Process of Change types of change, Strategies to Overcome Resistance, Definition of OD, OD Interventions

Learning Outcome: *Impart learning in bringing organizational change.*

Unit 10: Recent Trends in OB & HRM

Recent Trends in HRM People Analytics, HR Bots (Artificial Intelligent driven HR) Applicant Tracking Systems, Competency Mapping, Green HRM, Moonlighting by employees, Social media targeted recruitment, online skill assessment, Virtual Reality & Augmented reality

Learning Outcome: *Ability to evaluate the new trends in HRM.*

**Course: Cost and Management Accounting
21VBB1E203**

Course

Code:

Course Credits: 4

Learning Hours: 120

Course Outcomes

CO1: Describe the Nature, purpose and scope of managerial information.

CO2: Explain and Discuss the Concepts, Methods and techniques of Cost accounting.

CO3: Using budgets and standard costs for planning & control.

CO4: Employ Modern techniques of management accounting.

CO5: Perform the Analysis and Interpretation of Financial Statements.

Unit 1: Introduction to Cost and Management Accounting

Sources of data (internal & external), concept of cost and costing, Meaning of Cost accounting and management accounting, Objectives of Cost Accounting, Cost accounting v/s Financial Accounting, Cost Accounting v/s Management Accounting, Advantages of cost accounting

Learning outcome: Describe and discuss the nature, scope and utility of cost accounting and management accounting.

Unit 2: Cost Concepts and Classification

Classification based on nature of expenses, function and variability, Cost behavior with the help of graphs, meaning of cost objects, cost units & cost centers, preparation of Cost statement or cost sheet, Tender and quotation

Learning outcome: Prepare a Cost statement/Cost sheet in accordance with cost behavior.

Unit 3: Accounting for Material

Accounting for material costs, ordering, receiving & issuing material, methods of valuing purchases and issues (FIFO, LIFO & Weighted Average methods only), EOQ, inventory levels

Learning outcome: Distinguish between the various inventory management policies and their objectives.

Unit 4: Accounting for Labor

Accounting for labor, calculation of direct & indirect cost of labor, understanding different remuneration methods, labor turnover ratio, overtime & idle time, labor efficiency, capacity & volume ratios

Learning outcome: Solve Problems relating to Time Measurement, Cost Control, and Calculation of labor ratios.

Unit 5: Accounting for Overheads

Concept and Classification of overheads, Factory overhead, fixed –semi variable and variable, Accounting for overheads, Apportionment of service departments overheads to producing departments (repeated and simultaneous equation method), production overhead absorption rates, selecting an absorption rate

Learning outcome: *Compute statement showing allocation and apportionment of overheads of service department to Producing Departments by using Repeated and simultaneous equation Methods.*

Unit 6: Methods of Costing

Job & batch costing, Process costing (including joint products & by-products, equivalent production), service costing, meaning of absorption costing along with advantages and disadvantages, Meaning of Marginal costing along with advantages and disadvantages, differences between absorption & marginal costing

Learning outcome: *Discuss and distinguish the different costing methods.*

Unit 7: Budgeting

Meaning, Need, Objectives and functions of Budgeting, Advantages and Limitations of budgeting, Classification and Preparation of various functional, fixed and flexible budgets, reconciliation of budgeted profits with actuals

Learning outcome: *Prepare all types functional and flexible budgets to exercise budgetary control over functions of firm.*

Unit 8: Standard Costing

Meaning & calculation of standard costs, Steps involved in Standard Costing, computation of simple variances, Material Variances, Labor Variances, Overhead variances, Sales variances, Preparation of Variance Reports

Learning outcome: *Use standard costing system to understand the causes of labor, material, overhead and sales margin variances between Standard and Actual cost.*

Unit 9: Modern methods of Management Accounting

Meaning and introduction of Activity-based-costing, Meaning of Target costing, Target cost gap, introduction to Life cycle costing, costs involved at different stages of life cycle

Learning outcome: *Evaluate and describe the modern methods of management accounting.*

Unit 10: Financial Statements and Ratio Analysis

Financial Statements and its Nature, Attributes, Objectives, Importance, Limitations, Ratio Analysis and its Accounting, Uses, Classification, Advantages, Limitations

Learning outcome: *State the basic concepts of financial statements and recall the financial ratios and their significance.*

Course: Corporate Finance

21VBB1E204

Course Credits: 4

Course

Code:

Learning Hours: 120

Course Outcomes

CO1: Discuss the key decisions taken by Corporate Finance Department

CO2: Employ Time Value of Money concept in Financial Decision making.

CO3: Estimate Risk Adjusted Cost of Capital for Assessing Projects.

CO4: Distinguish between Long Term and Short Term Financial Management techniques

CO5: Assess Dividend Policies.

Unit 1: Introduction to Corporate Finance

Meaning of finance, financial decisions in a firm, objectives of financial management- profit maximization and wealth maximization, organization of finance department, finance function, CFO role, Treasury & Controller, Emerging role of financial manager in India

Learning Outcome: *Describe and discuss the basics of financial management.*

Unit 2: Time Value of Money

Introduction to time value of money, Time lines and notation, future value of a single cash flow, future value of uneven cash flow and Annuity, present value of a single cash flow, present value of uneven cash flow and Annuity, present value of a perpetuity, Intra-year compounding and discounting

Learning Outcome: *Employ the concept of compounding and discounting of cash flows.*

Unit 3: Source of Finance

Different type of source of finance, characteristics of long term debt and equity finance, method of raising long term finance, different source of short term finance, internal fund as a source of finance

Learning Outcome: *Distinguish the different source of finance available to business both internal and external. Discuss various source of long term and short term source of finance.*

Unit 4: Cost of Capital

Concept and measurement of cost of capital, measurement of specific costs, computation of overall cost of capital, cost of capital practices in India

Learning Outcome: *Determine cost of Capital.*

Unit 5: Capital Structure

Significance of capital structure, Determinants of capital structure, capital structure planning and designing, designing optimum capital structure, theories of capital

structure and value of the firm – relevancy and irrelevancy of capital structure, EBIT – EPS analysis, Breakeven – EBIT analysis

Learning Outcome: *Discuss various capital structure theories. To be able to design and analyze optimum capital structure.*

Unit 6: Leverage

Operating, financial and combined, analysis of leverages

Learning Outcome: *Discuss and interpret the types of leverage.*

Unit 7: Long Term Investment Decisions

Capital Budgeting – introduction, importance and process – Techniques of evaluating projects, Net present value, Internal rate of return, MIRR, Profitability Index, Payback period and discounted payback period, Accounting rate of return, concept of different cash flows

Learning Outcome: *Performing capital budgeting in a case setting and how to evaluate the project.*

Unit 8: Working Capital Management

Overview of working capital management, factors influencing working capital management, Working capital estimation, working capital financing, operating cycle and cash cycle. Inventory Management – EOQ, Levels of Inventory, JIT

Learning Outcome: *Assess Working capital management decisions.*

Unit 9: Receivable Management

Meaning and objective, aspect of management of receivable, factors determining credit policy, factors under control of finance manager, approaches to evaluation of credit policy, financing receivables

Learning Outcome: *Evaluate credit policy and decide on financing option.*

Unit 10: Dividend Decision

Why firms pay dividends, Dimensions of Dividend policy, Dividend policy formulation, forms of dividend, Factors influencing dividend decisions, Bonus shares and stock split

Learning Outcome: *Assess Dividend Decisions and its impact on Stock Price.*

Course: Introduction to Business Analytics
Course Credits: 4

Course Code: 21VBB0G205
Learning Hours: 120

Course Outcomes

- CO1: Enable data-driven decision making that has the potential to increase profits and improve efficiency.
- CO2: Recognize, comprehend and apply the language, theory and models of the field of business analytics.
- CO3: Analyze, synthesize and solve complex unstructured business problems.
- CO4: Present meaningful, clear data to support decision making.
- CO5: Interpret results/solutions and identify appropriate courses of action and create viable solutions to decision making problems.

Unit 1: The intrinsic value of data

Transactional Data, Profile Data, Behavioural Data, Cost of Data, Value of Data

Learning Outcome: *Identify and investigate data to establish new relationships and patterns.*

Unit 2: Introduction to Business Analytics

Business –Terminology-Business Analytics process- Relationship of BA and Organization

Learning Outcome: *Understand the concepts of business analytics and its application in business.*

Unit 3: Importance of Business Analytics

Business Analytics - Strategy for competitive advantage-Importance of business analytics with new data

Learning Outcome: *Understand and identify the need for business analytics in organizations.*

Unit 4: Producing insights from information through analytics

Goals of business analytics, the ROI of analytics, benefits of analytics, typical business problems where business analytics can be applied, know your customers & competitors

Learning Outcome: *Identify, evaluate and apply business analytics to gather insights the organizations need.*

Unit 5: Business Analytics Personnel and other resources

Business analytics personnel, business analytics data – categorizing data & data issues

Learning Outcome: *Identify various resources required for the application of business analytics.*

Unit 6: Business Analytics Technology

Big data,

Data visualization, introduction to data analytics software

Learning Outcome: *Understand various technology and tools used in business analytics.*

Unit 7: Organization Structures Aligning Business Analytics

Organization structure - Management Issues –Managing Change; implementing business analytics

Learning Outcome: *Understand how organizations must align for efficient business analytics application.*

Unit 8: Descriptive, Predictive and Prescriptive Analytics

Fundamentals of descriptive, predictive and prescriptive analytics along with their application in multiple areas of business

Learning Outcome: *Understand and apply descriptive, predictive, and prescriptive analytics to business problems for input into management decision-making processes.*

Unit 9: Functional Analytics

Concepts of HR analytics, Supply chain analytics, Marketing analytics, Customer analytics, Business process analytics, financial analytics

Learning Outcome: *Identify application of business analytics in various functional areas of an organization.*

Unit 10: Analytics and Business Intelligence

Big data, business intelligence, applications of analytics in business intelligence with real-world examples

Learning Outcome: *Evaluate use of BI for supporting decision making in an organization.*

Course: Communicative English
21VBX0A206

Course

Code:

Course Credits: 4

Learning Hours: 120

Course Outcomes

CO1: Explain the elements and process of communication.

CO2: Distinguish various kinds of communication and comprehend its significance.

CO3: Examine and interpret various approaches to listening and reading skills.

CO4: Develop ways to express the message fluently and appropriately in social and professional contexts.

CO5: Recommend effective writing strategies to get your reader to take the desired action.

Unit 1: Introduction to Business Communication

Role of communication in Business, nature and scope of Business communication, elements of communication, process of communication

Learning Outcome: *Explain the process and importance of communication in business.*

Unit 2: Flow of Communication

Types of communication – formal and informal, verbal and non-verbal, attributes of oral and written communication, channels of oral and written communication, flow of communication in business, its relevance

Learning Outcome: *Differentiate various formal and informal communication and decide on the form of communication to express.*

Unit 3: Barriers to Communication

Semantic barriers, physical barriers, interpersonal, organizational barriers, measures to improve communication barriers

Learning Outcome: *Understand various barriers to communication and discuss remedies to overcome barriers.*

Unit 4: Essentials of Good English

English Grammar and its usage, common errors in English, synonyms and antonyms, frequently misspelt words, sentence corrections, common idioms and phrases

Learning Outcome: *Practice the grammar needed for correct usage while speaking/writing.*

Unit 5: Effective Listening

Importance of listening, essentials for good listening, blocks to effective listening, profile of an effective listener

Learning Outcome: *Develop the skill of effective listening.*

Unit 6: Effective Reading

Types of reading, importance of reading, reading and understanding of textual materials, recognizing unity, coherence and emphasis of sentences and paragraphs

Learning Outcome: *Understand the concepts of reading.*

Unit 7: Effective Speaking

Importance of paralanguage, public speaking, presentation skills, speaker's appearance and personality, using visual aids

Learning Outcome: *Demonstrate the art of speaking effectively.*

Unit 8: Effective Conversational Skills

Need for dialogue and conversation, skills needed for conversations, asking questions, conversation control, use of conversation skills in different situations, team communication

Learning Outcome: *Understand the various conversational styles used in interpersonal communication.*

Unit 9: Effective Writing

Objectives of written skills, adaptation and selection of words, developing logical paragraphs, resume writing

Learning Outcome: *Appreciate essentials of good business writing.*

Unit 10: Business Correspondence

Trade enquiries and replies, complaints, claims, adjustments, persuasive letter, bank correspondence, email etiquette, office orders, office circulars, memorandum, business report writing

Learning Outcome: *Select the appropriate modes of correspondence in business.*

