MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE

MADANAPALLE

(UGC-AUTONOMOUS)

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DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations (R24)

Course Structure

And

Detailed Syllabi

For the students admitted to

M.B.A. Regular Two Year P.G. Degree Programme from the academic year 2024-25

MASTER OF BUSINESS ADMINISTRATION

Course Structure

For the students admitted to
Master of Business Administration from the academic Year
2024-25 batch onwards

VISION AND MISSION OF THE INSTITUTION

Vision

To become a globally recognized research and academic institution and thereby contribute to technological and socio-economic development of the nation

Mission

To foster a culture of excellence in research, innovation, entrepreneurship, rational thinking and civility by providing necessary resources for generation, dissemination and utilization of knowledge and in the process create an ambience for practice-based learning to the youth for success in their careers.

VISION AND MISSION OF THE DEPARTMENT

Vision

To become a globally recognized center of excellence in the area of management by building managerial competencies among the students and making them global business leaders. Further the department aspires to prepare them to become visionary leaders with new perspectives, thinking and ideas.

Mission

M1: Empower students with ability to face real time situations and thereby inculcate the spirit of entrepreneurship

M2: To facilitate industry driven learning amongst students and faculty

M3: To provide a platform for knowledge creation and dissemination through requisite infrastructure to benefit students, staffs, research community, and society at large

M4: To contribute to the socio - economic development of the society through excellence in research and teaching

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

The MBA graduates will be able to:

PEO1: Graduates of the programme will have successful careers as managers and business leaders

PEO2: Graduates of the programme will display a sense of professionalism, ethical attitude, effective communication skills, multidisciplinary approach with a strong insight to address socio-cultural issues.

PEO3: Graduates of the programme will continue to learn and adopt to the changing world of business with a strong focus on R&D

PROGRAM OUTCOMES (POs):

The MBA graduate will have ability to

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Apply emerging tools, techniques and resources to manage an organization.

PO7: Possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.

PO8: Recognize the need for and have the preparation and ability to engage in independent and life- long learning in the broadest context.

MBA - I YEAR I SEMESTER

S.No	COURSE CODE	I YEAR I SEMESTER COURSES	L	T	P	C
1	24MBAP101	Management Perspectives and Organizational Behaviour	4	0	0	4
2	24MBAP102	Managerial Economics and Business Environment	4	0	0	4
3	24MBAP103	Accounting for Managers	3	1	0	4
4	24MBAP104	Business Statistics for Managers using SPSS	3	0	2	4
5	24MBAP105	Design Thinking	4	0	0	4
6	24MBAP106	Indian Ethos and Business Ethics	2	0	0	2
7	24MBAP601	**Skill Enhancement Course-I** Corporate Communication	2	0	2	3
8	24MBAP602	**Skill Enhancement Course-II** Data Analytics Using Excel	2	0	2	3
Sub Total			**24**	**1**	**6**	**28**

MBA - I YEAR II SEMESTER

S.No	COURSE CODE	I YEAR II SEMESTER COURSES	L	T	P	C
1	24MBAP107	Business Analytics	3	0	2	4
2	24MBAP108	Financial Management	3	1	0	4
3	24MBAP109	Marketing Management	3	0	0	3
4	24MBAP110	Production and Operations Management	3	1	0	4
5	24MBAP111	Human Resource Management	3	0	0	3
6	24MBAP112	Business Research and Econometrics	3	0	2	4
7		Generic Elective – I	3	0	0	3
8		Open Elective	3	0	0	3
9	24MBAP701	Comprehensive Viva - I	0	0	2	1
10	24MBAP702	Rural Immersion Project	0	0	2	1
11		Audit Course	2	0	0	0
Sub Total			**26**	**2**	**8**	**30**

MBA - II YEAR I SEMESTER

S.NO	COURSE CODE	II YEAR I SEMESTER COURSES	L	T	P	C
1	24MBAP113	Operations Research	3	1	0	4
2	24MBAP114	Strategic Management	3	0	0	3
3		**Generic Elective – 2**	3	0	0	3
4		**Generic Elective – 3**	2	0	0	2
5		**Major – I**	3	0	0	3
6		**Major – II**	3	0	0	3
7		**Major – III**	3	0	0	3
8		**Minor– I**	3	0	0	3
9		**Minor - II**	3	0	0	3
10	24MBAP703	Experiential Learning Project	0	0	2	1
Sub Total			**26**	**1**	**2**	**28**

MBA – II Year II Semester

S.NO	Course Code	II Year II SEMESTER COURSES	L	T	P	C
1		**Major– IV**	3	0	0	3
2		**Minor - III**	3	0	0	3
3	24MBAP704	Comprehensive Project Work	0	0	20	10
Sub Total			**6**	**0**	**20**	**16**
Grand Total						**102**

L= Lecture hours, T= Tutorial hours P= Practical hours, C=Credit

However, for candidates opting for Major / Minor in Analytics specialization, all courses shall follow L-T-P-C as 2-0-2-3 respectively.

LIST OF GENERIC ELECTIVE COURSES

GENERIC ELECTIVE 1 (To be offered under Conventional Mode)		
S.No	**Course Code**	**Course Name**
1	24MBAP501	Management Information Systems
2	24MBAP502	Software Project Management
3	24MBAP503	E-Commerce and Digital Markets
4	24MBAP504	Managing Digital Innovation and Transformation
Any Elective Course based on need and demand can be appended in future		

GENERIC ELECTIVE 2 (To be offered under Conventional Mode)		
S.No	**Course Code**	**Course Name**
1	24MBAP505	International Business
2	24MBAP506	International Trade Laws
3	24MBAP507	International Marketing Management
4	24MBAP508	International Labour Laws
5	24MBAP509	Corporate Social Responsibility
6	24MBAP510	Disaster Management
7	24MBAP511	Sustainable Development
8	24MBAP512	Corporate Governance
Any Elective Course based on need and demand can be appended in future		

GENERIC ELECTIVE 3 (To be offered under MOOC's Category from SWAYAM – NPTEL)		
S.No	**Course Code**	**Course Name**
1	24MBAP5M01	Intellectual Property Rights and Competition Law
2	24MBAP5M02	Innovation, Business Models and Entrepreneurship
3	24MBAP5M05	Intellectual Property Portfolio Management
4	24MBAP5M06	Entrepreneurship and IP strategy
Any other Innovation/Intellectual property/ Entrepreneurship related courses offered by SWAYAM NPTEL can be appended in the future.		

LIST OF SPECIALIZATION COURSES

FINANCIAL MANAGEMENT (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP401	Security Analysis and Portfolio Management	3	0	0	3
2	24MBAP402	Financial Derivatives	3	0	0	3
3	24MBAP403	Corporate Tax Management	3	0	0	3
4	24MBAP404	Financial Technology and Innovation	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	24MBAP408	Financial Engineering	3	0	0	3
6	24MBAP409	Corporate Restructuring in Mergers and Acquisitions	3	0	0	3

FINANCIAL MANAGEMENT (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP405	International Financial Management	3	0	0	3
2	24MBAP406	Financial Institutions, Markets and Services.	3	0	0	3
3	24MBAP407	Financial Technology Services and Management	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	24MBAP410	Strategic Financial Management	3	0	0	3
5	24MBAP411	Global Financial Markets and Instruments	3	0	0	3

HUMAN RESOURCE MANAGEMENT (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP412	HR Analytics	3	0	0	3
2	24MBAP413	Industrial Relations and Labour Codes	3	0	0	3
3	24MBAP414	Human Resource Planning	3	0	0	3
4	24MBAP415	Remote Workforce Management and Hybrid Work Models	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	24MBAP419	Employer Branding and Social Media Recruitment	3	0	0	3
6	24MBAP420	Strategic Human Resource Management	3	0	0	3

HUMAN RESOURCE MANAGEMENT (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP416	International HRM	3	0	0	3
2	24MBAP417	Performance and Reward Management	3	0	0	3
3	24MBAP418	Organizational Change and Development	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	24MBAP421	Sustainable and Green Human Resource Management	3	0	0	3
5	24MBAP422	Emerging Issues in Human Resource Management	3	0	0	3

MARKETING MANAGEMENT (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP423	Digital Marketing	3	0	0	3
2	24MBAP424	Retail Management	3	0	0	3
3	24MBAP425	Consumer Behavior and CRM	3	0	0	3
4	24MBAP426	Advertisement and Sales Promotion Management	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	24MBAP430	Affiliate Marketing	3	0	0	3
6	24MBAP431	Social Media Marketing	3	0	0	3

MARKETING MANAGEMENT (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP427	Logistics and Supply Chain Management	3	0	0	3
2	24MBAP428	Brand Management	3	0	0	3
3	24MBAP429	Sales and Distribution Management	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	24MBAP432	AI in Marketing	3	0	0	3
5	24MBAP433	Services Marketing	3	0	0	3

STRATEGIC MANAGEMENT (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP434	Multinational and Transnational Strategy Management	3	0	0	3
2	24MBAP435	Strategic Alliances and Networks	3	0	0	3
3	24MBAP436	Strategy Evaluation and Control	3	0	0	3
4	24MBAP437	Green Business Management	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	24MBAP441	Innovation Strategies for Business Leaders	3	0	0	3
6	24MBAP442	Sustainability Strategy	3	0	0	3

STRATEGIC MANAGEMENT (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP438	Strategic Design and Innovation Management	3	0	0	3
2	24MBAP439	Competing Through Business Models	3	0	0	3
3	24MBAP440	Dynamics of Framing and Executing Strategy	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	24MBAP443	Strategic Crisis Management and Leadership	3	0	0	3
5	24MBAP444	Strategic and Global Operations	3	0	0	3

ANALYTICS (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP445	AI in Business Decision Making	2	0	2	3
2	24MBAP446	Data Visualization for Managers	2	0	2	3
3	24MBAP447	Business Forecasting using STATA	2	0	2	3
4	24MBAP448	Data Science using Python	2	0	2	3
II Year – II Semester (Students should opt any one course)						
5	24MBAP452	Machine Learning for Business using R	2	0	2	3
6	24MBAP453	Business Modelling using Advanced Excel	2	0	2	3

ANALYTICS (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP449	Business Analytics for Innovation and Research	2	0	2	3
2	24MBAP450	Predictive Analytics and Modeling	2	0	2	3
3	24MBAP451	Big Data Analytics	2	0	2	3
II Year – II Semester (Students should opt any one course)						
4	24MBAP454	Social Media and Web Analytics	2	0	2	3
5	24MBAP455	Supply Chain Analytics	2	0	2	3

BANKING AND INSURANCE (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP456	Investment Banking	3	0	0	3
2	24MBAP457	Banking Operations and Management	3	0	0	3
3	24MBAP458	Insurance Law and Regulations	3	0	0	3
4	24MBAP459	Principles and Practice of General Insurance	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	24MBAP463	Fin Tech Management	3	0	0	3
6	24MBAP464	Financial System and Banking Practices in India	3	0	0	3

BANKING AND INSURANCE (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	24MBAP460	Rural Banking and Micro Finance	3	0	0	3
2	24MBAP461	Risk Management in Banks	3	0	0	3
3	24MBAP462	Agricultural and Rural Insurance	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	24MBAP465	International Banking and Financial Services	3	0	0	3
5	24MBAP466	Legal Aspects of Business and Banking	3	0	0	3

LIST OF OPEN ELECTIVES

To be offered in Conventional mode				
S. No.	**Course Code**	**Course Name**	**Offered by the Department of**	**Prerequisite Course Code / None**
1.	24MEP301	Total Quality Management	Mechanical Engineering	None
2.	24CSEP301	Multimedia Technologies	CSE	None
3.	24CSEP302	Data Analysis using R	CSE	None
4.	24HUMP301	Indian Traditional Knowledge	Humanities	None

LIST OF AUDIT COURSES

S. No.	**Course Code**	**Course Name**	**Offered by the Department of**	**Prerequisite Course Code / None**
1.	24MBAP901	Soft Skills	MBA	None
2.	24ENGP901	Creative Writing	English	None
3.	24ENGP902	Effective Public Speaking	English	None

I Year I Semester

MBA I Year I Semester

24MBAP101 MANAGEMENT PERSPECTIVES AND ORGANIZATIONAL BEHAVIOUR

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Objectives:

1. To understand the fundamentals of management and its ethical and social obligations.
2. To explain the dimensions of the planning-organizing-leading-controlling (P-O-L-C) framework.
3. To describe how individual personality and behaviour impacts the typical contemporary work experience
4. To understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations
5. To explain the impact of stress, organizational culture and climate on organizational performance

UNIT I FOUNDATIONS OF MANAGEMENT 12 hours

Concept and Evolution of Management -Thoughts Different Schools of Thoughts; Classical; Behavioral Science Approach; Systems Approach; Contingency and Modern Theories. Comparative Management Styles and approaches - Japanese Management Practices vs American Management Practices. - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations Management Levels; Managerial Roles and Skills; the role of managers at hybrid workplace and challenges Ethics and Social Responsibilities of Business.

UNIT II MANAGERIAL FUNCTIONS 12 hours

Process – Problems – Components – Planning – Making It Effective. Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation Decision Making – Process – Techniques.; Organization- as a process and structure, Determinants of Organization Structure; Authority, Responsibility, Delegation, Centralization and De-centralization; Span of Control; Types of Organization Structures; Line & Staff, Functional, Divisional, Matrix and Network; Departmentations, Controlling-Process, types and techniques.

UNIT III INDIVIDUAL BEHAVIOUR 12 hours

Concept, Nature and scope; Understanding Human Behaviour: Personality:, Traits and types(Johari Window); Perception: Factors and Process, Attitude Learning – Theories and applications in organizations, Motivation – Concept, Nature and Process, Theories of Motivation: Need Priority Model, Two Factors, Porter and Lawler model, Victor Vroom's expectancy theory.

UNIT IV GROUP BEHAVIOUR 12 hours

Groups –Types of groups, Formation of Groups, Group norms, Cohesiveness and Group effectiveness. Conflict, Types of Conflict and Conflict Resolution (Transactional Analysis). Leadership- Leadership styles, Likert's System theory, Managerial Grid, 2 D and 3D theories, Women Leadership in India, Contemporary issues in Leadership

UNIT V ORGANIZATIONAL BEHAVIOUR 12 hours

Management of stress; potential sources, consequences and coping strategies, **Stress as a motivator, Work life balance** organizational culture, concept, types of culture, organizational climate VS organizations culture, factors contributing towards creating and sustaining culture.

Course Outcomes:

CO1: Apply theoretical models and concepts to current management practices, problems and issues; and to use critical reflection to gaindeeper understanding of issues.

CO2: Analyze major environmental and social pressures and challenges facing managers today; and reflect the same in the planning, organizing, leading, and controlling of the managerial activities.

CO3: To analyze and compare different models used to explain individual behavior related to motivationand reward

CO4: Assess and design the elements of group behavior including group dynamics, communication,leadership, power & politics and conflict & negotiation.

CO5: Critically evaluate and create a suitable organizational culture devoid of stress, conflict

(Relevant Case Studies to be discussed)

Text Books:

1. Essentials of Management, Harold Koontz, Heinz Weihrich ,Mark V Cannice,2020
2. Management, Stephen P. Robbins, Mary Coulter, Agna Fernandez, Pearson Education, 2018
3. Organizational Behaviour, Fred Luthans, McGraw Hill, 2017

Reference Books:

1. Organizational Behaviour :Human Behaviour at Work, – John W. Newstrom, Tata McGraw Hill,2017
2. Organizational Behaviour –Text and cases by Aswathappa, 12th revised edition, Himalaya publication
3. Essentials of Management, Harold Koontz, Heinz Weihrich ,Mark V Cannice,2020
4. Behavior in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education,2010
5, Management and Organizational Behaviour, Subbarao P, Himalaya Publishing House,2017
6. Organizational Behaviour, Sarma, Jaico Publications,2009
7. Management and Organizational Behaviour, Paul Hersey and Ken Blanchard, PHI,2009
8. Organizational Behaviour, Kavita Singh, Pearson 2010

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP102 MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT

L	T	P	C
4	0	0	4

Course Objectives:

1. To enable students to apply economic concepts and optimization tools in business decision-making.
2. To analyze demand and supply theories and forecast demand using various techniques.
3. To examine production and cost concepts for optimal decision-making.
4. To understand the influence of monetary, fiscal and industrial policies on business environment
5. To assess economic activity and opportunities using key economic indicators

UNIT I INTRODUCTION TO MANAGERIAL ECONOMICS 12 hours

Economics: Nature, Scope, and Significance - Relationship with Other Areas: Production Management, Marketing, Finance, and Personnel - Role of Managerial Economist in the Modern Business World - Objectives of the Firm and introduction to Optimization Techniques - Economic Principles: Opportunity Cost, Incremental Concept, Scarcity, Marginalism, Equi-Marginalism, Time Perspective, Discounting Principle, Risk, and Uncertainty

UNIT II THEORY OF DEMAND AND SUPPLY 12 hours

Demand Analysis: Significance, Determinants, Demand Functions, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand (Types) - Demand Forecasting: Need and Techniques – Supply Analysis: Supply Function, Law of Supply, Elasticity of Supply

UNIT III MARKET STRUCTURE AND PRICING PRACTICES 12 hours

Competitive Situations: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly (Short Run and Long Run) - Pricing Methods: Cost-Based, Demand-Based, Competition-Based, Other Pricing Methods - Break-Even Analysis: Meaning, Assumptions, Determination, Limitations, Uses in Managerial Decisions (Simple Problems)

UNIT IV OVERVIEW OF THE BUSINESS ENVIRONMENT 12 hours

Business environment: Definition and Components - Need and importance of environmental analysis – PESTEL analysis - Economic Environment: Economic Systems – Monetary Policy – Fiscal Policy Industrial policies

UNIT V GLOBAL BUSINESS ENVIRONMENT AND ECONOMIC INDICATORS 12 hours

Global Business Environment: Introduction to Globalization – Trade theories - Balance of Payments - Trade Policies and Agreements: WTO, Trade Blocs, Bilateral and Multilateral Agreements - National Income: Concepts and Measurement (GDP, GNI, GNP, Per Capita Income) - Inflation: Concept, Types, Causes - Key Economic Indicators: Consumer Price Index, Employee Cost Index, and Their Significance – Business cycle: concept and stages

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

1. Understand and apply economic concepts for optimal resource utilization in business.
2. Determine demand and supply elasticity and utilize forecasting techniques in decision-making
3. Analyse various market structures and adopt appropriate pricing methods.
4. Evaluate the impact of different industrial polocies on business environment and take appropriate decisions
5. Assess the effects of global economic policies and indicators on business operations.

Text Books:

1. Mehta, P.L (2016): Managerial Economics, Analysis, Problems, and Cases, S. Chand & Co

2. Hirschey, Mark (2009), Fundamentals of Managerial Economics, 9th edition, Cengage Learning

3. Gupta, G (2017), Managerial Economics, TMH

4 Damodaran, Suma (2010): Managerial Economics, Oxford

5 Cherunilam, Francis (2021): Business Environment, Himalaya Publishing House

Reference Books:

1. Dean, Joel: Managerial Economics, PHI, New Delhi

2. D.N. Dwivedi, Managerial Economics, Vikas, New Delhi

3. Trivedi, M.L: Managerial Economics, Theory and Applications, TMH, ND

4 Mittal, A., Managerial Economics, Text and Cases, Wisdom, Delhi

5 Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing

6 Attmanand, Managerial Economics, Excel Publications

7 G.S. Gupta, Macro Economics: Theory and Applications, Tata McGraw Hill

8 Dwivedi, D.N., Macro Economics: Theory and Applications, Tata McGraw Hill

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP103 ACCOUNTING FOR MANAGERS

L	T	P	C
3	1	0	4

Course Objectives:

1. To familiarize the concepts, principles, and role of accounting in business
2. To enable the students to prepare financial statements
3. To elucidate the process of financial statement analysis
4. To provide students with the knowledge of various types of cost and cost -volume –profit analysis
5. To develop an insight in computerized accounting

UNIT I INTRODUCTION TO FINANCIAL ACCOUNTING 12 hours

Nature and Scope of Accounting – Need for Accounting – Definition, Functions and Branches of Accounting - Accounting concepts & conventions - Uses and users of accounting information - Generally Accepted Accounting Principles – Accounting Standards [Issued by ICAI] – IGAAP, IFRS The role of Accounting in global business environment. The Accounting Process: Brief overview of Accounting Cycle - Recording of business transaction, classification of accounts, the double entry system, journal, Ledger, subsidiary books and trail balance

UNIT II PREPARATION OF FINAL ACCOUNTS 12 hours

Classification of capital and revenue expenses - Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustments as per Schedule III of the Companies Act, 2013, Provisions for Statutory Audit. (horizontal and vertical form)

UNIT III FINANCIAL STATEMENT ANALYSIS 12 hours

Financial Statement Analysis- Objectives - Need – Importance -tools and techniques - Funds flow statement- Cash Flow Statement – Ratio Analysis – Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios

UNIT IV COST-VOLUME-PROFIT ANALYSIS 12 hours

Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet– Absorption costing and Marginal Costing - Cost-Volume-Profit Analysis: Contribution, Profit- Volume Ratio, Margin of safety, Cost Breakeven Point, Composite Break-even Point, Cash Break- even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making

UNIT V COMPUTERISED ACCOUNTING SYSTEM 12 hours

Need and Requirements of Computerized Accounting – Features, Merits and Demerits of Computerized Accounting – Process of Computerized Accounting – Differences between Manual Accounting System and Computerized Accounting System - Components of Computerized Accounting system – Computerized Accounting Package – Tally – Features of Tally – Recording of Business Transactions through Tally.

(Relevant Case Studies to be discussed)

Course Outcomes:
At the end of this course students will demonstrate the ability to

CO1: Understand the fundamentals of financial accounting, the principles and concepts underlying them.

CO2: Construct the financial statements viz., the Income Statement and Balance Sheet

CO3: Present financial statements Analysis

CO4: Exploit the cost -Volume-Profit analysis in business decision making

CO5: Learn the computerized process of accounting

Text Books:

1. Financial accounting - A management perspective, (4th ed.) Narayanaswamy, R. PHI.
2. "Financial Accounting" Tulsian P. C, 1/e, Pearson Education
3. "An Introduction to Accountancy", Maheshwari S.N. &Maheshwari S.K., Vikas Publishing House,10th Edition.

Reference Books:

1. S. P. Jain and K. L. Narang – Corporate Accounting, Kalyani Publishers.
2. "Essentials of Financial Accounting", Ashish K. Bhattacharya- (PHI, New Delhi)
3. "Advanced Accountancy", Gupta R. L & Radhaswamy M–Sultan Chand Publications

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP104 BUSINESS STATISTICS FOR MANAGERS USING SPSS

L	T	P	C
3	0	2	4

Course Objectives:

1. To understand the basics of SPSS software and its application in statistical analysis
2. To learn various statistical methods for data analysis, including probability concepts and distributions
3. To develop skills in correlation and regression analysis using SPSS
4. To perform statistical inference using SPSS
5. To conduct multivariate analysis using SPSS

UNIT I INTRODUCTION TO SPSS & STATISTICS 15 hours

Introduction to SPSS – Data Coding, Retrieving - Statistics in Business, Bar Diagrams, Pie- Diagram, and Histograms, Measures of Central Tendency-Mean, Median, Mode, and other Positional measures. Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, and Coefficient of Variation. Coefficient of Skewness Pearson's and Bowley's methods (using SPSS)

UNIT II PROBABILITY AND RANDOM VARIABLES & PROBABILITY DISTRIBUTIONS 15 hours

Basic Concepts of Probability, Addition law, Multiplication Law, Conditional Probability, Baye's Rule. Discrete and Continuous Random variables, Expectation of a random variable- Mean, Variance and Standard Deviations. Binomial Distribution, Poisson Distribution, Normal Distribution and their applications in Business Management

UNIT III CORRELATION AND REGRESSION 15 hours

Correlation, Types of Correlation, Karl Pearson's Coefficient of Correlation, Coefficient of Determination, Spearman's Rank Correlation Coefficient. Regression- Lines of Regression, Regression Coefficients, and its properties, Multiple Linear Regression. (using SPSS)

UNIT IV STATISTICAL INFERENCE USING SPSS 15 hours

Population, sampling, Estimation, formulation of null hypothesis, alternative hypothesis, level of significance, large sample single mean, single proportion, difference of means, difference of proportions, t-Test for Single Mean, t-Test for Difference of Means, Paired t-test, Chi- Square Test for Goodness of Fit, Chi-Square Test for Independence of Attributes. (using SPSS)

UNIT V MULTIVARIATE ANALYSIS: 15 hours

ANOVA-One-Way Classification, ANOVA-Two- Way Classification, Reliability analysis, Principal component, and Factor Analysis (using SPSS)

List of Experiments:

1. Creation of Bar Diagrams and Pie-Diagram, Histogram
2. Binomial and Poisson Probability distribution using SPSS.
3. Simple Regression
4. Multiple Regression
5. Chi-Square Test for Goodness of Fit
6. Chi-Square Test for Independence of Attributes
7. t-Test for Single Mean
8. t-Test for Difference of Means
9. Paired t-Test
10. ANOVA-One-Way Classification
11. ANOVA-Two-Way Classification
12. Principal Component and Factor Analysis

(Relevant Case Studies to be discussed)

Course Outcomes:
At the end of this course students will demonstrate the ability to

CO1: Use SPSS for data coding, retrieval, and statistical analysis; create and interpret bardiagrams, pie diagrams, and histograms; calculate and interpret measures of central tendency and dispersion
CO2: Understand and apply basic probability concepts and distributions, including binomial, Poisson, and normal distributions
CO3: Perform correlation and regression analysis using SPSS; calculate and interpret correlation coefficients and regression coefficients
CO4: Conduct statistical inference using SPSS, including hypothesis testing, t-tests, and chi-square tests
CO5: Conduct multivariate analysis using SPSS, including ANOVA, reliability analysis, and factor analysis

Text Books:

1. Pallant, J. (2020). SPSS Survival Manual: A Step by Step Guide to Data Analysis usingIBM SPSS (7th ed.). Routledge.

2. Levin, R. I., & Rubin, D. S. (2017). Statistics for Management (8th ed.). Pearson Education.

Reference Books:

1. Field, A. (2017). Discovering Statistics Using IBM SPSS Statistics (5th ed.). SAGE Publications Ltd.

2. George, D., & Mallery, P. (2019). IBM SPSS Statistics 26 Step by Step: A Simple Guideand Reference (16th ed.). Routledge.

3. Aczel, A. D., & Sounderpandian, J. (2009). Complete Business Statistics (7th ed.). McGraw-Hill Education.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA I Year I Semester

24MBAP105 DESIGN THINKING

L	T	P	C
4	0	0	4

Course Objectives:

To enable the student

1. To get exposed to the basic concepts of Design Thinking of the Stanford Model.
2. To appreciate the basic concepts of Empathy and the process of sensitization.
3. To develop an understanding of the basic concepts of ideation techniques
4. To familiarize with the basic concepts of prototyping and testing.
5. To acquire and apply the current knowledge from learning about (knowledge) vs. learning to become (skills and mindsets)

UNIT I INTRODUCTION TO DESIGN THINKING 12 hours

Open-mindedness; Developing Design Thinking Mindset; Principles of Design Thinking; Primer on Design Thinking; SWOC Analysis for Self-Awareness

UNIT II EMPATHY & DEFINE 12 hours

Definition and Components of Empathy; Interrelatedness of Components; Steps in Empathy process; Assessment tools; Roots of Empathy (Case studies); Decision making process; Research Components; Hypothesis (Interview, team formation & benefits), Defining Problem Statement, Application of "How might we Statements"

UNIT III IDEATION TECHNIQUES 12 hours

Innovation and Creativity: Ideation Techniques - Role-play; Brainstorming; Pooling Ideas-Idea Clustering; Prioritizing ideas; Evaluation of ideas - Pros and Cons; Criteria for idea Ranking; Analyzing; Synthesizing and integrating the ideas. Mind-mapping the experiences, Flaring & Focus; Introduction to "Yes but" – "Yes and", Impact of Visuals; Exploring resources, Timeline, Lessons from Creative Business Legends: CEOs of Alibaba, Facebook, Apple, Microsoft, Space-X etc.

UNIT IV PROTOTYPING- BUSINESS MODELLING 12 hours

Innovation and Competitive uniqueness; Building artifacts; Real time evaluation; Bringing idea to the life; Use of Visual Clippings; Involve the tester in prototype; initial insight; Market Testing. Do it Now-Reflect- Do it Better; DT is a team sport; develop a coach-like stance;

UNIT V DESIGN THINKING APPLICATIONS IN ENTREPRENEURSHIP 12 hours

Presentation of 1. My Business Idea (Big Picture- Vision- Mission (Connecting Dots)). 2. Business Model Presentation. 3. Assessment. 4. Dissertation/Record; Design thinking for entrepreneurs and start-ups, Why Do Entrepreneurs Need Design Thinking, Case studies of successful entrepreneurs who used design thinking for competitive advantage.

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1:Understand the basic concepts of Design Thinking and develop Self Awareness.

CO2: Empathize, get sensitized and identify the problems.

CO3: Encourage wild ideas, defer judgement, and build on the ideas of others

CO4: Translate an innovative idea into a prototype.

CO5: Understand, implement, and apply the Design Thinking Principles in Personal and Professional life.

Text Books:

1. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Tim Brown, Harper Business, 2009
2. The Design of Business: Why Design Thinking is the Next Competitive Advantage, Roger L. Martin, Harvard Business Review Press; Third Edition, 2009
3. "Design Thinking-A Practical Approach" proprietary material-2018, Stanford Tool Kit

Reference Books:

1. Fourth Eye" by Pradeep Khandwala.
2. "Action Research" by Eileen Ferrance, "Themes in Education" Northeast and Islands Regional Educational Laboratory Brown University.
3. "Introduction to Life Skills Education"- NCERT Training Package

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP106 INDIAN ETHOS AND BUSINESS ETHICS

L	T	P	C
2	0	0	2

Course Objectives:

1. To discuss Indian heritage in business management.
2. To impart Indian ethos from Indian historical perspectives
3. To understand contemporary leadership approaches and cosmic laws Karma, creation,Humility, Growth, Responsibility and Connection
4. To explain theories and approaches of ethics.
5. To Discuss ethics in business

UNIT I INTRODUCTION **6 hours**

Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers- Production and Consumption, Relevance of Value Based Management in Global Change- Impact ofValues on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.

UNIT II CULTURAL HERITAGE OF INDIA AND ITS RELEVANCE FOR MODERN MANAGEMENT **6 hours**

Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Artha Shastra, Role of scriptures in understanding ethics.

UNIT III LEADERSHIP AND COSMIC LAWS **6 hours**

Indian Systems of Learning-Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth-Law of Responsibility- Law of Connection-Corporate Karma Leadership

UNIT IV THEORIES AND APPROACHES OF ETHICS **6 hours**

Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma.

UNIT V ETHICS IN BUSINESS **6 hours**

Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, developing codes of ethics and conduct, Ethical and value-based leadership. Indian wisdom & Indian approaches towards business ethics, Cognitive barriers to a good ethical judgement - Whistle Blowing,

(Relevant Case Studies to be discussed)

Course Outcomes:
At the end of this course students will demonstrate the ability to

CO1: Discover Indian heritage in business management
CO2: Understand Indian ethos from Indian historical perspectives

CO3: Analyze and apply contemporary leadership approaches and cosmic laws Karma, creation, Humility, Growth,

Responsibility and Connection

CO4: Evaluate theories and approaches of ethics.

CO5: Develop and Apply ethics in business.

Text Books:

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought,Himalaya Publishing House, Delhi 1998.

Reference Books:

1. Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press,Delhi 1995.

2. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 200

3. Kumar, S. and N.K.Uberoi: Managing Secularism in the New Millenium, Excel Books 2000.

4. Griffiths, B: The Marriage of East and West, Colling, London 1985.

5 Trevion and Nelson: Managing Business Ethics, John Wiley and Sons, 1995.

6 Bhaskar R.K: Man Management: A Value Based Management Perspectives, Sri Satya Sai Students and Staff Welfare Society, 2011

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP601 CORPORATE COMMUNICATION

L	T	P	C
2	0	2	3

Course Objectives:

1. To familiarize students with the corporate communication functions, nature and corporate social responsibility and flow of communication decisions.
2. To improve the corporate aspects of Personality Development.
3. To Broaden and an understanding of Employability Quotient in Corporate Management
4. To enable the students to write an effective Business Letters and reports and improve presentation skills of students.
5. To develop Business and social Etiquette

UNIT I INTRODUCTION TO CORPORATE COMMUNICATION 12 hours

Corporate Communication: Definition, Nature, Scope, Principles and functions of corporate communication, Importance, Historical Overview, Evolution of Corporate Communication, Role and Responsibilities of Corporate Communication. Flow of Communication in organizations: Bottom-up, top down, Vertical and horizontal, Barriers to communication, Ethical Considerations in Corporate Communication

UNIT II CORPORATE ASPECTS OF PERSONALITY DEVELOPMENT 12 hours

The concept of personality - Dimensions of personality- Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics-Do's and Don’ts to develop positive self-esteem-Interpersonal Relationships.

UNIT III CORPORATE EMPLOYABILITY QUOTIENT 12 hours

Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions- Employability Skills

UNIT IV REPORT WRITING AND PRESENTATION SKILLS 12 hours

Business Letters and Reports Writing: Principles of effective business letters, format and types of Business letter, Report Writing: Progress report, Annual report and Analysis of sample reports from industry. Presentation Skills: Elements of presentation, designing a presentation and presentation of charts & graphs, appearance & posture, practicing delivery of presentation.

UNIT V BUSINESS & SOCIAL ETIQUETTE 12 hours

Business & Social Etiquette: Professional conduct in a business setting: proper way to make introductions. Professional Image: appropriate business attire; Telephone Etiquette- situation based telephonic conversations, Table etiquette.

List of Experiments:

The following experiments need to be performed

1. Draft a Business Letter Exercise

2. Write a permission letter for Industrial Visit.

3. Great personalities, Managers, Film Heroes, Heroines, Politicians, CEO's,

4. Gratitude Journal

5. Resume Preparation

6. Conducting HR Round

7. Perception-Checking Practice

8. Preparing power point presentations based on various business situation.

9. Interpersonal skills

10. Telephonic conversations (situation based).

11. Conduct of a business meeting and writing the briefing of meetings.

12. Business & Social Etiquette.

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the basics fundamentals of corporate communication for managers and enable them to read fluently.

CO2: Understand the different aspects of Personality Development

CO3: Apply the Employability Quotient concepts by different business situations in corporate management

CO4: Prepare effective presentation of data, graphs and writing different reports

CO5: Apply the business communication in self-development process. Application of business communication in the self-development process.

Text Books:

1. Paul A Agrenti (2012). Corporate Communication, Mc Graw-HILL, New York, United States

2. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

Reference Books:

1. Corporate communication: A Guide to Theory and Practice by Joep Cornelissen.
2. M.K. Sehgal & V. Khetrapal – Business Communication (Excel Books, 2007).
3. Rajendra Pal – Business Communication (Sultanchand & Sons Publication, 2011).
4. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
5. Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi. Tata McGraw-Hill 1988
6. Heller, Robert. Effective leadership. Essential Manager series. Dk Publishing, 2002

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA I Year I Semester

24MBAP602 DATA ANALYTICS USING EXCEL

L	T	P	C
2	0	2	3

Course Objectives:

1. To learn various applications of Excel in real business data
2. To analyze and provide hands-on experience to students in using computers for data organization and addressing business needs using advanced Excel Techniques.
3. To learn various formulas and functions in Excel.
4. To use Data Visualization techniques with new chart types
5. To learn various applications of statistical tools in Excel.

UNIT I GETTING STARTED WITH EXCEL 12 hours

Workbook and Worksheets, Navigation with Keyboard, Tabs and Ribbons, Quick Access Toolbar, Excel Options, Create a New Workbook, Print and Save, Understanding Worksheet Basics, Protecting Excel Workbook and Worksheet, Importing data into excel, Sharing in Excel

UNIT II PERFORM FUCTIONS WITH SHORTCUT KEYS 12 hours

Keys for Menus-Move on a worksheet or Workbook-Select Cells, Columns, Rows or Objects-Select Cells with Special Characteristics, Format Data, Filling data in cells, Working on Tables

UNIT III FORMULAS AND FUNCTIONS-1 12 hours

Understanding Formulas, Operators in Formula, Defined Names, Calculations , Functions in Formula, Relative and Absolute addressing, Referencing Cells Outside the Worksheet, Referencing Cells Outside the Workbook, Logical Functions- Using IF, Using nested IF, writing conditional expressions: IF combined with AND/OR-Using IFS, Using SWITCH

UNIT IV FORMULAS AND FUNCTIONS-2 12 hours

Summarizing Functions, Text functions, Lookup and Reference functions, Date and time functions, Math Functions, Financial Functions, Error Handling Functions, Formula Auditing, Data Visualization with New chart types- Waterfall charts, Histogram, Pareto Chart, Sparkline chart, Gantt and Milestone Chart, Putting Data in perspective with Pivots, Mail Merge using Excel.

UNIT V MS-EXCEL ADVANCED 12 hours

Statistical Functions- Frequency, MEDIAN, MODE.SNGL, MODE.MUTL, STDEV.P(/.S), VAR.P(./S), CORREL, COVARIANCE.P(/.S), Complex Data Analysis using ToolPak-Enabling Analysis ToolPak in Excel, Descriptive Statistics in Excel, ANOVA in Excel-ANOVA: Single factor, t-Test following ANOVA, ANOVA:Two Factor with Replication, ANOVA: Two Factor without Replication.

LIST OF EXPERIMENTS:

1. Nested IF
2. Example of Vlook with Range 0 (False), Example of Vlook with Range non zero(True)
3. Pivot table
4. Data Visualization with New chart types- Waterfall charts, Histogram,Pareto Chart, Sparkline chart
5. MEDIAN, MODE.SNGL, MODE.MUTL
6. STDEV.P(/.S), VAR.P(./S)
7. .MUTL, STDEV.P(/.S), VAR.P(./S), CORREL, COVARIANCE.P(/.S)
8. Descriptive Statistics in Excel
9. ANOVA: Single factor
10. t-Test following ANOVA
11. ANOVA: Two Factor with Replication
12. ANOVA: Two Factor without Replication

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand various applications of Excel in real business data

CO2: Analyze and provide hands-on experience to students in using computers for data organization and addressing business needs using advanced Excel Techniques.

CO3: Understand various formulas and functions in Excel

CO4: Analyse the Data Visualization techniques with new chart types

CO5: Compute various applications of statistical tools in Excel.

Text Books:

1. Microsoft Excel 2019 Data Analysis and Business Modeling (Business Skills) by Wayne Winston (Author), 6th Edition .

2. Excel Data Analysis for Dummies (For Dummies (Computer/Tech)) 4th Edition.

3. Microsoft Excel 2019 Pivot Table Data Crunching (Business Skills) 1st Edition by Bill Jelen (Author), Michael Alexander (Author)

Reference Books:

1. Analyzing Data with Power BI and Power Pivot for Excel (Business Skills) 1st Edition

   by Alberto Ferrari (Author), Marco Russo (Author)

2. Excel 2019: 3 in 1: Beginner's Guide + Formulas and Functions + Advanced Methods to Learn Excel Paperback – March 15, 2020 by Alexander Cane (Author)

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

I Year II Semester

MBA I Year II Semester

24MBAP107 BUSINESS ANALYTICS

L	T	P	C
3	0	2	4

Course Objectives:

1. To understand the importance of business analytics and Business Intelligence
2. To understand different types of Analytics and it's applications.
3. To learn to use statistical techniques and its application in business analytics.
4. To understand predictive analytics and forecasting techniques
5. To understand the role of machine learning in Business Intelligence

UNIT I INTRODUCTION TO BUSINESS ANALYTICS 15 hours

Introduction to Business Analytics (BA) - Need, Features and Use of Business Intelligence (BI) – BI Components – Data Warehouse, Business Analytics, Business Performance Management, User Interface - Business Intelligence versus Business Analytics

UNIT II INTRODUCTION TO TYPES OF ANALYTICS 15 hours

Sales & Marketing Analytics - HR Analytics- Financial Analytics - Production and operations analytics – Analytics in Industries: Telecom, Retail, Healthcare – Use Excel Pivot tables for case studies - Use Excel Pivot tables for case studies

UNIT III STATISTICS FOR BUSINESS ANALYTICS 15 hours

Types of Data - Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data - Review of descriptive and inferential statistics, Graphical representation of data - What if analysis, Data tables, Scenario manager and Goal Seek

UNIT IV PREDICTIVE ANALYTICS WITH STATISTICS 15 hours

Regress models and prediction - Statistical forecasting techniques - Estimation of trend, seasonality and cyclical components. Smoothing models for forecasting – moving average, exponential smoothing methods, time series analysis.

UNIT V INTRODUCTION TO MACHINE LEARNING 15 hours

Types of machine learning – Supervised, Unsupervised Learning. Classification Techniques – K nearest Neighbour, Decision Tree - Clustering- k-means, Ward's Method - Evaluation Metrics for Regression, Classification and Clustering.

List of Experiments

1. Sales & Marketing Analytics: Analyze sales performance by region, product, and time using Excel Pivot Tables.
2. HR Analytics: Examine employee performance and retention by department and demographics with Excel Pivot Tables.
3. Financial Healthcare Analytics: Analyze billing, service usage, and insurance coverage using Excel Pivot Tables.
4. Statistics with Excel: Explore descriptive and inferential statistics with graphical data representations.

5. What-if Analysis: Use Data Tables, Scenario Manager, and Goal Seek in Excel for decision-making.
6. Data Visualization: Create charts, Pivot Tables, and visualizations in Excel for data insights.
7. Predictive Analysis in Python: Build linear regression model for seasonal trends.
8. Time Series Analysis: Estimate trend, seasonality, and cycles using forecasting techniques.
9. Forecasting with Smoothing Models: Apply moving averages and exponential smoothing in predictions.
10. Supervised Learning: Implement K-Nearest Neighbors and Decision Trees for classification
11. Unsupervised Learning: Perform clustering with K-Means and Ward's method to identify patterns.
12. Model Evaluation Metrics: Compare regression, classification, and clustering models

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the use of Business Intelligence and analytics in getting insights from the data

CO2: Recognize the role of business intelligence in the domain.

CO3: Extract insights from data with the use of various descriptive statistics tools.

CO4: Implement regression technique to build predictive models.

CO5: Apply various machine learning techniques to make complex business decisions

Text Books:

1. Essentials of Business Analytics, Jeffrey Camm, James Cochran, Michael Fry, Jeffrey Ohlmann, David Anderson.

Reference Books:

1. Ramesh Sharda, Dursun Delen, and Efraim Turban authored "Business Intelligence: A Managerial Perspective on Analytics," published by Pearson, 3rd edition.

2. Albright C. S., Winston Wayne L. and Zappe C. J (2009). Decision Making Using Microsoft Excel (India Edition). Cengage Learning.

3. Evans J. R (2013). Business Analytics Methods, Models and Decisions. Pearson, Upper Saddle River, New Jersey.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA I Year II Semester

24MBAP108 FINANCIAL MANAGEMENT

L	T	P	C
3	1	0	4

Course Objectives:

1. To learn about the scope and goal of financial management, conceptual and practical framework ofthe finance functions
2. To provide students with working knowledge about capital budgeting
3. To provide students with the knowledge of sources of finance and cost of capital.
4. To provide students with the knowledge on Design of capital structure and Dividend Policy
5. To provide students with a conceptual and analytical framework of the working capital.

UNIT I FINANCIAL MANAGEMENT 12 hours

Meaning, nature, objectives and Scope of financial management - Evolution of Financial management - The new role in the contemporary scenario –Finance functions-investment, financing and dividend decisions – Goals of finance function – maximizing vs satisfying; Profit Vs Wealth Vs Welfare; the agency relationship and costs – The new debate on maximizing Vs Satisfying. Wealth maximization and Risk-Return trade off.

UNIT II CAPITAL BUDGETING 12 hours

Concept of Capital Budgeting, importance of capital budgeting, Nature of investment decisions; Time Value of Money-Compounding and Discounting Factors Investment evaluation criteria- importance, difficulties, determining cash flows- methods of capital budgeting; risk analysis (Risk adjusted discount rate method, certainty equivalent method, Probability Approach and Decision Tree Analysis)

UNIT III COST OF CAPITAL 12 hours

Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted Average Cost of Capital)

UNIT IV CAPITAL STRUCTURE AND DIVIDEND DECISION 12 hours

Capital structure decisions- leverages- Operating, financial leverage and combined leverage; determinants of capital structure - capital structure theories-NI, NOI, traditional and M-M theories- determinants of dividend policy, Modes of dividend and dividend models-Walter, Gordon & M.M. models.

UNIT V WORKING CAPITAL MANAGEMENT 12 hours

Working Capital- meaning, need, Cycle, determinants, Sources of working capital, estimation of working capital need; management of cash, inventory and receivables

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Practically understanding and follow day-to-day developments in the area of financial management

CO2: Develop the skill of using capital budgeting techniques

CO3: Practically understanding about Cost of capital and Measurement of Cost of Capital on various sources of finance.

CO4: Develop the skills on how to construction of Capital structure

CO5: Conceptual and analytical framework of evaluating working capital

Text Books:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Chandra, Prasanna, Financial Management, TMH, New Delhi

Reference Books:

1. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, FinancialManagement,Pearson Education
2. Van Horne, James C., Financial Management and Policy, Prentice Hall of Indi
3. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay. Kishore, R., Financial Management, Taxman's Publishing House.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP109 MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. To familiarize students with the basic concepts of marketing.
2. To design various types of products and make product line and brand line decisions.
3. To develop effective pricing strategies.
4. To enable students to assess sales and distribution concepts in marketing.
5. To build and implement marketing communication strategies

UNIT I INTRODUCTION TO MARKETING 9 hours

Introduction to Marketing: Nature, scope, and importance of marketing - Core concepts of marketing - Philosophies of marketing - Marketing mix and extended Ps of marketing Marketing Environment: Overview of the marketing environment – India and **global marketing environment** - Contemporary issues in marketing Market Segmentation and Targeting: Identification of market segments - Segmenting consumer markets - Segmentation basis - Selecting target markets - Segmentation and targeting as a basis for strategy formulation
Positioning Strategy: Developing and communicating a positioning strategy.

UNIT II PRODUCT MANAGEMENT 9 hours

Meaning of Product: Levels of product - Product mix,Product Life Cycle (PLC): PLC as a tool for marketing strategy,Product Line Decisions: Brand decisions, Stages of New Product Development: New product development - Product Differentiation and Positioning: Strategies for product differentiation - Developing a unique selling proposition (USP),Brand Equity and Brand Management: Building and managing brand equity - Brand extension strategies, Packaging and Labelling: Importance of packaging in marketing - Designing effective labels and packages.

UNIT III PRICING STRATEGY 9 hours

Objectives of Pricing: Understanding the goals and objectives behind setting prices - Methods of Pricing: Various pricing methods (including simple problems on pricing methods) - Factors Affecting Pricing Decisions: Key factors that influence pricing decisions - Adapting Prices: Strategies for adapting prices to different market conditions - Initiating Price Cuts: Tactics and implications of reducing prices - Initiating Price Increases: Strategies and considerations for raising prices - Responding to Competitor’s Price Changes: How to effectively respond to competitors' pricing strategies - Psychological Pricing: The impact of consumer psychology on pricing decisions - Dynamic Pricing: Understanding and implementing dynamic pricing models - Legal and Ethical Considerations in Pricing: Navigating legal regulations and ethical issues in pricing.

UNIT IV SALES AND DISTRIBUTION MANAGEMENT 9 hours

Channel Function and Flows: Understanding the role and dynamics of distribution channels - Channel Levels: Analysis of different levels within distribution channels - Channel Management Decisions: Strategies for managing distribution channels effectively - Types of Retailers: Overview of various types of retailers and their functions - Trends in Retailing: **Examination of current trends shaping the retail industry** - Growth and Trends in Wholesaling: Analysis of the evolution and trends in wholesaling - Sales Force Objectives: Setting clear objectives for the sales team - Sales Force Structure and Size: Designing optimal sales team structures and determining team size - Sales Force Compensation: Developing fair and motivating compensation plans for sales representatives - Sales Force and Sales Agency: Evaluating the advantages and disadvantages of employing a sales force versus a sales agency.

UNIT V MARKETING COMMUNICATION 9 hours

5 M's of Advertising: Mission, Money, Message, Media, Measurement - Communicating Value: Role of marketing communication - Developing Effective Communication: Steps in creating effective communication strategies - Marketing Communication Mix: Various tools and channels in the communication mix - Managing the Integrated Marketing Communications Process: Coordinating various promotional elements and channels - Managing Mass Communication: Advertising, surrogate advertising - Sales Promotion: Techniques and strategies (including advertising metrics and simple problems) - Word of Mouth: Leveraging customer recommendations and reviews - Public Relations and Direct Marketing: Building relationships and direct customer engagement - Introduction to Digital Marketing Concepts: Overview of digital marketing strategies - Socially Responsible Marketing: Ethics and social responsibility in marketing - Internal Marketing: Engaging and motivating employees - Rural Marketing: Strategies for marketing in rural areas - Event Marketing: Planning and executing marketing events - Content Marketing: Creating and distributing valuable content to attract customers.

(Relevant Case Studies to be discussed)

Course Outcomes:

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

CO1. Gain a comprehensive understanding of fundamental marketing concepts.

CO2. Develop skills in designing product lines and branding decisions.

CO3. Formulate diverse pricing strategies for products and services.

CO4. Design and implement effective sales and distribution strategies.

CO5. Execute marketing communication strategies.

Text Books:

1. Kotler, P., Keller, K. L., & Chernev, A. (2021). Marketing Management (16th ed.). Pearson.

2. Saxena, R. (2019). Marketing Management (5th ed.). McGraw Hill Education.

Reference Books:

1. Marketing: The Core by Kerin, Hartley, and Rudelius is now in its 9th edition, published in 2022 by McGraw Hill (ISBN-13: 9781260729184) (McGraw Hill) (McGraw Hill).
2. Case Studies in Marketing: The Indian Context by Srinivasan does not have a more recent edition available than the 2012 version.
3. Marketing by Lamb, Hair, and McDaniel is now in its 14th edition, published in 2020 by Cengage Learning (ISBN-13: 9780357033777) (McGraw Hill).
4. Marketing Management by V.S. Ramaswamy and S. Namakumari has a 6th edition published in 2018 by McGraw Hill (ISBN-13: 9789353164091) (McGraw Hill).
5. Introduction to Marketing Theory and Practice by Adrian Palmer is now in its 4th edition, published in 2013 by Oxford University Press (ISBN-13: 9780198702580) (McGraw Hill).

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP110 PRODUCTION AND OPERATIONS MANAGEMENT

L	T	P	C
3	1	0	4

Course Objectives:

1. To familiarize students with the major operational functions, objectives, decisions, and tools that confronts managers.
2. Analyze the contemporary facilities layouts for better facility design.
3. Examine the importance of product design decisions in building environmental concern products.
4. Identify the types of production systems and innovation in the process of eco-friendly products.
5. Demonstrate the quality tools like SPC and quality improvements to facilitate organizational effectiveness.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 12 hours

Concept of Operations Function; Evolution of Operations management; Objectives of Production & Operations Management; Scope of Operations Management; Strategy and Operation System; Decisions in Operations: Strategic, Operating, Control; Operational Decision-Making Tools: Work Measurement.

UNIT II FACILITIES DESIGN 12 hours

Facility location: Introduction, steps in location selection and factors affecting- selection of region, community and site selection; Types of layout -product, process, fixed position, combined layouts; Designing process Layout: Block Diagramming, Relationship Diagramming, Computerized Solutions; Designing a Service Layouts; Designing Product Layouts: Line balancing, computerized line balancing; Hybrid Layouts-Cellular, Flexible manufacturing systems, Mixed model assembly lines.

UNIT III PRODUCT DESIGN 12 hours

Product Design Process: Idea Generation, Feasibility study, Rapid prototyping, Final design, and Process Plans; Technology in Design; Collaborative Product Design Systems; Design Quality Review; Design for Environment; Quality Function Deployment.

UNIT IV PROCESS DESIGN & TECHNOLOGY 12 hours

Types of processes: Projects, Batch production, Mass Production, Continuous production; Process Planning: Make or buy Design, Process selection with break-even analysis, Process plans; Process Analysis, Process Flowcharts Process Innovation, Technology Decisions, Job sequencing algorithms-Johnson's rule: Sequencing Jobs through Two Serial Processes.

UNIT V STATISTICAL PROCESS CONTROL 12 hours

SPC in Quality Management: Statistical Concept in Quality Control, Sampling, Central Limit Theorem,; Quality Measures: Attributes and Variables. SPC in services; Control Charts for Attributes and Variables: p-Chart, c-Chart, mean chart, Range chart; Process Capability Measures. An overview of Theory of Constraints. Total Quality Management and benchmarking**.**

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to:

CO1: Understand the operational functions, objectives, decisions and tools that confront managers.
CO2: Apply facility planning tools to optimize space and cost of operations.
CO3: Apply product design tools such as DFMEA and QFD for eco-friendly product design.
CO4: Analyze the different production methods and innovations for effective process design.
CO5: Assess the Quality Management Practices using the SPC tools for operations and take Corrective Measures.

Text Books:

1. Operations Management by William J. Stevenson (2022), McGraw-Hill, 13th Edition,

Reference Books:

1. R. Panneerselvam (2012), Production & Operations Management, Third Edition, PHI

2. S.N. Chary (2019), Production & Operations Management, Sixth Edition, TMH

3. Operations Management by Jay Heizer and Barry Render (2017), Pearson 12th Edition

4. Shailendra Kale (2017), Production and Operations Management, First edition, McGraw Higher Ed

5. Operations Management (2014), Arun Kumar and N. Meenakshi, First Edition, Cengage Learning.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP111 HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. To familiarize the students with Human Resource Management; Concepts and Functions.
2. To elucidate the HR Procurement and employee mobility
3. To discuss the significance of Human Resource Development interventions
4. To understand the human resource maintenance issues.
5. To explain Human Resource Measurement and industrial relation

UNIT I BASICS OF HUMAN RESOURCES MANAGEMENT 9 hours

Concept, Nature and scope of Human Resource Management, Objectives of HRM Functions, HR profession and HR Department; HR as competitive advantage, Qualities of good HR Managers, Role of HR manager at hybrid workplace and challenges, Emerging trends of HRM in domestic and global economy: HR and digital and social media, HR Outsourcing, Employee Engagement. Diversity Management

UNIT II HUMAN RESOURCE PROCUREMENT 9 hours

Human Resource Planning, Job Analysis – Job Description and Job Specification, Recruitment: Concept, Objective, Source of Recruitment; Internal source and external source, process. Selection Process, onboarding

UNIT III HUMAN RESOURCE DEVELOPMENT 9 hours

HRD Meaning, Process, Training: Need, Objectives & Types, Process of Training: Need Assessment, Training Program Design, Training Program Implementation, Evaluation of Training Programs Development- Concept, objectives. Performance Management – objectives, uses and methods. Career Management: Definition & Process.

UNIT IV HUMAN RESOURCE MAINTENANCE 9 hours

Job Evaluation- Concept, Process and Methods; Compensation management- Concept, Objectives, Policy, Factors influencing employee compensation, Wage and Salary Administration Employee Welfare Practices, Managing Knowledge and OPH (Organizational and Personnel Health).

UNIT V HUMAN RESOURCE MEASUREMENT AND INDUSTRIAL RELATIONS 9 hours

Human Resource Accounting Meaning and Process, Human Resource Audit and HR analytics; Industrial Relation system in India – Definition, scope, objectives and significance; preventive and settlement machinery; Industrial Dispute Act 1947, discipline in industry; Grievance and the procedure for the Redressal of Grievance; collective bargaining; worker's participation in management, Introduction to Trade Union Act 1926

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand basics of Human Resource management

CO2: Analyze the various aspects of HR Procurement and employee mobility

CO3: Evaluate the need for Human Resource Development interventions

CO4: Identify the human resource maintenance issues in HRM

CO5: Apply Human Resource Measurement and industrial relation system

Text Books:

1. Dessler Gary, Human Resource Management, 10th Edition, Pearson/Prentice Hall of India 2020.
2. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). HR from the outside in: Six competencies for the future of human resources. McGraw Hill Professional.

Reference Books:

1. Bohlander, Human Resource Management, 17th Edition, Thomson.
2. Aswathappa, Human Resource Management, 4th Edition, TMH 2006.
3. R.Wayne Mondy, Robert M.Noe, Human Resource Management, Pearson 9th Edition.
4. Subbarao, Personnel and Human Resource Management – Text and cases, Himalaya, 2009
5. Muller, Human Resource Management a case study approach, Jaico Publishers,2008
6. VSP Rao, Human Resource Management, Text and Cases, Excel Books 2006.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP112 BUSINESS RESEARCH AND ECONOMETRICS

L	T	P	C
3	0	2	4

Course Description:

This course provides a comprehensive introduction to business research methods and econometrics. It aims to equip students with the necessary tools and techniques for conducting effective business research and applying econometric models to analyze economic data. The course covers various research methodologies, data collection methods, and advanced econometric techniques, with practical applications in business decision-making.

Course Objectives:

1. To understand the fundamental principles of business research and scientific methods of business research.
2. To gain knowledge of econometrics and its applications in business.
3. Develop analytical and decision-making skills to prepare research design.
4. To develop skills in time series analysis and econometric modeling.
5. To effectively write research reports and understand the importance of plagiarism checks.

UNIT I: INTRODUCTION TO BUSINESS RESEARCH AND PROCESS 15 Hours

Business research – Definition – Types of Research-Steps involved in research process – Role of Business Research in Managerial Decisions – Scientific Investigation, Deduction and Induction. The Language of Research – Information needs of Business – Commonly used Technologies in Business Research such as Groupware, Neural Networks, CAM, CAD, ERP, SPSS – Problem Identification – Preliminary Data Gathering – Literature Survey – Theoretical Framework – Sampling: Probability and non – probability sampling methods – Hypothesis Development – Applications of Bivariate and Multivariate statistical techniques.

Lab Experiment: Multiple regression and Correlation

UNIT II: INTRODUCTION TO ECONOMETRICS 15 Hours

Definitions, Importance and scope of econometrics, Mathematics vs Statistics vs Econometrics – the methodology of econometric research – Desirable properties of estimators – Unbiasedness, Efficiency, Consistency and Sufficiency – Estimation Theory – OLS method Assumptions, Heteroscedasticity – Auto correlation (first order) – Correlogram, Multicollinearity.

Lab Experiment: Multicollinearity Test, Auto correlation and Heteroscedasticity test.

UNIT III: RESEARCH DESIGN AND COLLECTION OF DATA 15 Hours

Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study – Measurement of Variables – Rating Scales – Ranking Scales – Reliability and Validity – Sources of Data: Primary Sources of Data – Secondary Sources of Data – Data Collection Methods – Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews – Observational Surveys: Questionnaire Construction: Organizing Questions –Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires – Multivariate Analysis – Logistic Regression, Discriminant Analysis and Cluster Analysis.

Lab Experiment: Logistic Regression and Cluster Analysis

UNIT IV: TIME SERIES ANALYSIS **15 Hours**

Basics of Time Series; Box – Jenkins Methods ARM and MAM – ARIMA – Error Measurements – Univariate Time Series Modelling – Unit Root Test; Cointegration Test – Causality Test – Estimation of VAR, ARCH/GARCH-EGARCH/TGARCH models.

Lab Experiment: Unit Root Test, ARMA – ARIMA and ARCH/GARCH models.

UNIT V: RESEARCH REPORT WRITING AND PLAGIARISM CHECK **15 Hours**

Research Report: Research Reports-Components –Title Page – Table of Contents – Executive Summary – Introductory Section - Body of the Report - Conclusion of the Report – References – Appendix – Guidelines for Preparing a Good Research Report – Oral Presentation- The Presentation and Handling Questions. Introduction to Plagiarism check – What and why, Ethics in Business Research – Subjectivity and Objectivity in research.

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

CO1: Apply the business research process to prepare the research proposal.

CO2: Apply econometric techniques to understand and analyze economic data.

CO3: Analyze the research problem and can prepare research design.

CO4: Analyze and interpret the time series models and other econometric modeling.

CO5: Prepare and present comprehensive research report.

LIST OF EXPERIMENTS

1. Correlation
2. Multiple Regression
3. Multicollinearity Test
4. Residual Test 1 (Heteroskedasticity)
5. Residual Test 2 (Auto Correlation)
6. Logistic Regression
7. Cluster Analysis
8. Auto Regressive Moving Average (ARMA)
9. Unit Root Test (Augmented Dicky Fuller Test)
10. Auto Regressive Integrated Moving Average (ARIMA)
11. Autoregressive Conditional Heteroskedasticity (ARCH)
12. Generalized Autoregressive Conditional Heteroskedasticity (GARCH)

Textbooks:

1. Cooper, D. R., & Schindler, P. S. (2014). Business Research Methods (12th ed.). McGraw-Hill Education.
2. Wooldridge, J. M. (2016). Introductory Econometrics: A Modern Approach (6th ed). Cengage Learning.

Reference Books:

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2012). Business Research Methods (9th ed.). Cengage Learning.
2. Gujarati, D. N., Porter, D. C., & Gunasekar, S. (2017). Basic Econometrics (5th ed).

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

II Year I Semester

MBA II Year I Semester

24MBAP113 OPERATIONS RESEARCH

L	T	P	C
3	1	0	4

Pre-requisite: None

Course Description:

The course emphasizes the importance of optimization tools for business decision making. The course covers the topics that include, linear programming, Transportation, Assignment, Game theory, Replacement models, Simulation, Queuing theory, and CPM/ PERT techniques used for managerial decision making in different decision environments

Course Objectives:

1. To understand the significance of Operations, research and impart the knowledge of formulation of practical problems using the linear programming method for optimal decision making.
2. To solve specialized linear programming problems like the transportation and assignment problems for making optimize allocation related decisions.
3. To comprehends the methods used for solving game theory and making decision under competitive environment.
4. To familiarizes students with various types of Simulation & Replacement methods used for better business decisions.
5. To examine project management & queuing theory methods used for optimizing managing projects and queuing system

UNIT I INTRODUCTION TO OPERATIONS RESEARCH 12 hours

Introduction to applications of operations research in functional areas of Management. Linear Programming problem - Formulation and Graphical Solution of LPP, Advantages and Limitations of L.P, Simplex Algorithm, Artificial Variable Technique- Big M-method. Data using with Excel Solver and TORA Software.

UNIT II TRANSPORTATION AND ASSIGNMENT PROBLEMS 12 hours

Transportation problem-mathematical model, IBFS by Vogel's Approximation method, Optimal solution by MODI's method, Degeneracy in transportation problem, Unbalanced transportation problems. Assignment problem, mathematical model, Hungarian's algorithm for solving Assignment problem, Maximization in Assignment Model, Unbalanced Assignment problems, Travelling salesman problem

UNIT III GAME THEORY 12 hours

Introduction to theory of games, Two-person zero-sum games, pure strategies-games with saddle point, mixed strategies- games without saddle point rules of dominance, solution method games without saddle point by algebraic method and arithmetic method, Nash Equilibrium and Strategic Form Games, **Applications of Game Theory in Pricing and Competitive Markets**

UNIT IV REPLACEMENT MODELS & SIMULATION 12 hours

Introduction to Simulation, types of simulation, Stochastic Simulation and Random numbers-Monte – Carlo Simulation. Introduction to replacement models, , Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

UNIT V PROJECT MANAGEMENT AND QUEUING MODELS 12 hours

Network analysis- Network representation, Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT), Project Risk Management using PERT with Probabilistic Time Estimates. Introduction to Queuing theory. single server queuing models (M/M/1): (∞/FCFS), Multi server queuing Models (M/M/c)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Formulate real-world problems as a linear programming model and demonstrate the solution process by excel solver.

CO2: Analyze transportation and assignment problems for optimal resource allocation in business conditions.

CO3: Apply the knowledge of game theory concepts to articulate real-world decision situations for strategic decisions in competitive environment

CO4: Develop simulation models of business events and understand replacement policy for optimization of resources

CO5: Demonstrate project management methods to accomplish projects in time and appropriate queuing model for practical applications

Text Books:

1. J K Sharma, Operations Research: Theory and Practice, Macmillan Publishers India Ltd, 5th Edition, 2013.

Reference Books:

1. KantiSwaroop, Gupta P.K. Man Mohan, "Operations Research", Sultan Chand and Sons, 2014

2. FS Hillier and GJ Lieberman, Introduction to Operations Research, TMH, 10/E, 2017.

3. A Ravindran, DT Philips and JJ Solberg, Operations Research: Principles and Practice, John Wiley & Sons, Singapore, Second Edition.

4. Jeffrey Strickland, "Operations Research using Open-Source Tools" Lulu Press, US.

5. A. Ravi Ravindran, "Operations Research and Management Science Handbook", CRC Press, Taylor & Francis Group

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester

24MBAP114 STRATEGIC MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The course imparts the students with an overview of Strategic Management process and also it develops the skills required to formulate and evaluate the strategies required for organizations.

Course Objectives:

1. To enable students to define and frame objectives, vision and mission for organizations.
2. To discuss various tools and techniques of strategic analysis and choices.
3. To explain strategy formulation and various kinds of strategies
4. To familiarize the process of Strategy implementation and issues related to it.
5. To examine strategy evaluation and control.

UNIT I INTRODUCTION **9 hours**

Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility. Corporate Sustainability as strategy

UNIT II STRATEGIC ANALYSIS AND CHOICE: TOOLS AND TECHNIQUES **9 hours**

Porter's Five Force Model, BCG Matrix, Ge Model, Tows Matrix, Market Life Cycle Model And Organizational Learning And The Experience Curve. Environment Analysis And Diagnosis. Balanced Scorecard, Sustainable Advantage Design Thinking in Strategy (BCG Matrix Using Templates)

UNIT III STRATEGY FORMULATION **9 hours**

Strategic options at Corporate Level –Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level and at functional level- Strategies for emerging industries-maturing- declining industries, fragmented industries- hyper –competitive industries and turbulent industries-offensive-defensive strategies. Hybrid Business Models and strategies for dealing in Various Situations.

UNIT IV STRATEGY IMPLEMENTATION **9 hours**

Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation-Planning and allocating resources; Organization Structure and Design; Budgets and support system commitment; culture and leadership. Reasons for Strategy Failure and Methods to Overcome. Role of digital technologies in strategy execution

UNIT V STRATEGY EVALUATION AND CONTROL **9 hours**

Establishing strategic Controls-Role of the strategist -benchmarking to evaluate performance strategic information systems–Guidelines for proper control-Strategic surveillance –strategic audit- Strategy and Corporate Evaluation and feedback in the Indian and international context Reasons and process of firms internationalization; Multi-country and global strategies; Outsourcing strategies. Ethical dilemmas in strategy execution across borders

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Apply knowledge acquired during the course to develop clear objectives, vision and mission for organizations.

CO2: Design various tools and techniques of strategic analysis as appropriate

CO3: Formulate strategy to address organization's needs.

CO4: Implement Strategy for organization's success.

CO5: Ability to analyze and predict the impact of strategic decisions.

Text Books:

1. Exploring Corporate Strategy: Text &Cases by Gerry Johnson and Kevan Scholes,8th edition PHI
2. Strategic Management and Business Policy by Azhar Kazmi, 5th edition Tata Mcgraw Hill

Reference Books:

1. Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, 21/e TMH, 2019.
2. Strategic Management Concepts and Cases, Fred R.David 17/e,PHI,2019
3. Concepts in Strategic Management and Business Policy, Wheelen & Hunger, Pearson Education, NewDelhi, 2018.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

Generic Elective – I

MBA I Year II Semester **Generic Elective – I**

24MBAP501 MANAGEMENT INFORMATION SYSTEMS

L	T	P	C
3	0	0	3

Course Objectives:

1. To familiarize the students with the foundation concepts of Information System and fundamentals of strategic advantage.
2. To enable the students to have an understanding about the database approach to improve business and decision-making process.
3. To elucidate and learn about the system development life cycle method and different strategies for business development.
4. To enable the students to analyze system vulnerabilities and analyze various methods of communications in decision making process.
5. To provide an insight into the management challenges, controlling techniques and establishing security framework.

UNIT I INTRODUCTION AND FOUNDATION CONCEPTS 9 hours

Foundations of information systems (IS) in business System concepts, Components of an IS, IS Resources, fundamental roles of IS applications in business – trends in IS – types of IS – managerial challenges of information technology. Competing with information technology (IT) Fundamentals of strategic advantage – strategic uses of IT – the value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet.

UNIT II DATA BASE AND INFORMATION MANAGEMENT 9 hours

Data in a Traditional file Environment, The Database Approach to Data Management; Role of databases in business performance and decision making, Manage data Resources. The Role of Information System in Business Today, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Organization and Information Systems.

UNIT III MIS DEVELOPMENT PROCESS 9 hours

System development – System Life cycle method, Structured Development method, Developing Business/IT Strategies Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT–IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process – End-user development – implementing new systems – Software development.

UNIT IV INFORMATION SYSTEMS 9 hours

Computers in Management – Types of information system: basing on levels of management – Transaction processing systems – Management Information system – Decision support system– executive support systems - Applications: Human Resource information system – Financial information system –Marketing information system – production and operations information system- Technologies and Tools for Protecting Information Resources.

UNIT V SYSTEM AUDIT & MANAGEMENT CHALLENGES 9 hours

Security and ethical challenges– computer crime – privacy issues –health issues – Security management of IT – tools of security management -Verification and Validation— security measures - Ethical and Social Issues in Information System - Enterprise and global management of IT Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political, and geo-economic challenges Global business/IT strategies and applications – global IT platforms.

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the Information system concepts and strategic advantage.

CO2: Elucidate and learn about database and Information Management

CO3: Learn about the Systems development cycle and MIS Development Process.

CO4: Gain insight into system vulnerabilities and various methods of communications in decision making process.

CO5: Analyze the management challenges and security issues.

Text Books:

1. Management Information System Paperback (2018) by C. Laudon Kenneth (Author), P. Laudon Jane (Author). Pearson Publications.
2. Management Information Systems Paperback 11 edition (2017) by James A. O'Brien (Author), George M. Marakas (Author), Ramesh Behl (Author). McGraw Hill Education
3. Stair, R. M. & Reynolds, G. W. (2001). Principles of Information Systems, 5e, Singapore:Thomson Learning.

Reference Books:

1. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGrawHill,2006
2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill , 2009
3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
4. Management Information Systems, James A. O brein, Tata McGraw-Hill , 10/e, 2009.
5. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books,2006
6. Cases in MIS, Mahapartra, PHI, 2009
7. Management Information Systems, Text & Applications C.S.V. Murthy, Himalaya Publishing House
8. Management Information Systems, Cengage Learning India Pvt. Ltd, Delhi ,2008.
9. Management Information Systems, Pearson Education, Noida McLeod, 2008
10. Information Systems Project Management, Pearson Education, Noida- John McManus and Trevor Wood-Harper,2010.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester **Generic Elective – I**

24MBAP502 SOFTWARE PROJECT MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. To understand the fundamental principles of software project management.
2. To have a good knowledge of responsibilities of project manager.
3. To be familiar with the different methods and techniques used for project management.
4. To Match organizational needs to the most effective software development model.
5. To Create project plans that address real-world management challenges.

UNIT I INTRODUCTION 9 hours

Defining of Software Development Process – Process – Software Process Models: Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model – Software Life Cycle.

UNIT II SOFTWARE DEVELOPMENT 9 hours

Software Development Team - Three Vital Aspects of Software Project Management - The Team - Meaning of Leadership - Communicating in Harmony - Personality traits - Project Organizations. Project Planning: Top-Down and Bottom-Up Planning - Types of Activity - Project Duration: Schedule Monitoring Tools - Gantt Chart, PERT Chart, Critical Path.

UNIT III PROJECT REVIEW 9 hours

Tracking Meetings - Recovery plans - Schedule Work & Escalation Meetings. Project Engineering: Product Requirements - Understanding the Customer Problem to solve - Initial Investigation, Strategies for determining information requirements, Information gathering Tools - Product Objectives.

UNIT IV RISK ISSUES 9 hours

The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

UNIT V SOFTWARE QUALITY 9 hours

Software Quality - Quality Measures - FURPS - Software Quality Assurance – Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA – Software Reliability - Introduction to SQA - The Software Quality Assurance Plan – Formal approaches to SQA - Clean room Methodology.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Apply project management concepts and techniques to an IT project.

CO2: Identify issues that could lead to IT project success or failure.

CO3: Explain project management in terms of the software development process.

CO4: Describe the responsibilities of IT project managers.

CO5: Apply project management concepts through working in a group as team leader.

Text Books:

1. Richard H. Thayer, "Software Engineering Project Management", John Wiley & Sons, 2nd edition,2001.
2. Royce, Walker, "Software Project Management", Pearson Education, 2002.
3. Kelker, S. A., "Software Project Management", Prentice Hall, 2003.

Reference Books:

1. Software Project Management, Bob huges, Mike cotterell, Tata McGraw Hill, New Delhi,2002.
2. Software Project Management: A Concise Study, S. A. Kelkar, PHI.
3. Software Project Management, Joel Henry, Pearson Education.
4. Software Project Management in practice, Pankaj Jalote, Pearson Education

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester **Generic Elective – I**

24MBAP503 E-COMMERCE AND DIGITAL MARKETS

L	T	P	C
3	0	0	3

Course Prerequisite: None

Course Objectives:

1. To Introduce the concept of e-business and the business models used in e-commerce
2. To elucidate about the e-commerce enablers and infrastructure
3. To enable the students to learn about supply chain management used by e-commerce players
4. Analyse the socio, political and ethical issues in e-commerce
5. To develop an insight into e-markets and e-commerce systems

UNIT I E – COMMERCE BUSINESS MODELS 9 hours

Introduction E-Business - Origin and Need of E-Commerce, – E– commerce v/s Traditional Commerce Factors affecting E -Commerce, Business dimension and technological dimension of E-Commerce, E-Commerce frame work Electronic Commerce Models, Value Chains in Electronic Commerce. The Revolution Continues, E-commerce Business Models and Concepts, B2C business models, B2B models, B2G, G2C, Business models for emerging Ecommerce area – customer to customer business model, P2P business model, M-commerce models. IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models - Enterprise e-Business systems

UNIT II E – COMMERCE ENABLERS 9 hours

E- Commerce enablers, internet and its impact on business strategy Pre and Post Covid-19 Pandemic – industry structure, industry value chain, firm value chain. E-commerce Infrastructure: The Internet, Web, and Mobile Platform

UNIT III SUPPLY CHAIN MANAGEMENT IN E – COMMERCE 9 hours

B2B E-commerce: Supply Chain Management and Collaborative Commerce. – Introduction to Customer relationship management (CRM) -Building an E-commerce Presence: Web Sites, Mobile Sites, and Apps, E-commerce Marketing Communications -Pre and Post Covid-19 Pandemic. Impact of E-commerce on Traditional Retail Business. Quick commerce

UNIT IV SOCIAL, POLITICAL, AND ETHICAL ISSUES 9 hours

Ethical, Social, and Political Issues in E-commerce, Online Retailing and Services, Online Content and Media, Social Networks, Auctions, and Portals. The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance.

UNIT V E-MARKETS 9 hours

E-Markets Vs Traditional Market, e-Markets Success factors, e-Market Technology Solutions. E-Procurements: The purchasing process, Developments in IT purchasing, e-Procurement-Models, e-procurement- Solutions – E-Commerce systems: E-Commerce systems – Essential e-Commerce processes – electronic payment processes - e-Commerce application trends – Web store requirements – clicks-and-bricks in e-Commerce- Electronic payment systems- impact on the e-business in the pre and post COVID 19 era.

(Relevant Case Studies to be discussed)

Course Outcomes:
Upon Successful completion of the course, students will be able to

CO1: Understand the concepts of e-business and the business models used in e-commerce
CO2: Learn about the e-commerce enablers and infrastructure

CO3: Develop an insight into supply chain management

CO4: Analyse into the socio, political and ethical issues in e-commerce.

CO5: Develop an understanding of e-markets and e-commerce payment systems

Text Books:

1. Laudon Kenneth C., E-Commerce: Business, Technology, Society, prentice Hall of India, 2019 15th Edition
2. Bhanver, J.,& Bhanver, K. (2017). Click!: The Amazing Story of India's E-commerce Boomand Where it's Headed.: Hachette

Reference Books:

1. Bhaskar, B. (2009). Electronic commerce: Framework, technologies and applications (3rd ed.). New Delhi: Tata McGraw Hill Education.
2. Erisman, P. (2017). Six Billion Shoppers: The Companies Winning the Global ECommerce Boom. Macmillan.
3. Kalakota, R., & Whinston, A. B. (2009). Electronic commerce: A manager's guide. New Delhi: Pearson Education.
4. Vaitheeswaran, K.(2017). Failing to Succeed: The Story of India's First E-Commerce Company. India: Rupa Publications.
5. Kamalesh K Bajaj & Debjani Nag, e-Commerce, the Cutting Edge of BusinessTMH,2008
6. Parg Diwan,E-Commerce,Excel,2008
7. Chaffe, Pearson, e-Commerce and e-Business,2009

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester **Generic Elective – I**

24MBAP504 MANAGING DIGITAL INNOVATION AND TRANSFORMATION

L	T	P	C
3	0	0	3

Course Objectives:

1. To provide an overview of the digital transformation
2. To enable student to integrate digital innovation with digital transformation.
3. To enable student to apply Social Media platform for digital transformation.
4. To prepare student to assess how business organizations respond to the emerging trends in digital transformation.
5. To impart the knowledge of digital revolution.

UNIT I OVERVIEW OF DIGITAL TRANSFORMATION 9 hours

Digital Transformation Concepts: Markets, Environment and Structure, Designing your Digital Business Model, Launching and Growing a Digital Platform. **Understanding Transformation:** Business process transformation, Product or service digitization, customer engagement and experience, ecosystem and business model, IT delivery and transformation

UNIT II MANAGING DIGITAL INNOVATION AND TRANSFORMATION 9 hours

Introduction to digital transformation and innovation-classification of digital transformation and innovation – Managing digital innovation and transformation: Need for the transformation; Benchmarking the current digital capabilities, Analyze the results and Optimize performance - Apple case study. Technological developments leading to digital innovation.

UNIT III SOCIAL MEDIA TRANSFORMATIONS 9 hours

Social Media Transformations-Building Digital Capabilities-Challenges in Going Digital-Digital Transformations in the space of cloud computing-Prepare and Drive Digital Transformations - Online business models – technology mediated platform networks -Raymond's Case Study

UNIT IV DIGITAL TRANSFORMATION – NEW TRENDS 9 hours

Digital Transformation: From Products to Platforms, Linear Vs. Triangular Value Chains, The product Service Model: marketing, Finance and Supply Chains. Technological enabled disruptions in today's business environment, and Appraisal of response of incumbents to the technological disruptions – Paytm Case Study and Facebook Case Studies.

UNIT V DIGITAL INNOVATION AND REVOLUTION 9 hours

Organization and cultural issues - building and managing a virtual organization, Leveraging Open innovation, Governing Your Digital Platform, Strategy and Competition in the Digital Age, Factors for Digital Innovation and Revolution, Service Innovation Initiatives –Google Case Study

Recommended software's for Data Analysis

1. Dronahq
2. Pivotal
3. Adlib software

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Elucidate the concept digital transformation

CO2: Integrate digital innovation with digital transformation

CO3: Apply advances in social media platform for digital transformation.

CO4: Evaluate response of business organizations to the emerging trends in area of digital transformation.

CO5: Discuss digital revolution

Text Book:

1. Lindsay Herbert, Digital Transformation, Bloomsburt

Reference Books:

1. FundamentalsofElectricCircuitsbyCharlesK.AlexanderandMatthewN.O.Sadiku,McGraw-HillEduc Oswald AJ Mascarenhas, Business Transformation Strategies, SAGE

2. Nagy K Hanna, Mastering Digital Transformation, Emeralds.

3. Alexander Rauser, Digital Strategy

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

Generic Elective - 2

MBA II Year I Semester **Generic Elective-2**

24MBAP505 INTERNATIONAL BUSINESS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides an overview of the international organizations and the effects of the foreign environment on international business. The course will focus on cultural differences, theories of international trade and economic development; international finance, marketing internationally and practical applications of starting and maintaining international business relationships

Course Objectives:

1. To explore and impart knowledge about the global business environment.
2. To equip students with conceptual frameworks, insights, and knowledge necessary to operate businesses at the international level.
3. To evaluate the impact of current regional trade agreements and economic integration on developed, developing, and underdeveloped countries.
4. To enhance analytical and decision-making skills in the functional areas of international marketing and human resource management.
5. To help students understand the importance of economic zones in the context of international business.

UNIT I INTERNATIONAL BUSINESS ENVIRONMENT 9 hours

Globalization – Forces, Dimensions and stages in Globalization – Theories of International trade - Mercantilism, theory of absolute advantage, theory of comparative advantage, Heckscher Ohlin theory, Product life cycle theory, Porter's national competitive advantage – Trading Environment of International Trade - Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Hofstede model. Sustainability and Ethics in Global Business.

UNIT II INTERNATIONAL FINANCIAL FRAMEWORK 9 hours

Brief Overview of Bretton woods Agreement, Balance of Trade and Balance of Payment (BOP)- Foreign Exchange market mechanism- Exchange Rates, Risk Management. Methods of payment in International Trade. Export Financing – International Liquidity, Role of IMF and IBRD in International Business. RBI data using with Excel/SPSS Software. SWIFT, FinTech in Cross-border Finance

UNIT III GLOBAL BUSINESS INTEGRATION 9 hours

International strategic alliances, nature, benefits, pitfalls, scope, level of integration, and Major Trade blocks. International Trade Regulatory Framework – Tariff and Non-Tariff Barriers. Trade Agreements, World Trade Organization (WTO). WTO data using with Excel/SPSS Software. FDI and Mode of FDI Supply Chain Disruptions and Risk Management

UNIT IV ORGANIZING FOR INTERNATIONAL BUSINESS 9 hours

Strategies and issues in International Human Resource Management and Development, Staffing Policy, Managing the expatriates. Creation of Global Structure-Developing Global Competitiveness, International Marketing Strategies in different stages of Product Life Cycle. Digital International Marketing (e.g., cross-border e-commerce).

UNIT V ECONOMIC ZONES 9 hours

Objectives, Foreign Trade zones, Economic Processing Zones and Special Economic Zones. Highlights of Current foreign trade policy- contemporary issues in international marketing management - Geo-political Issues Affecting Trade, ESG practices in Global Business.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Critically analyze global business environments to identify opportunities and anticipate challenges in international markets. (Bloom's Level: Analyze)

CO2: Apply international trade theories and financial frameworks to support effective decision-making in cross-border business operations. (Bloom's Level: Apply)

CO3: Evaluate regional integration initiatives and trade agreements to develop strategic responses for global business competitiveness. (Bloom's Level: Evaluate)

CO4: Apply appropriate human resource and marketing strategies to address the operational needs of multinational organizations. Apply

CO5: Apply knowledge of global trade policies, geopolitical developments, and economic zone strategies to support international business expansion decisions. (Bloom's Level: Apply)

Text Books:

1. Charles W. L. Hill and Arun K. Jain, International Business – Competing in the Global Marketplace, 14th Edn., Tata McGraw-Hill Education, New Delhi, 2023.
2. P. Subba Rao, International Business: Text and Cases, 5th Edn., Himalaya Publishing House, New Delhi, 2023.

Reference Books:

1. K. Aswathappa, International Business, 7th Edn., Tata McGraw-Hill Education, New Delhi, 2019.
2. Richard Lloyd, Successful Integrated Planning for the Supply Chain: Key Organizational and Human Dynamics, 1st Edn., Kogan Page, London/Mumbai, 2018.
3. V. K. Bhalla, International Business, Edn.-2013, S Chand, New Delhi, 2013.
4. Justin Paul, International Business, 3rd Edn., PHI Learning, New Delhi, 2021.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Generic Elective-2**

24MBAP506 INTERNATIONAL TRADE LAWS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course is a study of the international norms and principles that regulate international trade on goods, services and intellectual property. It also focuses on the history and the creation of the World Trade Organization (WTO) and its current functions. It considers the influence of economic doctrines in the creation of norms and principles of international trade law.

Course Objectives:

1. To understand some of the basic norms for regulating international trade
2. To provide knowledge of international trade and the functioning of financial institutions.
3. To critically evaluate the position and relevance international institutions in the international politics.
4. To provide knowledge on Agreements of WTO and intellectual property rights.
5. To educate students in dealing with Law and Policy on Trade and Investment from Indian Perspective

UNIT I INTRODUCTION **9 hours**

International trade law: definition, scope, codification and development, National treatment, Most Favoured Nation Treatment (MFNT), The Principle of Non-Discrimination and Equality of states, Changing concept of sovereignty and protection of national interests, Transparency and reciprocity; Emerging trends in global trade governance; The impact of digital trade and e-commerce on international trade law; Cross-border data flow and its regulatory challenges.

UNIT II THE HISTORY AND DEVELOPMENT OF INTERNATIONAL TRADE, AND FINANCIAL INSTITUTIONS **9 hours**

History and development of international trade, International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), International Development Association (IDA), Multilateral Investment Guarantee Agency (MIGA); Role of the World Bank Group in promoting trade-related infrastructure in developing countries.

UNIT III INTERNATIONAL TRADE, AND REGULATORY ROLE OF THE UNITED NATIONS AND GATT **9 hours**

Role of the UN in promotion and protection of international trade, United Nations and developing countries, Provisions relating to the General Agreement on Tariffs and Trade (GATT) and General Agreement on Trade in Services (GATS); UNCTAD's role in trade and development; Legal aspects of sustainable trade and development goals (SDGs).

UNIT IV WORLD TRADE ORGANIZATION (WTO) & IPR **9 hours**

World Trade Organization: establishment, scope, powers, Principles, Functions of WTO, methods of dispute settlement mechanism – TRIPS – TRIMS. Law on carriage of goods by sea, land and air, container transport. International Trade Insurance – Marine and other insurance. Traditional knowledge and protection under the law – Definition, features, Biological Diversity Act, 2002, Geographical indications protection. Turmeric, Neem, Hoodia Cactus, Basmati, Ayahuaska Controversies. Indian law and traditional knowledge, Traditional knowledge protections and strategies; Recent developments in WTO negotiations, including e-commerce and investment facilitation

UNIT V ECONOMIC ZONES **9 hours**

Objectives, Foreign Trade Zones, Economic Processing Zones and Special Economic Zones. Highlights of current foreign trade policy – contemporary issues in international marketing management; Legal framework governing digital trade zones and cross-border e-commerce platforms; Impact of global supply chain disruptions on trade zones

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Demonstrate a thorough and contextual knowledge of the legal framework for international trade law.

CO2: Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.

CO3: Describe and analyze the principal international trade agreements it administers.

CO4: Explain and analyze the role of the World Trade Organization and IPR at international trade.

CO5: Analyze the impact of Law and Policy on Trade and Investment practices.

Text Books:

1. Schnitzer, Simone; Understanding International Trade Law; Universal Publication. 2006
2. Kaul, A. K.; Guide to the WTO and GATT: Economics, Law and Politics; Kluwer Law International.6th edition, 2018
3. Daniel C.K. Chow, Thomas J. Schoenbaum; International Trade Law: Problems, Cases, and Materials, 3rd Edition, 2017, Wolters Kluwer publications.

Reference Books:

1. Goyal, Arun; WTO in the new Millennium: Commentary, Case Law, Legal Texts; MVIRDC WorldTrade Centre. Edn 6th, 2001
2. Carr, Indira; International Trade Law; Cavendish Publishing House. 6th edition, 2017
3. Rao, M. B; and Guru, Manjula; WTO and International Trade; Vikas Publishing House. Secondedition, 2003
4. Ahuja, V.K.; Law relating to Intellectual Property Rights; LexisNexis, Third Edition, 2017
5. Bhandari, M. K.; An Introduction to Intellectual Property Rights; Central Law Publication. Thirdedition, 2012
6. Leelakrishnan, P, The Environment Law in India (1999), Butterworths, India. Third edition, 2016

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Generic Elective-2**

24MBAP507 INTERNATIONAL MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course aims to focus on nature and practices of international marketing. This course equips the students to distinguish international marketing mechanics from the domestic marketing models and approaches. The students would be far more equipped to design and participate in designing an international marketing strategy**.**

Course Objectives:

1. To provide foundational Understand the fundamentals and evolving scope of international marketing in the context of digital globalization and environmental challenges.
2. To enable students to Explore global product planning decisions, market entry strategies, and innovation trends like smart products and servitization.
3. To Examine the processes and strategic considerations in pricing and international distribution, including the impact of block chain and sustainable logistics.
4. To Analyze promotion strategies across international markets while integrating AI, AR/VR, and social media tools.
5. To Evaluate marketing planning, organization, and control mechanisms in global contexts with focus on ethical, sustainable, and Omni-channel marketing practices.

UNIT I INTRODUCTION OF INTERNATIONAL MARKETING 9 hours

Nature, importance, and scope of international marketing–International market orientation and involvement, international marketing management process–an overview. Influence of physical, economic, socio, cultural, political, and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; Contemporary issues in international markets Digital Globalization and Cross-Border E-commerce, Global Supply Chain Disruptions

UNIT II PRODUCT DECISIONS 9 hours

Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product lifecycle (IPLC); New product development. Digital Productization and Servitization, Smart Products and IoT (Internet of Things), Global Trends in Product Standardization vs. Adaptation

UNIT III PRICING AND DISTRIBUTION 9 hours

Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy – International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics. Cryptocurrency and Block chain in International Pricing and Payments, Sustainable and Green Logistics

UNIT IV INTERNATIONAL PROMOTION STRATEGIES 9 hours

Communications across countries complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, trade fairs and exhibitions. Digital and social media Global Campaigns, Programmatic Advertising and AI in Promotion, Augmented Reality (AR) and Virtual Reality (VR) in Promotion.

UNIT V INTERNATIONAL MARKETING PLANNING, ORGANIZING AND CONTROL **9 hours**

Issues in international marketing planning, International marketing information system, Organizing and controlling; Emerging trends in International Marketing; International Marketing through Internet, Ethical and social issues, Sustainability and Circular Economy Integration in Planning, Omni-Channel Integration and Unified Commerce.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Describe the scope and significance of international marketing and assess the impact of socio-political and digital environments

CO2: Apply strategic product decisions including adaptation vs. standardization in global markets with understanding of emerging technologies.

CO3: Formulate international pricing and distribution strategies using innovative tools like cryptocurrency and green logistics models.

CO4: Design international promotion campaigns integrating digital trends, cross-cultural factors, and emerging media technologies.

CO5: Construct international marketing plans with appropriate control mechanisms aligned with ethical norms and unified commerce systems.

Text Books:

1. Warren J. Keegan & Mark C. Green, *Global Marketing*, 9th Edition, Pearson Education.
2. Philip R. Cateora, Mary C. Gilly, John Graham, *International Marketing*, 18th Edition, McGraw-Hill.
3. Sak Onkvisit & John J. Shaw, *International Marketing: Strategy and Theory*, 5th Edition, Routledge.

Reference Books:

1. Michael Czinkota & Ilkka Ronkainen, *International Marketing*, Cengage Learning.
2. Jean-Pierre Jeannet, *International Marketing*, Thomson Learning.
3. Articles and Reports from Harvard Business Review, McKinsey, Statista, and World Economic Forum on digital marketing and globalization trends.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Generic Elective-2**

24MBAP508 INTERNATIONAL LABOUR LAWS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The International Labour Organization (ILO) is devoted to promoting social justice and internationally recognized human and labour rights, pursuing its founding mission that social justice is essential to universal and lasting peace. This course outlines to provide understanding ILO, International Labour Standards, Legislation, and Child labour laws & initiatives as well as women related laws.

Course Objectives:

1. To Outline the fundamentals of International labor organization and laws.
2. To Analyze International Labour Standards and Conventions.
3. To Evaluate insights on International Labour and Legislation
4. To Explore Child Labour Law and Initiatives.
5. To Familiarize on various legislation relating to women at workplace

UNIT I UNDERSTANDING INTERNATIONAL ORGANIZATION 9 hours

The History of International Law and Organization: A Basic Framework-Features and Development of the International Labour Organization, purpose and functions of ILO; International Technical Cooperation and Realist and Liberal Theories of International Organizations; Critiques of International Organizations including Charges of Politicization- WIPO and the ICC as Technical and Political Organizations Respectively; Employee code of conduct; The European Union: Regional Supranationalism-The WTO and the International Organization of Trade Rights and Immunities of International Organizations and the Duties of Host Countries

UNIT II INTERNATIONAL LABOUR STANDARDS 9 hours

Freedom Of Association And The Effective Recognition of The Right To Collective Bargaining - Freedom of Association And Protection of The Right To Organize Convention, 1948 - Right To Organise And Collective Bargaining Convention, 1949; Elimination of All Forms of Forced And Compulsory Labour - Forced Labour convention, 1930, Abolition of Forced Labour Convention, 1957, Impact analysis of Convention 138 in South Asia, 1973, Worst forms of Child Labour Convention, 1999, Equal Remuneration Convention, 1951, Discrimination (Employment And Occupation) Convention, 1958.

UNIT III INTERNATIONAL LABOUR AND LEGISLATION 9 hours

Definition of Public International Law vs Private International Law in labor, evolution of the international labor law, Purpose of international labor law, Global Instruments of international labor law, Regional instruments of international labor law, Other regional instruments within Europe-American instruments, African instruments; Minimum Wages Act, 1948- National floor level minimum wages – Revisions of Basic Minimum Wage and Scheduled Employments- Payment of Wages Act, 1936 – Payment of Wages (Amendment) Act, 2017

UNIT IV CHILD LABOUR LAW & INTIATIVES 9 hours

Government Initiatives for the Eradication of Child Labour- The Violation of the Child Labour (Prohibition and Regulation Act) 1986, A Provision to Section 3 of the Child Labour (Prohibition and Regulation) Act, 1986, International Labour Organization's efforts of child labour Elimination (IPEC)- International Labour Organization's Efforts to Combat Child Labour. Right of Children to free and compulsory education Act, 2009-Children in conflict with labor laws Prohibition of Child Marriage Act.

UNIT V LAWS RELATED TO WOMEN AT WORKPLACE 9 hours

Indian Constitution and Women: Fundamental Rights – Article 14,15,16- Directive Principles of State Policy –Articles 39(a)&(b), 46,47-Unequal position of Indian women - Uniform Civil Code. Law Relating to Women: Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013: Mandate, Genesis and Act; National Commission for Women Act, 1990; Equal remuneration Act, 1976- Maternity Benefit Act, 1961 Maternity Benefit (Amendment) Act 2016. Recent Supreme Court Judgments on women's labor rights

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Evaluate the origins of International labour law and its multiple facets

CO2: Analyze international Labor Standards for sustainable work worldwide

CO3: Assess the legal standards of International Labour law, and interaction with the International Legal Framework.

CO4: Undertake detailed analysis of national initiatives and measures of IPEC on child labour law.

CO5: Examine the women laws relating to workplace.

Text Books:

1. Jean-Michel Servais, International Labour Organization, 4th ed., Kluwer Law International, 2014.
2. Barbara J. Fick, International Labour Law, University of Notre Dame Law School, USA.
3. Jean-Michel Servais, International Labour Organization, 4th ed., Kluwer Law International, 2014.

Reference Books:

1. Lance A. Compa & Stephen F. Diamond, Human Rights, Labor Rights, and International Trade, University of Pennsylvania Press, 1996.
2. Susan L. Kang, Human Rights and Labor Solidarity: Trade Unions in the Global Economy, University of Pennsylvania Press, 2012.
3. S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House (latest edition).

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Generic Elective - 2**

24MBAP509 CORPORATE SOCIAL RESPONSIBILITY

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course will familiarize the students with the concept of corporate social responsibility. The evolution of CSR has far reaching consequences on the development sector in India. The collaboration of companies and NGOs with the community has initiated a new paradigm of change in the country. The students will have an overview of the theories and the frameworks developed in the area of CSR. The paper will discuss a few prominent case studies of CSR.

Course Objectives:

1. To understand the concept of CSR and the theoretical underpinnings.
2. To understand the stakeholder approaches.
3. Provide an experiential, integrative, substantive, and high-quality experience surrounding issues of Corporate Social Responsibility
4. To understand the sustainability through CSR
5. To acquaint the students with the various theories of CSR

UNIT I INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY 9 hours

Definition and scope of CSR; objectives and components; key drivers of CSR; historical evolution in Indian and global contexts; policy and governance frameworks; relevant laws and statutory regulations; competencies and roles of CSR professionals.

UNIT II STAKEHOLDER ENGAGEMENT AND CSR DIMENSIONS 9 hours

Understanding stakeholder engagement in CSR; managing multi-stakeholder relationships; CSR and internal environment: employees, human rights, workplace safety, labor practices; CSR and external environment: customers, consumer rights, community involvement, shareholders, and supplier responsibility

UNIT III CSR AND ENVIRONMENTAL RESPONSIBILITY 9 hours

Environmental dimensions of CSR; environmental impact assessments; corporate accountability for biodiversity, climate change, and resource use; government regulations and environmental compliance in CSR practices; green initiatives and eco-innovation

UNIT IV CSR AND SUSTAINABILITY STRATEGIES 9 hours

Concept of sustainability and its alignment with CSR; strategic business case for CSR and sustainability; barriers to CSR adoption; embedding sustainability into business strategy; challenges and emerging global trends in CSR and ESG (Environmental, Social, Governance) integration.

UNIT V THEORIES AND FRAMEWORKS OF CSR 9 hours

Major CSR theories: A.B. Carroll's pyramid, Wood's model, stakeholder theory, and the triple bottom line approach; global standards and frameworks; SA 8000, UN Global Compact, GRI Guidelines, ISO 26000; ethical and governance perspectives in CSR execution

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Familiarize the concept of CSR and the theoretical underpinnings.

CO2: Analyze the importance of stakeholder approaches in CSR

CO3: Evaluate the issues that are surrounding the concept of Corporate Social Responsibility

CO4: Examine the benefits of CSR

CO5: Familiarize with theories of CSR

Text Books:

1. Agarwal, S. (2008). Corporate social responsibility in India. Los Angeles: Response Publications
2. Visser, W. (2007). The A to Z of corporate social responsibility. A complete reference guide to concepts, codes and organisations. Chichester, England: John Wiley & Sons.
3. Werther, W., & Chandler, D. (2006). Strategic corporate social responsibility: Stakeholders in a global environment. Thousand Oaks: Sage Publications.

Reference Books:

1. Baxi, C. (2005). Corporate social responsibility: Concepts and cases : The Indian experience. NewDelhi, India: Excel Books
2. Crane, A. (2008). Corporate social responsibility: Readings and cases in a global context. London:Routledge
3. Visser, W. (2011). The age of responsibility CSR 2.0 and the new DNA of business. Chichester,West Sussex: John Wiley & Sons

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Generic Elective - 2**

24MBAP510 DISASTER MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The goal of this course is to expose the students regarding different types of disasters and preparedness needed to mitigate their effects. The course matrix will cover various natural, biological, chemical and emerging hazards and risks that may cause property, loss of lives, and livestock's. Thus, the future managers will understand the social responsibility for the preparedness and mitigation of the damages caused by the disasters.

Course Objectives:

1. To make the students aware about disasters and their impact on living beings and environment.
2. Students will be able to analyze the level of impact on various elements of environment.
3. To gain a preliminary understanding of approaches for the Disaster Risk Reduction (DRR)
4. To enhance awareness of institutional processes available in the country for the disaster risk mitigation.
5. To develop rudimentary ability to respond to their surroundings with potential disaster response in areas where they live, with due sensitivity

UNIT I INTRODUCTION **9 hours**

Introduction, Etymology of disaster, Concepts and definitions: disaster, hazard, vulnerability, risks, Resilience, prevention and mitigation

UNIT II TYPES OF DISASTERS **9 hours**

Types of Disaster; natural disasters (earthquakes, volcanoes, forest fires and explosions, heat and cold waves, floods, draught, cyclones, tsunami, landslides, soil erosion); manmade disasters (industrial pollution, artificial flooding in urban areas, nuclear radiation, chemical spills, transportation accidents, terrorist strikes,etc.), hazard and vulnerability profile of India, mountain and coastal areas, ecological fragility.

UNIT III DISASTER IMPACTS **9 hours**

Disaster Impacts (environmental, physical, social, ecological, economic, political, etc.); health, psycho-social issues; demographic aspects (gender, age, special needs); hazard locations; global and national disaster trends; climate change and urban disasters.

UNIT IV DISASTER RISK MITIGATION MEASURES **9 hours**

Disaster Risk Reduction (DRR) - Disaster management- four phase approach; prevention, mitigation, preparedness, relief and recovery; structural and non-structural measures; risk analysis, vulnerability and capacity assessment; early warning systems, Post disaster environmental response (water, sanitation, food safety, waste management, disease control, security, communications), DRR programmers in India and the activities of National Disaster Management Authority. Roles and responsibilities of government, community, locals' institutions, NGO's and other stake holders; Policies and legislation for disaster risk reduction. Case studies on past disasters and their mitigation measures.

UNIT V IMPACT OF DEVELOPMENTAL ACTIVITIES **9 hours**

Disasters, Environment and Development - Factors affecting vulnerability such as impact of developmental projects and environmental modifications (including of dams, land use changes, urbanization etc.), sustainable and environmental friendly recovery; reconstruction and development methods. Case studies on current technological interventions in disaster management

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the concept of disaster

CO2: Identify the type and nature of disasters

CO3: Analyze the level of impact on various elements of environment.

CO4: Identify possible sustainable mitigation measures

CO5: Analyze Relationship between Development and Disasters

Text Books:

1. Ghosh G.K., 2006, Disaster Management, APH Publishing Corporation Reference Books
2. Pradeep Sahni, 2004, Disaster Risk Reduction in South Asia, Prentice Hall.
3. Singh B.K., 2008, Handbook of Disaster Management: Techniques & Guidelines, Rajat Publication.
4. Disaster Medical Systems Guidelines. Emergency Medical Services Authority, State of California,EMSA no.214, June 2003
5. Inter-Agency Standing Committee (IASC) (Feb. 2007). IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings. Geneva: IASC

Reference Books:

1. Coppola, D. P. (2015). *Introduction to international disaster management* (3rd ed.). Butterworth-Heinemann.
2. Rajagopalan, R. (2024). *Environment and ecology with disaster management for UPSC* (4th ed.). OakBridge Publishing.
3. Pandey, R. K. (2024). *Disaster management in India: Policies, institutions, practices*. Taylor & Francis.
4. Kumar, P. (2023). *Disaster management for UPSC (Preliminary & Mains)* (2nd ed.). OakBridge Publishing
5. Malik, A. (2023). *Disaster management: TextGuide with past year questions & mind maps*. StudyIQ Publications

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

MBA II Year I Semester **Generic Elective-2**

24MBAP511 SUSTAINABLE DEVELOPMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The goal of this course is to expose the students regarding sustainable development objectives different types of disasters and preparedness needed to mitigate their effects. The course matrix will cover various natural, biological, chemical and emerging hazards and risks that may cause property, loss of lives, and livestock's. Thus, the future engineers will understand the social responsibility for the preparedness and mitigation of the damages caused by the disasters.

Course Objectives:

1. To understand the basic concept of Sustainable Development, the environmental, social and economic dimensions.
2. To gain knowledge on sustainable development programs
3. To be able to gain knowledge on the Sustainable Development concept in the economy
4. To familiar with potential strategic options for Sustainable Development
5. To gain knowledge the various Environmental sustainability index

UNIT I SUSTAINABLE DEVELOPMENT - INTRODUCTION 9 hours

Principles of Sustainable Development: History and emergence of the concept of Sustainable Development, Definitions, Environmental issues and crisis, Resource degradation, greenhouse gases, desertification, social in security, Industrialization, Globalization and Environment

UNIT II SUSTAINABLE DEVELOPMENT – ISSUES & GUIDELINES 9 hours

Sustainable Development and International Contribution: Components of sustainability, Complexity of growth and equity, International Summits, Conventions, Agreements, Transboundary issues, Action plan for implementing sustainable development, Moral obligations and Operational guidelines.

UNIT III SUSTAINABLE DEVELOPMENT – ECONOMIC POLICY 9 hours

Socio-economic Sustainable Development Systems: Socio-economic policies for sustainable development, Strategies for implementing eco-development programmes, Sustainable development through trade, Economic growth, Carrying Capacity, Public participation

UNIT IV GLOBAL SUSTAINABLE DEVELOPMENT GOALS 9 hours

Agenda for Future Global Sustainable Development: Role of developed countries in the sustainable development of developing countries, Demographic dynamics and sustainability, Integrated approach for resource protection and management

UNIT V SUSTAINABILITY & ETHICS 9 hours

Triple bottom line concept for Sustainable Business. Sustainability Reporting: Flavor of GRI, Dow Jones Sustainability Index, CEPI etc.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the concept of Sustainable Development
CO2: Describe various sustainable development programs
CO3: Evaluate the Sustainable Development importance for the economy
CO4: Examine and apply potential strategies to frame sustainable economy
CO5: Explain sustainable businesses and sustainability indices

Text Books:

1 Sustainability: Principles and Practice by Margaret Robertson (2017)

2 The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R.,New Society Publishers, 2005.

Reference Books:

1. Report of the Department for Policy Coordination and Sustainable Development (DPCSD), United Nations Division for Sustainable Development

2. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI forMoEF,2011.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Generic Elective-2**

24MBAP512 CORPORATE GOVERNANCE

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course will serve as an introduction to Corporate Governance. This course will explore the use of Board of Directors and their responsibilities. Through guest speakers and class case studies, student will hear from experts experienced in the area of corporate governance. This course will also explore how policies effect to corporate governance system in different sectors

Course Objectives:

1. To understand the Governance Principles – Develop a strong foundation in corporate governance frameworks, including Indian regulations and global best practices.
2. To learn the regulatory Compliance – Gain insights into laws such as the Companies Act 2013, SEBI guidelines, and other governance-related policies.
3. To assess the Board Responsibilities & Ethics – Learn about the roles and duties of directors, independent board members, and governance committees.
4. To Analyze the Stakeholder Engagement – Understand the importance of balancing shareholder interests with broader corporate social responsibility.
5. To explore the Sustainable Business Practices – Learn how governance influences long-term business sustainability and corporate reputation.

UNIT I INTRODUCTION TO CORPORATE GOVERNANCE 8 hours

Introduction and Importance of Corporate Governance-Evolution and Need for Corporate Governance in India-Key Principles and Objectives of CG-Parties to Corporate Governance-Benefits of Corporate Governance- Individual National Governance Structures-Corporate Governance in Global Context-Issues & Challenges and Future Trends

UNIT II FORMATION OF THE COMPANY & BOARD EFFECTIVENESS 10 hours

Steps involved in Formation of the Company (ICA-2013)-Legal Structure and Types of Companies-Promotional Phase: Steps in Company Registration and Incorporation Stage-Memorandum and Articles of Association-meaning, position, functions and Capital Subscription Phase**:** Roles of Promoters and Initial Investors-Compliance with Regulatory Authorities- Subscription Stage – E- Prospectus, Statement in lieu of prospects and Book Building; Commencement Stage – Documents to be filed, e-filing, Certificate of Commencement of Business-Board's Role and Responsibilities- Chairman- CEO-Relationship Between Directors and Executives- Visionary Leadership- Directors' Training and Development. Board Dynamics and Communication: Performance Evaluation of Board and Directors –various board committees

UNIT III COMPANY ADMINISTRATION 9 hours

Key Managerial Personnel (KMP)-Understanding the roles and significance of Managing Directors, Whole-Time Directors, and Company Secretaries-Overview of C-suite executives, including CEO, CFO, COO, CTO, CKO, CRO, and CIO, Strategic responsibilities-Essential roles of the Chief Financial Officer, Resident Director, and Independent Director in corporate governance-Key powers, duties, and responsibilities essential for organizational leadership-Audit Committee and Its Functions-Company Secretary-Definition and types, outlining various organizational positions-Required qualifications and appointment procedures-Positional authority, rights, and general duties in corporate administration-Legal liabilities and grounds for removal or dismissal from office.

UNIT IV CORPORATE GOVERNANCE AND OTHER STAKEHOLDERS 9 hours

Shareholders- Rights of Shareholders-Challenges in Exercising Shareholders Rights-Ownership Structure-Legal Protection of small Shareholders- Corporate Governance Issues with Regard to Related Party Transactions-Role of Investor Associations in Securing Shareholders Rights-Role of Institutional Investors in Corporate Governance-Corporate Governance and Other Stakeholders: Employees, Customers, Lenders, Vendors, Government, Society-Government and Regulatory Bodies- Community-Principles of Corporate Governance-Risk Management-Disclosure and Transparency- Accountability-Ethics and Social Responsibility-Alternative Models for governance

UNIT V CORPORATE GOVERNANCE AND OTHER STAKEHOLDERS 9 hours

Types of meetings, including Annual General Meetings (AGMs), Extraordinary General Meetings (EGMs), and Board Meetings as per the Companies Act 2013- Requisites of a valid meeting, procedural guidelines, and various types of resolutions- agenda preparation and meeting minutes to ensure Transparency-Composition of Boards of Directors, key reports including the Cadbury Committee and SAXEN-OXLEY Act, and recommendations from Narayana Murthy and Naresh Chandra committees-emerging governance frameworks.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Gain a Strong Foundation in Corporate Governance Principles – Understand key governance concepts, ethical standards, and regulatory frameworks.

CO2: Learn About Company Formation and Board Effectiveness – Explore company incorporation processes, legal structures, and the roles and responsibilities of an effective board.

CO3: Develop Knowledge of Corporate Administration and Roles – Understand organizational structures, leadership positions, and their impact on corporate decision-making.

CO4: Analyze the Role of Shareholders and Stakeholders – Examine the influence of investors, stakeholders, and governance mechanisms in corporate operations.

CO5: Master Corporate Meetings and Committee Report Preparation – Learn the procedures for conducting various corporate meetings and effectively drafting committee reports.

Text Books:

1. Geeta Rani and R K Mishra, Corporate Governance Theory & Practice, Pub. By Excel Books
2. V Sithapathy and Rama Devi Iyer, Corporate Governance Practice & Procedure, Pub. By Taxman
3. Subhash Chandra Das; corporate governance in India—An Evaluation; PHI Learning

Reference Books:

1. Gerardus Blokdyk," Corporate Governance a Complete Guide, 5-star cooks, 2019
2. David Larcker, and Brian Tayan.; Corporate Governance Matters: A Closer Look at Organizational Choices and their Consequences, Pearson Education, Inc. New Jersey, 2nd Edition, 2016.
3. G.N. Bajpai, The Essentials of Corporate Governance, Sage Publications 2016
4. Robert A. G. Monks and Nell Minow; Corporate Governance; Fifth Edition; John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, United Kingdom
5. G.N. Bajpai, The Essentials of Corporate Governance, Sage Publications 2016

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

SPECIALIZATION COURSES
FINANCIAL MANAGEMENT

MBA II Year I Semester **Major (Financial Management)**

24MBAP401 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The course is designed with a view to acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management and evaluation so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Objectives:

1. To acquaint the students with working knowledge of investment
2. To provide students with a conceptual and analytical framework of evaluating a financial security
3. To familiarize students with fundamental analysis and technical analysis
4. To construct the optimum portfolio by diversifying risk and maximizing return
5. To familiarize students with portfolio evaluation and management techniques and strategies

UNIT I INVESTMENT **9 hours**

Investment -Meaning- Types -Traditional and Alternative- Objectives –Investment Vs Speculation Vs Gambling - BSE - NSE MSE – NCDEX - SEBI, Trading Mechanism.

UNIT II RISK AND RETURN **9 hours**

Approaches of valuation – fixed income valuation -Bond valuation -equity stock Valuation, Risk and Return – risk factors, risk classification – Systematic risk – unsystematic risk - standard deviation – variance – correlation coefficient – Beta – Calculating expected return and risk.

UNIT III FUNDAMENTAL ANALYSIS AND TECHNICAL ANALYSIS **9 hours**

Fundamental Analysis Vs Technical Analysis – Fundamental Analysis - Economy, Industry and Company analysis Technical Analysis –Dow Theory -Line chart, Bar chart, Candle stick chart, Point figure chart- Support level, Resistance Level-Head and Shoulders. Using excel for charts, RSI, Moving Averages

UNIT IV PORTFOLIO MANAGEMENT **9 hours**

Conceptual and working an introduction to Portfolio Management Efficient market theory, Random Walk –efficient market hypothesis - Some background assumptions; Markowitz Portfolio Theory; Sharpe Single Index model. The Capital Asset Pricing Model.

UNIT V PORTFOLIO MANAGEMENT STRATEGIES AND EVALUATION **9 hours**

Managing equity and bond funds –managing mutual funds-Equity Portfolio Management Strategies Passive Vs Active, Portfolio Selection – Revision and Evaluation - Sharpe - Treynor's - Jenson's and Fama performance measures of portfolio evaluation.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1:Gain knowledge of Investment,

CO2: Evaluate Risk and return of Financial Securities

CO3: Apply fundamental analysis and technical analysis for financial securities for decision making

CO4: Construct the portfolios and compare the portfolio return and risk with individual securities return and risk.

CO5: Evaluate the portfolio performance and apply portfolio management strategies.

Text Books:

1. Donald E. Fishser, Ronald J. Jordan, "Security Analysis and Portfolio Management", Prentice Hallof India (P) Ltd., New Delhi, 7th Edition 2018.
2. Jack Clark Frances, "Investment Analysis and Management", McGraw Hill Book Company NewYork.
3. Kevin S, 'Security Analysis and Portfolio Management', Prentice Hall India Learning Private Limited.

Reference Books:

1. Ranganatham & Madhumathi Security Analysis Portfolio Management, Pearson Education, 2011.
2. Sudhindra Bhat Security Analysis and Portfolio Management,2017, excel.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Financial Management)**

24MBAP402 FINANCIAL DERIVATIVES

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

The course offers a comprehensive knowledge to the students about the functioning of the Derivatives Markets with a practical approach. It focuses on risk management using various Instruments and trading strategies. It also provides enough knowledge to determine and analyse various option pricing models and swaps Credit Derivatives

Course Objectives:

1. To acquire knowledge of the Derivative Market's conceptual and regulatory framework.
2. To enable students to utilize the Hedging and Trading strategies in derivative markets to manage the risk.
3. To understand and analyse the options market using option strategies.
4. To determine options pricing using Binomial and Black scholes options pricing Models.
5. To understand Credit Derivatives

UNIT I INTRODUCTION TO FINANCIAL DERIVATIVES **9 hours**

Financial and Commodity Derivatives- Meaning, Origin and Growth of Financial Derivatives in India— Types of Derivatives –Forwards –Futures –Options-Swaps –Regulatory Framework. Role of Derivatives in Financial Risk Management and Market Efficiency

UNIT II FORWARD AND FUTURES MARKET **9 hours**

Spot Contracts, Forward contracts and its limitations- Financial Futures –Trading –Risk management using derivatives- Hedging strategies—Forward and Future prices –Stock Index futures –Currency futures— Interest rate futures— Future pricing – Trading –Margins Future market in NSE. Using Futures data from NSE, BSE, MCX/MSE, and NCDEX. Cost of Carry Model in Futures Pricing

UNIT III OPTIONS MARKETS **9 hours**

Features of the Options Contracts. Properties of stock option prices —Types of options – Stock index Options –Interest rate options –Currency options –Options market on NSE. Options strategies-Draw Payoff Charts using excel from capital market. Volatility –Causes of volatility, Distinguish between Options and Futures, Trading strategies involving options, Introduction to Binomial model —Black Scholes Model pricing –Pricing Index Options. Financial calculations in excel.

UNIT IV SWAPS **9 hours**

Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps, calculations in excel using data from RBI and SEBI. Comparative Analysis of Swaps vs. Options in Hedging Strategies

UNIT V INTRODUCTION TO CREDIT DERIVATIVES **9 hours**

Key instruments. Basic pricing relations. Hazard rates and credit spreads. Hazard rate curves implied by Credit Default Swaps. Regulatory and Ethical Issues in Credit Derivatives Trading

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the conceptual and regulatory framework of the Derivative Markets.

CO2: Apply the Hedging and Trading strategies in derivative markets to manage the risk.

CO3: Analyse the options market using option strategies. Determine options pricing using Binomial and Black Scholes options pricing Models

CO4: Analyse various types of Swaps

CO5: Analyse the Credit Derivatives

Text Books:

1. S.L. Gupta, Financial Derivatives: Theory Concepts and problems, Prentice Hall, New Delhi, 2017.
2. John C. Hull Introduction to Futures and Options Markets, Prentice Hall, New Delhi, 2018

Reference Books:

1. Stulz, Risk Management & Derivatives, , Cengage, 2016 Jayanth Rama Varma Derivatives and Risk Management, TMH, 2017

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Financial Management)**

24MBAP403 CORPORATE TAX MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:
This course aims at making students conversant with the concept of the corporate tax planning and Indian tax laws, and their implications for corporate management.

Course Objectives:

1. To expose the basic provisions of Income Tax Act.
2. To provide an insight of computation of income of companies.
3. To make conversant with the computation of taxable income.
4. To provide knowledge about corporate tax planning methods
5. To provide a broad understanding of corporate tax planning

UNIT I INTRODUCTION **9 hours**

Basic Concepts, Assessee, Income, Total Income, Assessment year and previous year. Residential Status of a company - Incidence of Tax - Incomes exempt from Tax applicable to Corporate Assessees – Tax Rate.

UNIT II COMPUTATION OF CORPORATE TAX **9 hours**

Computation of income from business, capital gains and income from other sources with reference to corporate assesses - (Problems-Excel).

UNIT III CORPORATE TAXATION **9 hours**

Need, nature and scope -Computation of taxable income- Carry forward and set off of losses - (Problems with Excel) Deductions from gross total income applicable to corporate assessee (Problems-Excel) – problems on computation of taxable income of a company.

UNIT IV TAX PLANNING **9 hours**

Concept of Tax planning, Tax avoidance, tax evasion, and tax management - significance of tax planning Recognized methods of tax planning applicable to corporate assesses –Corporate Tax Planning in respect of employee's remuneration, capital structure and bonus shares. Tax Planning VS Tax Management

UNIT V TAX CONSIDERATIONS **9 hours**

Corporate Tax Planning in respect of Mergers and Amalgamations - Tax considerations in setting up New Industrial Undertaking - Tax planning in respect of Export Promotion - Capital Gains Investments - Tax planning and foreign collaborations. Tax Reliefs and Rebates in India- Contemporary Issues in windfall Tax.

Course Outcomes:

At the end of this course students will demonstrate the ability to
CO1: Understand the basic provisions of Income Tax
CO2: Compute the total income of a company
CO3: Assess the taxable income of a company
CO4: Evaluate the tax liability of the companies
CO5: Analyse the corporate tax planning

Text Books:

1. Vinod K Singhania and Kapil Singhania. Direct Taxes - Taxmann's Publications, New Delhi 2019 Edition
2. V.P. Gaur and D.B. Narang, Income Tax - Law and practice - Kalyani Publishers, Ludhiana
3. Dr. Vinod K Singhania and Dr. Monica Singhania, Corporate Tax Planning & Business Tax
4. Procedures with Case Studies, Taxmann's Publications, New Delhi

Reference Books:

1. Dr. H.C. Mehrotra and Dr.S.P.Goya Corporate Tax Planning and Management –Sahitya Bhavan Publications, New Delhi
2. Bhagawathi Prasad Direct Taxes, Law and Practice – Vishwa prakasham – New Delhi
3. Dinkar Pagare,, Direct Taxes – Law and Practice – Sultan and Chand and sons, New Delhi

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Financial Management)**

24MBAP404 FINANCIAL TECHNOLOGY AND INNOVATION

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course introduces the fundamentals of Financial Technology (FinTech), covering its evolution, ecosystem, and key drivers like technology and regulation. It explores digital payments, open banking, blockchain, cryptocurrencies, and decentralized finance. The course also examines innovations in lending, insurance, and wealth management. Students will gain insights into regulatory frameworks, cybersecurity, and future trends such as AI, ML, and CBDCs in FinTech.

Course Objectives:

1. To introduce students to the origin, scope, and ecosystem of FinTech and analyze how it contrasts with traditional financial systems.
2. To explore digital transformation in payment systems and banking services and understand the role of digital platforms in financial inclusion.
3. To provide foundational understanding of blockchain technology and explore the innovations, risks, and applications in the decentralized finance space.
4. To study innovations in lending, insurance, and investment through FinTech platforms and the use of alternative data and automation.
5. To familiarize students with global regulatory frameworks and future technologies influencing the FinTech domain.

UNIT I INTRODUCTION TO FINTECH AND EVOLUTION OF FINANCIAL SERVICES **9 hours**

Evolution and Definition of FinTech-FinTech Ecosystem: Stakeholders and Structure. Drivers of FinTech -Technology, Regulation, and Consumer Behaviour. Traditional Finance vs FinTech Models

UNIT II PAYMENT SYSTEMS AND DIGITAL BANKING **9 hours**

Digital Payments and Wallets (UPI, QR Code, NFC)**.** Open Banking and APIs**.**Neo-Banks and Challenger Banks. Role of Big Tech in Payment Infrastructure (Google Pay, Apple Pay)**.** Payment Gateways and Mobile Point of Sale (mPOS)

UNIT III BLOCKCHAIN, CRYPTOCURRENCIES, AND DECENTRALIZED FINANCE (DeFi) **9 hours**

Basics of Blockchain Technology. Cryptocurrencies- Bitcoin, Ethereum, and Altcoins.Smart Contracts and Decentralized Applications (DApps) DeFi Ecosystem and Use Cases.Risks and Challenges in Crypto Adoption

UNIT IV ALTERNATIVE LENDING, INSURTECH, AND WEALTHTECH **9 hours**

Peer-to-Peer (P2P) Lending and Crowdfunding Platforms- Robo-Advisors and AI in Wealth Management. InsurTech: Innovations in Insurance Delivery. Credit Scoring using Alternative Data. Embedded Finance and Buy Now Pay Later (BNPL)

UNIT V REGULATORY ENVIRONMENT AND FUTURE OF FINTECH **9 hours**

Regulatory Sandboxes and Global Regulatory Practices. Data Privacy, Cybersecurity, and Ethical Concerns. RegTech: Automation of Compliance and Risk Management. Central Bank Digital Currency (CBDC) and Government Initiatives. Future Trends: AI, ML, IoT, Quantum Computing in FinTech

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Describe the FinTech landscape, identify key stakeholders, and evaluate how technological, regulatory, and behavioral factors have fueled its growth.

CO2: Explain various digital payment systems, assess the impact of Big Tech and APIs in banking, and analyse the business models of neo-banks.

CO3: Differentiate between cryptocurrencies, understand smart contracts, and evaluate the potential and limitations of DeFi platforms.

CO4: Assess the functioning of P2P lending, robo-advisors, and InsurTech, and understand the implications of AI-driven financial services.

CO5: Analyze regulatory initiatives like sandboxes, identify cybersecurity and ethical issues, and forecast the role of emerging technologies such as AI and CBDCs in FinTech's future.

Text Books:

1. THE FINTECH BOOK: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries. Authors Susanne Chishti & Janos Barberis. Published by Wiley. Published in 2016. Edition-1
2. FinTech: Law and Regulation. Author**:** Jelena Madir Publisher: Edward Elgar Publishing Publication Year: 2020 Edition: 1st Edition
3. Blockchain and the Law: The Rule of Code**.** Authors**:** Primavera De Filippi & Aaron Wright Publisher: Harvard University Press, Publication Year: 2018, Edition**:** 1st Edition

Reference Books:

1. Digital Bank: Strategies to Launch or Become a Digital Bank. Author: Chris Skinner Publisher: Marshall Cavendish International. Publication Year: 2014. Edition**:** 1st Edition
2. The Basics of Bitcoins and Blockchains. Author: Antony Lewis. Publisher: Mango Publishing. Publication Year: 2023.Edition**:** 3rd Edition
3. Artificial Intelligence in Finance. Author: Yves Hilpisch. Publisher: O'Reilly Media. Publication Year: 2020**.**Edition: 1st Edition

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Financial Management)**

24MBAP405 INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course focuses on the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks in international financial environment.

Course Objectives:

1. To introduce the environment of international finance and its implications on international business.
2. To identify risk relating to foreign exchange rate fluctuations and develop strategies to deal with them
3. To Identify and evaluate foreign exchange exposure and Risk management in the international context.
4. To provide students with a conceptual and analytical framework of international Financial institutions and working capital management
5. To analyse overseas investment approaches and decisions of multinational corporations.

UNIT I INTERNATIONAL MONETARY SYSTEM **9 hours**

Introduction, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates, Balance of Payments (Bop), Convertibility currency international liquidity and international reserves, European monetary system, Exchange Rate Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect.

UNIT II FOREIGN EXCHANGE MARKET **9 hours**

The International Financial Environment- International Financial Management And The Multinational Firm, Geo-Political Events Importance And Its Impact On International Business. Foreign exchange Market- Forecasting Exchange Rate Techniques, Foreign Exchange Rate Determination Spot And Forward Markets- Foreign Currency Options

UNIT III MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE AND RISK **9 hours**

Types of Exposure, Foreign Currency Exposure, Transfer Pricing, Economic Exposure, Operation exposure, Interest rate exposure and swaps, euro currency market, role of international financial markets in risk management - Recent Trends – Growing Strength of Indian Rupee and other Currencies.

UNIT IV MULTINATIONAL FINANCING INSTITUTIONS AND WORKING CAPITAL MANAGEMENT **9 hours**

The International Bank for Reconstruction and Development, the international development association, The International Finance Corporation, International monetary fund, Bank for International Settlement, international Working Capital Management, Cash management Export and Import financing.

UNIT V CROSS-BORDER INVESTMENT DECISIONS **9 hours**

Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions. Financing Decisions of MNC`s: Introduction, the cost of capital, capital structure, Forms of rising capital: Foreign Direct Investment (FDI) – Foreign Institutional Investment (FII) FPI (Foreign Portfolio Investment) - Recent Trends; - purpose and Forms of overseas investment

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Discuss and evaluate the international monetary system

CO2: Identify risk relating to foreign exchange rate fluctuations and develop strategies to deal with them

CO3: Evaluate foreign exchange exposure and Risk management in the international context

CO4: Analyse the framework of international financial institutions and working capital management

CO5: Analyse and evaluate overseas investment approaches and decisions of multinational corporations

Text Books:

1. Shapiro Alan C, Multinational Financial Management, New Delhi: Wiley India Pvt. Ltd, 2012,9th Edition
2. T. Siddaiah International Financial Management, Pearson, May, 2021
3. Apte P G, International Financial Management, New Delhi: Tata McGraw Hills, publications,2017.
4. O.P.Agarwal, International Financial Management Himalaya publishing house, 2018

Reference Books:

1. Machi Raju International Financial Management, HPH, 2016.
2. V. A. Avadhani International Financial Management, Himalaya 2011
3. Eiteman & Stonchill, "Multinational Business Finance", Addisen Wesley Longman, New Delhi,2001
4. Adrian Buckley, "The Essence of International Management",1995
5. Abdullah Faud.A. "Financial Management for the Multinational Firm", 1987

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Financial Management)**

24MBAP406 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making.

Course Objectives:

1. To acquaint the students with the elements of financial system
2. To familiarize the working of banking and non-banking finance companies
3. To enable the students to understand Financial and securities markets
4. To understand various fund-based services
5. To provide the students with the working knowledge of fee-based services

UNIT I FINANCIAL SYSTEM 9 hours

The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions – Role and functions RBI, SEBI, IRDAI, NABARD, HDFC, IDBI, IFCI & ICICI

UNIT II THE BANKING AND NON-BANKING INSTITUTIONS 9 hours

The public and the private sector banks – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. Regulatory framework of RBI on banking system-The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and SEBI guidelines. Type of mutual funds - The Role of AMFI, Insurance Companies – Life & General - LIC, GIC & other private insurance companies. Life & General -LIC, GIC & other private insurance companies

UNIT III FINANCIAL AND SECURITIES MARKETS 9 hours

Types of financial Markets -Primary and Secondary Markets, Structure, and functions of Money Market, - Call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets - Organization and structure, listing trading and settlement of securities market, The regulatory framework of SEBI

UNIT IV FUND BASED SERVICES 9 hours

Leasing and hire purchase- consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Private equity – Venture capital and Private equity market in India Housing Finance -HUDCO, HDFC, LIC, HFL.

UNIT V FEE-BASED SERVICES 9 hours

Stock broking, Portfolio management services-Major stockbrokers in India-Credit rating-CRISIL, CARE & ICRA- Merchant Banking – Functions- Underwriting services, Issue management- Challenges faced by investment bankers, Depository services- NSDL & CDSL.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the role and functions of financial system in the economy.

CO2: Appraise banking and non-banking financial institutions.

CO3: Evaluate the working of financial and securities markets.

CO4: Examine the Fund based financial services.

CO5: Analyse the Fund based financial services

Text Books:

1. Bhole, L. M., &Mahakud, J. (2017). Financial Institutions and Markets: Structure, Growth &Innovations. McGraw-Hill Education.
2. Goel, S. (2018). Financial Markets Institutions and Services. Phi Learning Pvt. Ltd.

Reference Books:

1. Financial Markets and Institutions, 7th Edition by Anthony Saunders and Marcia Cornett, MH Education
2. Khan, M. Y. (2013). Indian Financial System, Tata McGraw-Hill Education.
3. Khan, M. Y. (2013). Financial Services, Tata McGraw-Hill Education.
4 Financial Services and markets, Dr.Punithavathy Pandian, Vikas
5 Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
6 Indian Financial System, Ramachandra and others, HPH
7 Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition. 8. Tripathy, N. P. (2007). Financial services. PHI Learning Pvt. Ltd.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Financial Management)**

24MBAP407 FINANCIAL TECHNOLOGY SERVICES AND MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course offers an overview of FinTech, focusing on its evolution, infrastructure, and regulatory developments. It covers digital payments, cryptocurrencies, blockchain, and alternative finance models. Students will explore RegTech, AI applications, and data privacy in financial services. The course prepares learners to engage with innovations shaping the future of global finance.

Course Objectives:

1. To understand the development of FinTech, its ecosystem, and emerging regulatory challenges.
2. To explore digital payment systems, cryptocurrencies, and blockchain fundamentals along with their regulatory environment.
3. To examine the rise of digital financial services and alternative funding models like crowdfunding and ICOs.
4. To study the evolution of FinTech regulations and the emerging role of RegTech in ensuring compliance.
5. To analyse the impact of data regulation, AI, and digital identity on the future of FinTech

UNIT I EVOLUTION AND REGULATORY LANDSCAPE OF FINTECH 9 hours

FinTech: Introduction - Transformation – FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets - Collaboration between Financial Institutions and Startups –FinTech Typology - Emerging Economics: Opportunities and Challenges - 8 From too-Small-To-Care to Too-Big-To-Fail – Introduction to Regulation Industry - The Future of RegTech and other Technologies Impacting it.

UNIT II DIGITAL PAYMENTS, CRYPTOCURRENCIES, AND BLOCKCHAIN TECHNOLOGY 9 hours

Payments, Crypto currencies and Blockchain – Introduction - Individual Payments –Digital Financial Services – Mobile Money – Regulation of Mobile Money – SFMS - RTGS - NEFT –NDS Systems – Crypto currencies – Legal and Regulatory Implications of Crypto currencies –What is Blockchain? – The Benefits from New Payment Stacks

UNIT III INNOVATIONS IN DIGITAL AND ALTERNATIVE FINANCE 9 hours

Digital Finance and Alternative Finance - Introduction – Brief History of Financial Innovation – Digitization of Financial Services - FinTech & Funds- Crowd funding– Regards, Charity and Equity - P2P and Marketplace Lending – New Models andNew Products - What is an ICO

UNIT IV FINTECH REGULATION AND THE RISE OF REGTECH 9 hours

FinTech Regulation and RegTech - Introduction – FinTech Regulations Evolution of RegTech – RegTech Ecosystem: Financial Institutions – RegTech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – RegTech Startups: Challenges –RegTech Ecosystem: Regulators Industry – Use Case of AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial Infrastructure

UNIT V DATA ANALYTICS, AI, AND PRIVACY IN FINTECH 9 hours

Data & Tech - Introduction - History of Data Regulation – Data in Financial Services –Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – How AI is Transforming the Future of FinTech – Digital Identity – Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance – New Challenges of AI and Machine Learning - Challenges of Data Regulation – Data is the New Oil: Risk of Breach – The Future of Data-Driven Finance - Case Studies

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Evolution and assess the role of regulation and collaboration in emerging markets

CO2: Evaluate digital payment methods and understand legal frameworks surrounding cryptocurrencies and blockchain

CO3: identify new financial products and assess alternative financing platforms such as crowdfunding and P2P lending.

CO4: understand RegTech ecosystems and apply knowledge of AI-based regulatory tools and compliance frameworks.

CO5: Evaluate data protection challenges and the transformative role of AI in data-driven financial services.

Text Books:

1. Agustin Rubini, "Fintech in a Flash: Financial Technology Made Easy", Zaccheus, 3rd Edition, 2018
2. Susanne Chishti and Janos Barberis, " The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries", John Wiley, 1st Edition, 2016
3 Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, "Disrupting Finance: FinTech and Strategy in the 21st Century", Palgrave, 1st edition, 2018

Reference Books:

1. Abdul Rafay, "FinTech as a Disruptive Technology for Financial Institutions", IGI Global, January, 2019
2. Bernardo Nicoletti , The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan, August, 2018

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Financial Management)**

24MBAP408 FINANCIAL ENGINEERING

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

The purpose of this course is to equip students with theoretical knowledge and practical skills, which are necessary for the analysis of the financial product development process, ALM Strategies, corporate restructuring strategies, and volatility-based strategies in global business and economics.

Course Objectives:

1. To discuss the process and tools of financial engineering
2. To develop new financial products
3. To evaluate ALM risk management strategies and instruments
4. To analyze mergers and acquisitions
5. To analyze and evaluate the recent developments & Volatility-Based Strategies in the recent era of financial globalization

UNIT I INTRODUCTION TO FINANCIAL ENGINEERING 9 hours

Meaning, Scope, and Need- Tools of Financial Engineering – Financial Engineering and Financial Analysis - Factors Contributing to the Growth of Financial Engineering – Financial Engineering Process.

UNIT II FINANCIAL PRODUCT DEVELOPMENT 9 hours

Need – Direction – Design – Testing and Introduction – Recent Debt Market Innovations – Zero Coupon Securities – Repo and reverse Market, Repo Market Strategies, Synthetic Instruments, Junk Bonds, Fixed Vs Floating Rate – Equity and Equity Related Instruments – Equity Options – Warrants – Equity Distribution – The Role of Equity in Corporate Capital Structure – Hybrid Securities – Meaning – Need and Types of Securities.

UNIT III FINANCIAL ENGINEERING PROCESS AND STRATEGIES 9 hours

Overview – Changing Face of Liquidity Management – Asset Liability Management (ALM) in Banking sector – Hedging – Process of Hedging – Risk Management issues and Instruments – Liquidity Risk Management – Interest Rate Risk Management – Currency Risk Management –- ALM Strategies-GAP – Duration Method – Value at Risk (VaR).

UNIT IV CORPORATE VALUATION 9 hours

Introduction on Industrial sickness; Mergers and De-mergers – Motives – Acquisitions –Takeover – LBO –Sources of Value in a Leveraged Buy Out – Disinvestments Process – Motives – The Role of Financial Engineer.

UNIT V FINANCIAL GLOBALIZATION AND FINANCIAL ENGINEERING 9 hours

Meaning – Recent Developments Towards Financial Globalization – International Capital Markets and Instruments – Volatility-Based Strategies-Development of New Markets and Market Linkages – Recent Trends in Settlement and Clearing – Financing Engineering and Monetary Policy

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: . Explore the process and tools of financial engineering

CO2: Develop new financial products

CO3: . Apply and evaluate ALM risk management strategies and instruments

CO4: Analyse mergers and acquisitions for the benefit of shareholders

CO5: Adapt and analyse the recent developments in International capital markets

Text Books:

1. John F. Marshall &Vipul; K. Bansal, Financial Engineering; A complete Guide to Financial innovation, Prentice-Hall of India, Private Ltd., New Delhi,
2. Prasanna Chandra Financial Management, Tata McGraw-Hill

Reference Books:

1. Gerald A. Fleischer, Capital Allocation Theory: The Study of Investment Decisions, Appleton-Century-Crofts, Meredith Corporation, New York.
2. S. Roman, Introduction to the Mathematics of Finance: From Risk Management to Options Pricing, Springer, 2004.
3. J.C. Hull, Options, Futures and Other Derivatives, 7th Edition, Prentice Hall of India / Pearson Education, 2011.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Financial Management)**

24MBAP409 CORPORATE RESTRUCTURING IN MERGERS AND ACQUISITIONS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a comprehensive understanding of mergers, acquisitions, and various corporate restructuring strategies. It covers deal structuring, valuation methods, regulatory frameworks, and post-merger integration. Students will explore both domestic and international M&A practices with real-world case studies. The course also emphasizes ethical considerations and corporate governance issues. Practical tools and techniques will prepare students for strategic decision-making in dynamic business environments.

Course Objectives:

1. To familiarize students with the fundamental concepts, types, and legal frameworks governing M&A in India and globally.
2. To provide an understanding of the deal-making process, valuation methods, and due diligence in M&A.
3. To explore various corporate restructuring mechanisms and the role of financial and legal frameworks.
4. To understand the challenges of post-merger integration and methods to measure M&A performance
5. To examine emerging global trends, regulatory concerns, and ethical dimensions in modern M&A.

UNIT I INTRODUCTION TO MERGERS AND ACQUISITIONS **9 hours**

Concepts and Types of Mergers and Acquisitions- Historical Overview and Trends in M&A – Global and Indian Context- Legal and Regulatory Framework for M&A in India- Strategic Rationale and Theories of M&A (Synergy, Market Power, Economies of Scale)

UNIT II DEAL STRUCTURING AND VALUATION **9 hours**

M&A Deal Process and Participants (Buyers, Sellers)-Valuation Techniques in M&A – DCF, Comparable Companies, Precedent Transactions. Methods of Payment – Cash, Stock, Debt Instruments. Due Diligence Process – Legal, Financial, Operational Aspects

UNIT III CORPORATE RESTRUCTURING STRATEGIES **9 hours**

Restructuring – Types, Spin-offs, Split-offs, Equity Carve-outs, Divestitures. Leveraged Buyouts (LBOs) and Management Buyouts (MBOs). Financial Restructuring – Debt Restructuring, Asset Reorganization. Bankruptcy and Insolvency Code (IBC) and its Role in Restructuring

UNIT IV POST-MERGER INTEGRATION AND PERFORMANCE **9 hours**

Post-Merger Integration Challenges – Cultural, Operational, HR. Measuring M&A Success – Financial and Strategic Metrics. Role of Leadership and Change Management in Integration. Case Studies on Post-Merger Successes and Failures

UNIT V CONTEMPORARY ISSUES AND GLOBAL PERSPECTIVES **9 hours**

Cross-Border Mergers and Acquisitions – Opportunities and Risks. Hostile Takeovers, Defenses and Regulatory Issues. Role of Private Equity and Venture Capital in M&A. Ethical Issues and Corporate Governance in M&A

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain key M&A concepts and analyze regulatory and strategic drivers.

CO2: Evaluate M&A deals using standard valuation techniques and assess payment structures and due diligence practices.

CO3: Differentiate and apply restructuring strategies like LBOs and MBOs, and analyze the impact of IBC on corporate restructuring.

CO4: Identify integration challenges and evaluate post-merger success using financial and strategic metrics

CO5: Analyze cross-border M&A along with ethical, regulatory, and investment considerations.

Text Books:

1. Mergers, Acquisitions, and Corporate Restructurings, Patrick A. Gaughan,Published John Wiley & Sons.7th Edition.2017.
2. Mergers, Acquisitions and Corporate Restructuring.Prasad G. Godbole. **Publisher:** Vikas Publishing House.2nd Edition.2023.

Reference Books:

1. Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions (11th Edition) by Donald DePamphilis.Published by Academic Press, an imprint of Elsevier, on September 26, 2021.
2. *Mergers, Acquisitions & Corporate Restructuring* by Rabi Narayan Kar and Minakshi (Taxmann, 3rd Ed., July 2023)

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Financial Management)**

24MBAP410 STRATEGIC FINANCIAL MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This subject focuses on the contemporary concepts and trends in strategic financial management (SFM), particularly focusing on contemporary areas such as methods of shareholder value creation, evaluation of strategic investment decisions. Further, it focuses on the need, causes and impact of merger and takeover strategy.

Course Objectives:

1. To acquaint with concepts of strategic financial management
2. To familiarize various performance measures of strategic financial management
3. To evaluate strategic finance and investment decisions
4. To evaluate the financial decisions of mergers
5. To provide with the working knowledge of takeover strategy and tactics

UNIT I INTRODUCTION TO STRATEGIC FINANCIAL MANAGEMENT 9 hours

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies –Corporate Planning – Process of Financial Planning – Types of Financial Plan –Financial Models –Process of Financial Model Development- Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Types of Financial Models - Applications of Financial Models. (Using Excel for financial modeling)

UNIT II FINANCIAL PERFORMANCE MEASURES 9 hours

Shareholder Value Creation (SVC): Ten ways to create shareholder value - Market Value Added (MVA) – Market-to-Book Value (M/BV) - – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation. Balanced Scorecard as a Strategic Performance Tool

UNIT III STRATEGIC INVESTMENT DECISIONS 9 hours

Techniques of Investment Appraisal Under Risk and Uncertainty– Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – sensitivity analysis and Monte Carlo Approach to Simulation- Evaluation of Lease Vs Borrowing Decision

UNIT IV MERGER & TAKEOVER STRATEGY 9 hours

Financial Impact of Merger – Merger and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control- Problems on mergers – Exchange ratio. Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses. Types of Mergers

UNIT V CORPORATE VALUATION & RESTRUCTURING 9 hours

Introduction to Valuation -Approaches to corporate valuation - Estimating Free Cash Flows to equity and firm - Valuation based on – FCE, -FCF, DCF - (Simple Problems) – Corporate Restructuring Strategy – Selloffs – Spin Offs – Leveraged Buyouts. Valuation in Start-ups and High-Growth Companies

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Identify the concepts of strategic financial management in achieving the strategic objectives of a firm.

CO2: Apply different financial performance measures.

CO3: Analyse the strategic investment decision of a firm

CO4: Assess the impact of the merger & takeover decision.

CO5: Evaluate the corporate valuation & restructuring

Text Books:

1. Samuel C. Weaver, John Fred Weston (2019). Strategic Financial Management: Applications of Corporate Finance. Cengage Learning.
2. 2. RajniSofat, Preetihiro (2019). Strategic Financial Management: PHI, New Delhi 3. Ravi M. Kishore (2017). Strategic Financial Management. Taxmann Publications

Reference Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
2. G.P. Jakhotiya, Strategic Financial Management, Vikas Publications.
3. Van Horn, J.C., Financial Management and Policy, Prentice Hall India
4. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw-Hill.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Financial Management)**

24MBAP411 GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides an overview of the international financial system from Bretton Woods to the present. It examines institutions like the IMF, World Bank, and WTO, and various exchange rate regimes. Students will explore Euro markets, global financial instruments, and risk management strategies. The course equips learners with practical skills for global investment and careers in international finance..

Course Objectives:

1. Understand the historical evolution of the international financial system and exchange rate regimes.
2. Examine the development and structure of the Euro currency and global financial markets.
3. Explore international financial instruments and arbitrage in integrated global markets.
4. Analyze international money market instruments and the roles of key global financial institutions.
5. Apply financial strategies for global lending, investment, hedging, and arbitrage

UNIT I FOUNDATIONS OF THE INTERNATIONAL FINANCIAL SYSTEM 9 hours

Introduction to the International Financial System - The Bretton Woods Conference and its aftermath; the European Monetary System. Fixed vs Floating Exchange Rate regimes – International economic institutions – IMF, World Bank, and WTO

UNIT II EVOLUTION OF EURO CURRENCY AND GLOBAL MARKETS 9 hours

Creation of Euro Currency Markets - Creation of Euro Dollar – Emergence of Global Currency Markets – Size and Structure of Europe and Asian Markets – Transaction – Regulatory systems – Major instruments

UNIT III INTERNATIONAL FINANCIAL MARKETS AND INSTRUMENTS 9 hours

International Financial Markets and Instruments - International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries.

UNIT IV INSTRUMENTS AND INSTITUTIONS OF THE INTERNATIONAL MONEY MARKET 9 hours

International Money Market Instruments and Institutions - GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits; IMF, IBRD, Development Banks.

UNIT V STRATEGIES FOR GLOBAL FUND MOBILIZATION AND INVESTMENT 9 hours

Global Shopping for funds and Investments - Comparison of Domestic, Foreign and Euro Currency Markets for Lending and Investment – Forex Risk – Interest Rate Parity – Cover deals – Using global markets for Hedging – Arbitrage – speculation – Cost comparisons

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Analyze the Bretton Woods system and distinguish between fixed and floating exchange rate regimes.

CO2: Explain the evolution of Euro markets and the structure of European and Asian currency markets.

CO3: Evaluate global financial instruments and identify arbitrage opportunities in integrated markets.

CO4: Compare international instruments like GDRs, ADRs, and assess the roles of global financial institutions.

CO5: Apply forex risk mitigation strategies across domestic, foreign, and Euro markets.

Text Books:

1. S. Kevin Fundamentals of International Financial Management. PHI learning, Second edition,2021.
2. Frank J. Fabozzi, Franco Modigliani, Frank J. Jones, Michael G. Ferri. Foundations of Global Financial Markets and Institutions. MIT Press.5th Edition.2021.

Reference Books:

1. International Financial Management, V.K.Bhalla.S. Chand Published,2020
2. An Introduction to Global Financial Markets.Anthony Saunders, Marcia Millon Cornett, Otgo Erhemjamts.**Publisher:** McGraw Hill.8th Edition.2024

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

SPECIALIZATION COURSES
HUMAN RESOURCE MANAGEMENT

MBA II Year I Semester **Major (Human Resource Management)**

24MBAP412 HR ANALYTICS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course will serve as an introduction to Human Resource Analytics. This course will explore the use of analytics within the Human Resource discipline. Through guest speakers and class case studies, student will hear from HR professionals experienced in the areas of HR Leadership, Employee Benefits, Compensation, Talent Acquisition and Talent Management. This course will also explore how effective story telling techniques with data can help the analytic effort be successful.

Course Objectives:

1. To elucidate the significance of HR Analytics in the present-day scenario.
2. To Analyze and interpretation of data to improve HR decisions in organization.
3. To explain an-depth knowledge and application of analytical techniques for predicting performance.
4. To appraise knowledge and application metric for manpower planning and staffing
5. To understand the payroll and compensation management effectively

UNIT I INTRODUCTION **9 hours**

Understanding HR Analytics, Difference between traditional HR and data driven HR, Objectives, and Importance of HR Analytics in emerging technologies like cloud computing, Data Science, Mobile and social data explosion, stages of HR Analytics, leveraging HR Analytics for organizational success, Role of Artificial Intelligence and Machine Learning in HR Analytics.

UNIT II HR INTELLIGENCE FRAMEWORK & MEASURING HR EFFECTIVENESS **9 hours**

People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, Tools, Techniques and Non-parametric tests in HR Research, Metrics to Measure HR Effectiveness (Engagement rate,; Employee net promoter score, Employee turnover rate, Five learning evaluation models in training, New hire performance, Cost of HR per employee), Data Visualization in HR Analytics.

UNIT III WORKFORCE PLANNING AND STAFFING **9 hours**

Contingent representation rate, time- to- start, Time-to-productivity, turnover rate, turn over cost, turnover impact; Diversity and Inclusion Metrics in Staffing, Cost per hire, vacancy costs, vacancy/ occupancy rate; employee retention; yield or selection rate; Job offer: acceptance or decline rate; Promotion rate.

UNIT IV EMPLOYEE TRAINING METRICS & PERFORMANCE METRICS **9 hours**

Employee Training Metrics: Training Participation Rate ,Training cost per employee, Training Return on Investment, Human Capital readiness, competency rate, training participation rate, Training spend, Training hours; Performance Metrics: 360-Degree Feedback and Performance Appraisal Analytics, Work quality employee performance metrics, Work quantity employee performance metrics, Work efficiency employee performance metrics, Organization level employee performance metrics

UNIT V PAYROLL SYSTEM AND EMPLOYEE COMPENSATION 9 hours

Salary Structure in India- Components of CTC- Calculation of CTC, Net salary and Gross Salary; Leave benefits, Employee State Insurance, National Pension Scheme, Universal Account Number- Services provided by EPFO-Legal provisions of payroll system in India- quantitative application in compensation - percentiles, cost benefit analysis, and comp ratios, HR Tech Tools for Payroll and Compensation Management

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the significance of HR Analytics in the present-day scenario
CO2: Evaluate and apply HR Intelligence to improve HR decisions in organization.
CO3: Receive an-depth knowledge and application of metric for manpower planning and staffing
CO4: Apply the knowledge and application of talent and performance management
CO5: Develop pay roll and organizational effectiveness.

Text Books:

1. Fitz-enz, J. (2001). How to Measure Human Resource Management, McGraw-Hill; 3 edition Bhattacharyya, D. K. (2017). HR Analytics: Understanding Theories and Applications. SAGE Publications India Pvt Limited. B.

Reference Books:

1. Edwards, M.R, &Edwards, K (2016). Predictive HR Analytics: Mastering the HR Matric, London:Kogan Page
2. Sesil, J.C (2014). Applying Advanced analytics to HR Management decisions: Methods for selection, developing incentives, improving collaboration, Upper Saddle River, New Jersey: Person Education.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Human Resource Management)**

24MBAP413 INDUSTRIAL RELATIONS AND LABOUR CODES

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

To have an effective understating of human resource management, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, practical and legal aspects

Course Objectives:

1. To develop an understanding of the occupational safety, health and working conditions code, 2020
2. To acquaint students with the knowledge of the code on social security, 2020
3. To make students understand the code on wages
4. To introduce the industrial relations code, 2020 to the students.
5. To impart in depth knowledge of the industrial relations code, 2020

UNIT I THE OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS CODE, 2020 **9 hours**

Labor codes: implications for workers and employers; challenges in implementation - Registration - Duties Of Employer And Employees - Occupational Safety And Health, Health, Safety And Working Conditions, Welfare Provisions, Hours Of Work And Annual Leave With Wages, Maintenance Of Registers, Records And Returns, Inspector-Cum-Facilitators And Other Authority, Special provision Relating To Employment Of Women, Sexual Harassment of Women at Workplace, Special Provisions For Contract Labour And Inter-State Migrant Worker, Etc. in Mines, Factories Etc., Offences And Penalties – Case laws

UNIT II THE CODE ON SOCIAL SECURITY, 2020 **9 hours**

Social Security Organizations, Employees' Provident Fund, Employees State Insurance Corporation, Gratuity, Maternity Benefit, Employee's Compensation, Social Security and Cess in Respect of Building and Other Construction Workers, Social Security for Unorganised Workers, Gig Workers and Platform Workers, Finance and Accounts, Authorities, Assessment, Compliance and Recovery, Offences and Penalties, Employment Information and Monitoring and Miscellaneous – case laws

UNIT III THE CODE ON WAGES, 2019 **9 hours**

Introduction - Minimum wages, Payment of wages, Payment of Bonus, Advisory Board, Payment of Dues, Claims and Audit, Inspector-Cum-Facilitator, Offences and Penalties and Miscellaneous – case laws

UNIT IV THE INDUSTRIAL RELATIONS CODE, 2020, PART I **9 hours**

Industrial Relations: Concept, Components of IR, Scope and Approaches to Industrial Relations, Bi-partite forums, Tri-partite forums (ILC and SLC), Trade unions, standing orders, Notice of change and Collective bargaining – case laws

UNIT V THE INDUSTRIAL RELATIONS CODE, 2020, PART II **9 hours**

Voluntary reference of disputes to arbitration, Mechanism for resolution of industrial disputes, Strikes and lock-outs, Lay-off, Retrenchment and Closure, Special provisions relating to lay-off, retrenchment and closure in certain establishments, Worker re-skilling fund, Unfair labour practices, Offences and penalties and Miscellaneous and Contemporary issues in IR – case laws

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: To have a knowledge of the occupational safety, health and working conditions code, 2020
CO2: To apply the knowledge of the code on social security, 2020 in industrial context
CO3: To exhibit an understanding of the code on wages
CO4: To explain the industrial relations code, 2020
CO5: To analyse the various chapters in the industrial relations code, 2020

Text Books:

1. Venkataratnam. C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Industrial Relations, Trade Union &Labor Legislation, Sinha, Sinha, Shekhar, Pearson
3. Vikas Publications Industrial Relations and Labour Laws by S C Srivastava Edition 2022
4. Industrial Relations and Labour Laws, 7E Paperback – 1 January 2020

Reference Books:

1. https://labour.gov.in/industrial-relations-code
2. https://labour.gov.in/code-wages
3. https://labour.gov.in/occupational-safety-health-and-working-conditions-code
4. https://labour.gov.in/code-social-security

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Human Resource Management)**

24MBAP414 HUMAN RESOURCE PLANNING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course equips students with the ability to strategically plan, forecast, and manage human resources using data-driven approaches. It covers contemporary HRP frameworks, forecasting models, workforce analytics, and strategies for bridging talent gaps in dynamic business environments. The course also introduces AI and sustainability aspects in HR planning.

Course Objectives:

1. To understand strategic HR planning from both macro and micro perspectives.
2. To apply modern quantitative and qualitative forecasting tools.
3. To leverage HR analytics and technology in manpower supply assessment.
4. To implement adaptive strategies for addressing HR shortages and surpluses.
5. To integrate HR auditing, accounting, and analytics to overcome HRP barriers and enhance workforce value.

UNIT I INTRODUCTION **9 hours**

Human Resource Planning, Definition, need, importance, objectives, Evolution and scope of Human Resource Planning (HRP), Dimensions and benefits of HRP, Business Strategy and HRP, HR Planning Process, Macro and Micro Level Manpower Planning, factors affecting/influencing HRP, Approaches to HRP. Strategic HRP, HRP in changing context.

UNIT II FORECASTING HR DEMAND **9 hours**

Need And Factors Affecting Forecasting HR Demand, Forecasting HR Demand At Macro And Micro Level, Tools And Techniques of Forecasting HR Demand-Quantitative Tools- Workload Analysis, Ratio Trend, Regression Analysis, Predictive modeling using AI tools (Introductory concepts);Work Measurement-The Purpose and Basic Procedure, The Techniques of Work Measurement; Work Sampling, Time Study Qualitative Determination of Human Resource Requirements- Job analysis ,Managerial Judgment, Delphi, Nominal Group Technique.

UNIT III FORECASTING HR SUPPLY **9 hours**

Factors affecting HR Supply, Sources of HR Supply- Estimating Internal labour supply, Succession Planning, Competency Mapping -Procedure methods of data collection for Mapping, Developing Competency Models from Raw Data; Estimating External source of supply: Labour Market Intelligence, Methods of Forecasting Supply- Staffing and Manning table, Markov and Replacement chart.

UNIT IV BRIDGING HR GAP **9 hours**

Managing HR Shortage- Strategic Staffing- Online Recruitment; Employee referrals; Recruitment process, Gig Economy roles, Head hunting, Tests for selection of Employees, Use of Psychological Test, Selection process, Interviewing skills, Training and Development, HR Outsourcing; Promotion and Transfer; Managing HR Surplus- Employee Separation-lay off, Retrenchment, VRS, Transfer, Workforce Redeployment.

UNIT V HUMAN RESOURCE MEASUREMENT **9 hours**

Potential and Performance Planning; Human Resource Audit and its implications, Human Resource Accounting (HRA) - Accounting standards and their applications in HRP. Barriers to HRP, and guidelines for effective HRP

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Apply strategic HR planning frameworks at macro and micro levels
CO2: Use quantitative and qualitative forecasting techniques effectively.
CO3: Leverage analytics and technology for workforce planning
CO4: Implement adaptive HR strategies to optimize human capital
CO5: Analyse HR audit and accounting tools for improved decision-making

Text Books:

1. Dipak Kumar Bhattacharya, Human Resource Planning, 3rd ed., Exel Books,2016.
2. Gorden and Macbeth, Manpower Planning and Control, McGraw Hill

Reference Books:

1. R. S. Dwivedi, Manpower Management, McGrawHill.
2. Edward Leek, Love ridge Luembey and Morgan Silver, Manpower Planning Strategy and Techniques, Prentice Hall India.
3. Sahoo C. Human Resource Planning, Paramount.
4 SekhriArun, Human Resource Planning & Audit, Himalaya Publishing House.
5 Anne Anastasi, Susanurbina, Psychological testing, PHI.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Human Resource Management)**

24MBAP415 REMOTE WORKFORCE MANAGEMENT AND HYBRID WORK MODELS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course explores the principles and practices of managing remote and hybrid workforces in today's dynamic environment. It covers the evolution, legal aspects, and organizational impact of remote work models. Students will learn to leverage digital tools, design inclusive policies, and manage performance, engagement, and culture in virtual settings. The course also addresses emerging trends like AI, global talent strategies, and sustainability. Real-world case studies and strategic insights prepare learners for the future of work.

Course Objectives

1. To introduce students to the foundational concepts, types, and legal aspects of remote and hybrid work models.
2. To provide knowledge about the digital tools and infrastructure necessary for successful remote work environments.
3. To equip students with skills to design and implement inclusive and effective hybrid work policies.
4. To explore strategies for managing performance and fostering employee engagement, well-being, and organizational culture in virtual and hybrid settings.
5. To analyze emerging trends and strategic considerations shaping the future of hybrid and remote work.

UNIT I INTRODUCTION TO REMOTE AND HYBRID WORK MODEL 9 hours

Definitions: Remote work vs. hybrid work vs. flexible work, Evolution of remote and hybrid work (historical context, pandemic impact), Types of remote work: fully remote, hybrid, flexible, Impact of COVID-19 on workplace dynamics, Benefits and challenges (employer & employee perspectives), Legal and compliance considerations.

UNIT II : TECHNOLOGY AND INFRASTRUCTURE FOR REMOTE WORK 9 hours

Digital tools for communication and collaboration (Zoom, Teams, Slack, Trello), Cybersecurity and data protection for remote teams, Cloud computing and remote access technologies, setting up the digital workplace: hardware, software, connectivity, Managing IT support for remote employees, Evaluating ROI on remote work tech investments, Role of AI and automation in remote work environments

UNIT III DESIGNING EFFECTIVE HYBRID WORK POLICIES 9 hours

Frameworks for hybrid work (fully remote, office-first, flexible hybrid), Role of leadership in managing hybrid teams, Policy formulation: Work hours, communication norms, productivity tracking, Equity and inclusion in hybrid workplaces (avoiding proximity bias), Case studies: Google, Microsoft, Salesforce hybrid policies

UNIT IV PERFORMANCE MANAGEMENT, EMPLOYEE ENGAGEMENT, WELL-BEING AND CULTURE **9 hours**

Setting KPIs and OKRs for remote teams, Monitoring productivity without micromanagement, Feedback mechanisms and continuous improvement, Employee engagement strategies (virtual team-building, wellness programs), Maintaining organizational culture in hybrid settings, Work-life balance and mental health considerations, Virtual team building and motivation strategies, Conflict management and employee relations virtually

UNIT V STRATEGIC AND FUTURE TRENDS IN HYBRID WORK **9 hours**

Flexible work arrangements and gig economy implications. AI and automation in remote workforce management, Upskilling and reskilling for hybrid work environments, Global talent acquisition and managing distributed teams, Sustainability and remote work (carbon footprint reduction), Future of work: trends, case studies, and global practices, (metaverse, gig economy)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Differentiate between remote, hybrid, and flexible work models and assess their implications for organizations and employees.

CO2. Evaluate and recommend appropriate technologies for communication, collaboration, and data security in remote settings.

CO3. Create hybrid work policy frameworks that promote productivity, equity, and employee satisfaction.

CO4 Implement performance metrics, engagement programs, and cultural initiatives suited for remote and hybrid teams.

CO5.Identify and adapt to future workforce trends such as AI, global talent strategies, and sustainability in hybrid work models.

Text Books:

1. Remote Work Revolution: Succeeding from Anywhere" – Tsedal Neeley, Harper Business (2021)
2. "Leading at a Distance: Practical Lessons for Virtual Success" – James M. Citrin & Darleen DeRosa, Wiley (2021)
3. "The Long-Distance Leader: Rules for Remarkable Remote Leadership" – Kevin Eikenberry & Wayne Turmel

Reference Books:

1. Harvard Business Review articles on remote and hybrid work – HBR.org
2. Gartner, McKinsey & Deloitte Insights Reports on the Future of Work and Hybrid Models
3. "Digital HR Strategy" by Soumyasanto Sen – for integrating technology and HRM
4. Research papers from journals like Journal of Organizational Behavior, Human Resource Management Review

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Human Resource Management)**

24MBAP416 INTERNATIONAL HRM

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description: The course is designed to familiarize the students with international HR practices and help them to handle international recruitment, selection, training, performance appraisal, and expatriation and repatriation process in an effective and efficient manner

Course Objectives:

1. To create a strong knowledge base among students on international human resource practices.
2. To examines the process associated with international human resource assignment and analyze the issues and challenges related to expatriation and repatriation process
3. To prepare student to appraise, train and develop effective international human resources.
4. To create insights on international compensation philosophy and practices.
5. To make student learn, understand and implement best international Industrial Relations & people management practices.

UNIT I INTRODUCTION TO INTERNATIONAL HRM **9 hours**

Concept, expanding role – Global issues and challenges, Cross Cultural Differences – Hofstede's Hermes Study, Hofstede's model-understanding workplace values., IHRM in Cross-Border merger & acquisitions and international alliances, international migration and Managerial Implications. IHRM trends and future Challenges. 7Cs of international human resource management

UNIT II INTERNATIONAL STAFFING **9 hours**

Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment- Training Expatriation Issues and Challenges of Expatriation- Repatriation – Repatriation Process- Benefits from Repatriates. 4 approaches to international staffing

UNIT III TRAINING, DEVELOPMENTAND APPRAISAL IN THE GLOBAL PERSPECTIVE **9 hours**

Programs and Agencies - Evaluation of Global HRM Practices– Need, Cross Cultural Training, learning, Developing International Staff and Multinational Teams, International leadership development Performance Management and HR Process –Competency appraisal Cultural Issues competency models for competency appraisal. Global training and development.

UNIT IV INTERNATIONAL COMPENSATION PRACTICES **9 hours**

Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation. The challenges of international compensation

UNIT V INTERNATIONAL INDUSTRIAL RELATIONS & PEOPLE MANAGEMENT **9 hours**

Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Current Unions and International Industrial Relations. Work life balance in Global Context, People Management – Western Countries – European Countries, and Asian Countries. Challenges and issues in the IIR and strategies to overcome

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Apply best practices related to international human resource management.

CO2: Choose best recruitment strategies for international assignment and efficiently handle expatiation and repatriation challenges

CO3: To appraise, train and develop effective international human resources

CO4: Design competitive compensation policy for global assignments

CO5: Improve interpersonal relations among people of different cultures and maintain cordial Industrial relations for organizational success.

Text Books:

1. J K Sharma, Operations Research: Theory and Practice, Macmillan Publishers India Ltd, 5th Edition, 2013.

Reference Books:

1. Kanti Swaroop, Gupta P.K. Man Mohan, "Operations Research", Sultan Chand and Sons, 2014

2. FS Hillier and GJ Lieberman, Introduction to Operations Research, TMH, 10/E, 2017.

3. A Ravindran, DT Philips and JJ Solberg, Operations Research: Principles and Practice, John Wiley & Sons, Singapore, Second Edition.

4 Jeffrey Strickland, "Operations Research using Open-Source Tools" Lulu Press, US.

5 A. Ravi Ravindran, "Operations Research and Management Science Handbook", CRC Press, Taylor & Francis Group.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Human Resource Management)**

24MBAP417 PERFORMANCE AND REWARD MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description: This course is designed to familiarize the students with the Significance of Performance Management, Communication of Performance Management, Performance Management and Development of Employees, Reward System, other performance related concepts

Course Objectives:

1. To enabling students to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.
2. To enable students, develop knowledge about performance appraisal and various methods of apprising performance.
3. To understand the various dimensions of Compensation Management and how compensation is determined.
4. To gain awareness of the role of various bodies involved in Compensation Management
5. To help students on the practical application of case analysis and arriving at conclusions facilitating business decisions

UNIT I INTRODUCTION TO PERFORMANCE MANAGEMENT 9 hours

Introduction to Performance Management: Definition of Performance management, Evolution of Performance Management, Importance of Performance Management, Linkage of Performance Management to Other HR Processes, Goal Theory, Control Theory, Social Cognitive Theory, Organizational Justice Theory and their Application in Performance Management

UNIT II AN OVERVIEW OF PERFORMANCE MANAGEMENT & PERFORMANCE APPRAISAL METHODS 9 hours

An Overview of Performance Management: Principles of Performance Management, Dimensions of Performance Management, Performance Management Process, Performance Appraisal: Definitions and Dimensions of PA, Need and Purpose of PA, Process of performance appraisal, Performance Appraisal Methods (traditional and modern methods), errors in performance appraisal, and Performance Appraisal of Bureaucrats – A New Approach

UNIT III INTRODUCTION TO COMPENSATION 9 hours

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.,), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options. Introduction to wages - Theories of wages – wage structure – wage fixation – wage payment – salary administration

UNIT IV REWARD SYSTEMS 9 hours

Understanding the linkage between performance management and rewards – An overview of various types of rewards - Rewards for sales personnel–Team based pay – performance-based pay system – incentives – Executives compensation plan and packages – introduction to recognition system

UNIT V PERSON BASED PAY STRUCTURE AND EXTERNAL COMPETITIVENESS 9 hours

Person based structures: Competency based pay and skills-based pay; External competitiveness: Designing pay levels, mix and pay structure: Salary survey- Purpose, Competitors, Design, interpret survey results and construct a market line, Pay policy line, Grades and Ranges and Broad banding

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Gain insights of various conceptual aspects of Performance Management.

CO2: Develop and implement various performance appraisal methods.

CO3: Understand various compensation management dimensions and be able to design compensation packages.

CO4: Administrative Issues in executive Compensation and compensation in multinational organizations

CO5: Demonstrate the conceptual knowledge of the subject in real time problems

Text Books:

1. Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
2. Performance Management – Herman Aguinis, Pearson Education, 2007.
3. Richard. I. Henderson: Compensation Management In Knowledge Basedworld – Prentice-Hall.

Reference Books:

1. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice Hall
2. Performance Management, Rao, Wiley

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Human Resource Management)**

24MBAP418 ORGANIZATIONAL CHANGE AND DEVELOPMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description: This course introduces students to the social science techniques and change interventions used to improve organizational effectiveness and enhance the personal development of individuals. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. Introduces methods used to identify organizational problems, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results

Course Objectives:

1. To Recognize an improvement in your ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.
2. To organizational change processes from multiple role perspectives
3. To learn approaches and strategies for managing organizational change
4. To describe and explain the steps involved to effectively manage organizational change in a variety of contexts and settings
5. To distinguish between different types and terminologies of organizational change

UNIT I INTRODUCTION **9 hours**

Organizational Change: Definition, need for change, Types of change**,** forces of change, resistance to change and managing resistance to change, models of change: Rothlisberger experiment, problem diagnosis, The Six-Box Organizational Model, The 7S framework, Kurt Lewin's Model of Organizational Change, Mapping Change-Fishbone cause and effect (qualitative analysis

UNIT II MANAGING CHANGE **9 hours**

Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing work activities, strategies, process-oriented strategies, competitor and customer-oriented strategies, Kotter's 8 steps for managing Change

UNIT III ORGANIZATIONAL DEVELOPMENT **9 hours**

Organizational Development: Definition –Contributory Stems, Values, and Assumptions Beliefs in OD- Values in Transition – Ethical issues in OD Characteristics and Foundations of OD- Systems Outlook and Organization Transformation – OD intervention techniques

UNIT IV OD CONSULTATION AND PROCESS **9 hours**

Organizational change and process Consultation, Consultant Issues – System Ramifications – Power politics in OD –Organization Development - OD process, Action Research orientation

UNIT V OD INTERVENTIONS AND EFFECTIVENESS **9 hours**

Interventions classification – Team Interventions – Intergroup Interventions Third-party peace-making intervention; Structural Interventions- Comprehensive Interventions and Training Experience; Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning, Evaluating OD Effectiveness, Future of OD. Behavior modelling simulation exercises

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Apply the fundamental knowledge of the need for change, why organizations change or fail to change.

CO2: Enable them how to plan for, manage and measure change; apply basic understanding and appreciation of issues or conditions creating change in modern organizations.

CO3: Understand about organizational development, ethical issues involved and organizational transformation.

CO4: Understand about the OD consultation, process and action research orientation.

CO5: Know about OD intervention, types, evaluation and future of OD

Text Books:

1. Managing Organizational Change, Palmer Dunford Avin- 4th edition TMH
2. Organization Development, French& Bell, 6th edition, Pearson

Reference Books:

1. Organization Change & Development, Kavita Singh, Excel
2. Organizational structure change and management, Bhattacharya, HPH
3. Organization Change and Development, Kavita Singh: Excel,2008

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Human Resource Management)**

24MBAP419 EMPLOYER BRANDING AND SOCIAL MEDIA RECRUITMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course explores the foundations and evolution of employer branding and its strategic role in attracting and retaining top talent. Students will learn to craft employer branding campaigns, leverage social media platforms for recruitment, and analyze branding effectiveness using advanced tools and metrics. The curriculum integrates case studies, ethical considerations, and platform-specific strategies to drive talent engagement. Emphasis is placed on content creation, storytelling, and preparing for emerging trends like AI, Metaverse, and Web 3.0.

Course Objectives:

1. To provide foundational understanding of employer branding concepts, its evolution, and its significance in attracting and retaining talent.
2. To equip students with skills to design and implement effective employer branding campaigns tailored to different organizational contexts.
3. To explore the role of various social media platforms in talent acquisition and how they influence recruitment strategies
4. To familiarize students with advanced tools, technologies, and ethical considerations involved in digital and social media-based recruitment.
5. To enable students to craft compelling content strategies for employer branding and prepare for future trends in digital employer experiences.

UNIT I INTRODUCTION TO EMPLOYER BRANDING **9 hours**

Definition, Concept, and evolution of employer branding, Importance of employer brand in talent acquisition, Internal vs. external employer branding, Link between employer branding and talent acquisition, Components of a strong employer brand (EVPs, culture, reputation), Brand identity, image, and reputation in HRM, Case studies of top employer brands (Google, Microsoft, Unilever)

UNIT II DESIGNING AND IMPLEMENTING AN EMPLOYER BRANDING STRATEGY **9 hours**

Designing an employer branding campaign, Steps in building an employer brand, Communication strategies for employer branding, Role of HR and marketing in branding, Metrics for measuring employer brand effectiveness, Employer branding for startups vs. established firms, Case studies on successful employer branding campaigns

UNIT III SOCIAL MEDIA RECRUITMENT STRATEGIES **9 hours**

Role of social media in modern recruitment, Overview of social media platforms: LinkedIn, Twitter, Facebook, Instagram, Glassdoor, Platform-specific strategies, Recruitment marketing and content strategies, leveraging employee advocacy & user-generated content, Programmatic advertising and recruitment automation, Legal and ethical considerations in social media recruitment, Measuring ROI of social recruiting

UNIT IV TOOLS, TRENDS, AND TECHNOLOGIES IN SOCIAL MEDIA RECRUITMENT **9 hours**

Social recruiting tools and analytics platforms (e.g., Hootsuite, Buffer, LinkedIn Recruiter), Mobile recruitment and AI in hiring, Employee advocacy and influencer branding Personal branding for recruiters and hiring managers. Metrics for tracking employer branding success (Engagement, CTR, Time-to-Hire), Social listening and sentiment analysis, Ethical considerations in digital recruitment.

UNIT V CONTENT STRATEGY AND FUTURE OF EMPLOYER BRANDING **9 hours**

Storytelling for employer branding (videos, blogs, testimonials), Creating engaging job ads & career pages, Handling negative employer reviews (Glassdoor, Indeed), Diversity & inclusion in employer branding, Challenges in maintaining consistency across geographies, Future trends: Metaverse, Web 3.0, and immersive employer brand experiences, Capstone project / case analysis

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Analyse and compare employer branding strategies of leading organizations and identify key components of a successful employer brand.

CO2 Develop a structured employer branding strategy and evaluate its effectiveness using key performance indicators.

CO3: Formulate platform-specific social media recruitment strategies and measure their impact on talent acquisition.

CO4: Utilize appropriate tools and metrics to enhance employer branding and recruitment efforts ethically and effectively.

CO5: Design engaging content and address challenges in global employer branding, while anticipating future innovations like Metaverse and Web 3.0.

Text Books:

1. Employer Branding for Dummies" by Richard Mosley & Lars Schmidt
2. The Employer Brand: Bringing the Best of Brand Management to People at Work" by Simon Barrow & Richard Mosley
3. Social Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy by Andy Headworth

Reference Books:

1. Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. Career Development International.
2. Social Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy" – Andy Headworth

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Human Resource Management)**

24MBAP420 STRATEGIC HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course aims to equip students with a strategic perspective of human resource management that enhances an organization's competitive advantage. It emphasizes evolving global HR trends, the integration of HR strategy with business strategy, and addresses the current challenges faced by HR professionals in India and internationally, including digital transformation, remote workforces, and diversity management.

Course Objectives:

1. To understand the evolution, functions, and strategic relevance of HRD and HRM.
2. To analyse the frameworks and processes of HRD in dynamic business environments.
3. To apply knowledge of HRD applications such as performance management and talent development.
4. To critically evaluate HR strategies aligned with corporate strategies for sustainable competitive advantage.
5. To explore real-world HR challenges through analytics, case analysis, and problem-solving.

UNIT I THE CONCEPT OF STRATEGIC HUMAN RESOURCE MANAGEMENT **9 hours**

The Concept of Strategic Human Resource Management (SHRM), Strategic HRM Defined, The evolutionary stages of Strategic HRM, Objectives of SHRM,, An Investment Perspective of SHRM, Competencies of HR Professional in a SHRM Scenario, SHRM in the Digital Era, Emerging Issues in SHRM,HRM Environment, The Evolving Strategic Role of HR Introduction to Human Resource Development: Meaning, definition of HRD, Evolution of HRD, Relationship with HRM, Human Resource Development functions, Challenges to organization and HRD professionals.

UNIT II FRAME WORK OF HUMAN RESOURCE DEVELOPMENT **9 hours**

Frame Work of Human Resource Development: HRD Processes and Models, Assessing HRD Needs, Designing Effective HRD Program, Digital Learning Platforms, HRD Interventions, Implementing HRD Programs, Training Delivery Methods, Self-Paced/Computer Based Training, Evaluating HRD Programs, Models And Frame Work of Evaluation, Assessing ROI and Business Impact of HRD Programs

UNIT III HUMAN RESOURCE DEVELOPMENT APPLICATIONS **9 hours**

Human Resource Development Applications: Fundamental concepts of Socialization, models of socialization, Realistic job review, determination. Employee Engagement – Concept, Definition, Dimensions, Components, Barriers and Strategies for employee engagement. Talent Management-Frame work, Process, activities. Performance Management System Definition, Techniques, confirmation, Performance Improvement plan.

UNIT IV STRATEGIC HRM IN ACTION **9 hours**

HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, , Strategy formulation propositions, , Implementing HR Strategy, SHRM: Strategic Workforce Planning and HR Analytics for Decision Making, Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM, Corporate Ethics, Values and SHRM

UNIT V HRD STRATEGIES FOR COMPETITIVE ADVANTAGE 9 hours

HRD strategies for Competitive Advantage: Organizational strategies based on Human Resources, Productivity as an HR based strategy, Quality and services as HR based strategies. Management of Human Resource Surplus and Shortage- Work force Reduction and Realignment, Downsizing and Outplacement Services, HR Performance and Bench marking, Retention of Human Resources, its determinants and Retention Management Process. Sustainable HRM and Green HR Practices

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Demonstrate understanding of SHRM and HRD evolution and their strategic relevance.
CO2: Apply frameworks and evaluate HRD processes using modern tools and methods.
CO3: Examine real-life applications of HR practices in performance and talent management.
CO4: Design strategic HR interventions for gaining competitive advantage
CO5: Analyse and solve HR challenges using analytics, case studies, and strategic thinking**.**

Text Books:

1. Randall S. Schuler & Susan E. Jackson, Strategic Human Resource Management, 7th Edition, Wiley (Latest)
2. Jon M. Werner & Randy L. DeSimone, Human Resource Development, Cengage Learning, Latest Edition
3. .K. Aswathappa, Human Resource Management: Text and Cases, McGraw-Hill, Latest Edition

Reference Books:

1. Ulrich, Dave, HR from the Outside In: Six Competencies for the Future of Human Resources, McGraw-Hill
2. R. Srinivasan, Strategic Management: Indian Context, PHI

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Human Resource Management)**

24MBAP421 SUSTAINABLE AND GREEN HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides a comprehensive understanding of Sustainable and Green Human Resource Management (SGHRM), focusing on eco-friendly HR practices and their role in promoting organizational sustainability. Students will explore global frameworks, green HR functions, ethical workplace designs, and strategic integration of sustainability into HR policies. The course also examines challenges, innovations, and global best practices, preparing students to align HRM with environmental, social, and economic goals.

Course Objectives:

1. To introduce the fundamental concepts, evolution, and global frameworks associated with sustainable and green HRM.
2. To familiarize students with green HRM policies and practices that contribute to environmental sustainability and employee involvement.
3. To explore sustainable workplace designs, ethical HR practices, and their role in promoting employee well-being and environmental responsibility.
4. To develop the ability to integrate sustainability into core HR strategies including talent management, employer branding, and CSR.
5. To identify and assess the challenges, global innovations, and future trends in implementing sustainable HRM practices.

UNIT I INTRODUCTION TO SUSTAINABLE AND GREEN HRM **9 hours**

Definition, Concept, Scope, and Importance of SGHRM, Evolution of HRM towards Sustainability, Key Principles: Triple Bottom Line (People, Planet, Profit), Linkages between HRM and sustainability, Principles of Sustainable HRM vs Traditional HRM, Global Frameworks (UN SDGs, ISO 26000, GRI Standards), Overview of Human Resource Management (HRM) and sustainability, Role of HR in Corporate Social Responsibility (CSR)

UNIT II GREEN HUMAN RESOURCE MANAGEMENT (GHRM) POLICIES AND PRACTICES **9 hours**

Definition and scope of Green HRM, Green HR functions: Green recruitment, selection, Eco-friendly Onboarding & Induction Programs, Sustainable Training & Development (Green Skills, E-learning), Employee Engagement in Sustainability Initiatives, Eco-friendly workplace practices, Employer Branding for Sustainability, Organizational citizenship behaviour for the environment (OCBE), The role of HR in environmental management systems (EMS)

UNIT III WORKPLACE SUSTAINABILITY & ETHICAL HR PRACTICES **9 hours**

Designing Green Workplaces (Energy Efficiency, Waste Reduction), Work-Life Balance & Mental Health in Sustainable Organizations, Remote Work & Digital HR for Reduced Carbon Footprint, Health & Safety in Sustainable Work Environments, Green Rewards & Incentives (Non-monetary Benefits), Ethical Labor Practices & Fair-Trade Employment, Sustainable Supply Chain & Ethical Sourcing in HR, Corporate Volunteering & Pro-environmental Behaviour, Legal & Compliance Aspects of Green HRM

UNIT IV STRATEGIC INTEGRATION OF SGHRM **9 hours**

Strategic HRM with a sustainability lens, Integrating environmental goals into HR policies, Talent management and leadership for sustainability, Employer branding and sustainability and HRM: Employee engagement in CSR and sustainability

UNIT V CHALLENGES, INNOVATIONS & FUTURE TRENDS IN SGHRM **9 hours**

Barriers to implementing SGHRM (cultural, economic, policy-related), Global best practices and comparative perspectives, green jobs and the future of work, Digitalization and sustainability (AI, remote work, paperless HR), Ethics, diversity, equity, and inclusion in sustainable HRM, Case Studies: Leading Companies in Green HRM (Google, Patagonia, Unilever)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the key ideas and evolution behind sustainable and green HRM.
CO2: Describe how HR policies can support environmental sustainability and engage employees.
CO3: Explain the importance of ethical HR practices and eco-friendly workplace design.
CO4: Show how sustainability can be part of HR strategies like hiring, branding, and CSR.
CO5: Identify current challenges and explore new global trends in green HRM practices.

Text Books:

1. Ina Ehnert, Wes Harry, Klaus J. Zink "Sustainable Human Resource Management: Strategies, Practices and Challenges"
2. Anamika Pandey “Green Human Resource Management: A Climate Conscious Route to Triple Bottom”
3. Susan E. Jackson "Human Resource Management for Sustainability: Business Education Perspective"

Reference Books:

1. Prasad R. and Chaitanya K. "Green HRM: An Innovative Approach to Environmental Sustainability”
2. "Green Human Resource Management: A Guide to Sustainable People Management"By John Renesch, Michael Muller-Camen, & Kenneth A. O’Connor
3. Sustainable Human Resource Management: Strategies, Practices and Challenges"By Sulphey M.M. & Alka Maurya

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Human Resource Management)**

24MBAP422 EMERGING ISSUES IN HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course addresses the dynamic challenges and innovations shaping Human Resource Management in the modern era. It explores the impact of globalization, generational diversity, and evolving work models on HR practices. Students will gain insights into strategic HR planning, talent and knowledge management, workplace well-being, and legal issues. Emphasis is placed on integrating technology and data-driven tools such as AI, HRIS, and e-learning for effective HR transformation in contemporary organizations.

Course Objectives:

1. To examine how globalization, generational shifts, and new work models are reshaping the HR landscape
2. To provide insights into modern approaches for acquiring, rightsizing, and planning the human resource function strategically.
3. To equip students with strategies for managing talent, knowledge, and emotional intelligence in the modern workplace.
4. To explore strategies to handle human-related workplace challenges including stress, absenteeism, and harassment while promoting employee engagement.
5. To analyze the role of technology in transforming HR functions through automation, digital tools, and data-driven decision making.

UNIT I EVOLVING LANDSCAPE OF HRM IN THE GLOBAL ECONOMY 9 hours

Changing environment of HRM in the Globalized Economy, Emerging Challenges and Prospects, HR in startups, IT & IT Enabled Services and SEZs, Managing the Millennial and Gen Z employees, Different work models and HR, sustainable HRM practices

UNIT II STRATEGIC HUMAN RESOURCE ACQUISITION AND PLANNING 9 hours

Human Resource Acquisition: Human Resource Inventory, E-Recruitment, Rightsizing-Significance and Methods, Alternatives to Redundancy, Delayering, employer branding and social media recruitment, HR scorecard

UNIT III MANAGING KNOWLEDGE, TALENT, AND INTELLECTUAL CAPITAL 9 hours

Knowledge Management – Dealing with Knowledge Workers, Workers Attitudes towards KM. Talent Management-Strategies, Mentoring, New People Management (NPM). Emotional Intelligence, Intellectual Capital Management

UNIT IV ADDRESSING HUMAN CHALLENGES IN THE WORKPLACE 9 hours

Human Problems at Workplace: Handling Difficult People – Problem Employee, Deadwood, Plateaued Employees. Management of Stress: Causes of Stress, Individual and Organizational Consequences of Stress, Coping with Stress. Absenteeism: Types, Causes, Measures to Reduce Absenteeism. Employee experience and Engagement - Managing Work-life Balance – Role of Employers, Government and Unions. Workplace harassment/ Sexual Harassment and Prevention/Handling of Sexual Harassment at Work Place: Strategies and Policies

UNIT V TECHNOLOGY INTEGRATION AND INNOVATION IN HRM 9 hours

Technology and HR Interface: HRIS, ERP-HR, AI and automation in HR, HR Issues in Outsourcing – BPO, Business Process Re-Engineering, Creating Learning Organizations, E-Learning, HR Accounting.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Evaluate the impact of global economic changes on HR practices and assess strategies for managing diverse generational and organizational contexts.

CO2.Design effective recruitment, downsizing, and workforce planning strategies, integrating tools like the HR scorecard and employer branding.

CO3.Apply frameworks for talent and knowledge management and demonstrate understanding of emotional intelligence and intellectual capital in HRM.

CO4.Propose and implement HR interventions to manage stress, absenteeism, workplace conflict, and promote a safe and inclusive work culture.

CO5.Evaluate and adopt emerging HR technologies like AI, HRIS, ERP, and e-learning to support strategic HRM and innovation.

Text Books:

1. Biswajeet Pattnayak, "Human Resource Management", Prentice hall of India New Delhi
2. C.B. Mamoria, S.V. Gankar, " Personnel Management text and cases", Himalaya Publications 2023
3. Cynthia D. Fisher & Lyle F. Schoenfeld, "Human Resource Management", Wiley India, New Delhi.

Reference Books:

1. P.L.Rao, " Comprehensive Human resource management", Excel Books 2004
2. Jyothi, "Human Resource Management", Pearson Education, New Delhi.
3. Lawrence Kleiman, "Human Resource Management", Wiley India, New Delhi.
4. P. SubbaRao, "Essentials of human resource management", Himalaya Publications 2024

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

SPECIALIZATION COURSES

MARKETING MANAGEMENT

MBA II Year I Semester **Major (Marketing Management)**

24MBAP423 DIGITAL MARKETING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

Digital marketing course has been designed to help students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. This course also entails online marketing tools like email marketing, SEO/SEM and social media analytics.

Course Objectives:

1. To provide foundational understanding of the evolution, importance, and scope of digital marketing, and enable students to plan and develop basic websites using CMS tools like WordPress.
2. To introduce students to SEO strategies and tools, equipping them with the ability to optimize websites for higher search engine rankings.
3. To enable students to create effective social media marketing strategies using various ad formats and integrate emerging technologies like AI in content delivery.
4. To familiarize students with social media analytics tools and empower them to measure and improve the performance of online campaigns.
5. To develop skills for managing online reputation and curating digital content using ethical practices and AI-powered personalization tools.

UNIT I INTRODUCTION TO DIGITAL MARKETING 9 hours

Digital marking – Importance and scope of digital marketing - Digital marketing from traditional to modern era – Evolution of Digital Marketing, From Email Marketing to AI, Web 1.0 to Web 3.0 (Basics) and Website Planning and Conceptualization: Developing website using CMS(Wordpress), keyword planning and analysis. Search engines and types of search engines – meta, crawler, directories; Blog Creation

UNIT II SEARCH ENGINE OPTIMIZATION 9 hours

Search engine optimization &marketing, Online advertisement, Introduction to Search Engines: Google guidelines, Best Practices and guidelines on quality and design, Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. Voice Search Optimization, Tools and SEO Audit.

UNIT III SOCIAL MEDIA MARKETING 9 hours

Introduction to social media; need and importance, formulating social media marketing strategy, Impact of social media in search, Benefits of social media. Social media profile creation and optimization. Advertising Campaign- PPV, PPC, PPA etc, Online Ads - Types of online advertisements, Interactive ads, Creative ads, Google Ad words, Online ad methods: Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network Ads, Email marketing.AI in Social Media Marketing, Ephemeral Content Strategy

UNIT IV SOCIAL MEDIA ANALYTICS 9 hours

Facebook Ad Manager, Campaign Objective-Awareness, Consideration and Conversion, Audience, Placements, Budget and Schedule, Ad Format, Media. Facebook Analytics YouTube Branding, How to Create YouTube Channel, YouTube Analytics, Twitter Marketing, LinkedIn Marketing, WhatsApp Business, Google AdWords and Google AdSense and Affiliate Marketing. WhatsApp Business, Integration of AI in Analytics.

UNIT V ONLINE REPUTATION & CONTENT MANAGEMENT 9 hours

Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Content Management- Types of Digital Content Management, Content Governance, Content Management System and Tools. Mobile Marketing: business advantages, Ethics in digital marketing. AI-Powered ORM, Content Personalization via AI

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the evolution and scope of digital marketing and demonstrate basic website planning using WordPress.

CO2: Apply SEO techniques and tools to improve website visibility and search engine rankings.

CO3: Design a basic social media marketing strategy incorporating various ad formats and AI-driven content tools.

CO4: Analyze campaign performance using social media analytics tools like Facebook Ad Manager and YouTube Analytics

CO5: Implement online reputation management strategies and utilize AI-based content personalization tools.

Text Books:

1. Seema Gupta (2023). Digital Marketing (2nd Edition). McGraw Hill Education.
2. Dave Chaffey & Fiona Ellis-Chadwick (2022). Digital Marketing: Strategy, Implementation, and Practice (8th Edition). Pearson Education.

Reference Books:

1. Philip Kotler, Hermawan Kartajaya & Iwan Setiawan (2021). Marketing 5.0: Technology for Humanity. Wiley.
2. Adam Clarke (2024). SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies. Independent Publishing.
3. Jan Zimmerman & Deborah Ng (2021). Social Media Marketing All-in-One for Dummies (5th Edition). Wiley.
4. Dr. Andy Williams (2023). WordPress for Beginners 2023. Self-Published

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Marketing Management)**

24MBAP424 RETAIL MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

Provides an in-depth understanding of retail management. Topics include an overview of retail marketing, location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service.

Course Objectives:

1. To provide insight into retail sector.
2. To explain various strategies adopted in retail sector.
3. To illustrate the various promotional tools used in retail sector.
4. To explain the various methods of managing retail store and its merchandise.
5. To discuss the emerging trends in retail sector.

UNIT I OVERVIEW OF RETAILING **9 hours**

Definition and Scope, Retailers' Role in Distribution Channel, Benefits of retailing. Indian Retail Industry: Factors Behind growth– Changing scenario of global retail sector –The Retailing environment –Retail marketing mix Classification of Retailers –Store Based and Non-Store Based Retailers

UNIT II RETAIL MARKET STRATEGY **9 hours**

Definition of Retail Market Strategy, Target Market and Retail Format, Building Sustainable Competitive Advantage – Strategic Positioning – Retail location – types, location opportunities – selection of location– Retail pricing. Metrics in retail management

UNIT III RETAIL PROMOTION **9 hours**

Retail promotion–methods for communicating with customers: advertising, sales promotion, public relations, personal selling, Retail communication program. Thumb rule method-Assigning the promotional budget, implementing the advertising programs. Retail database – In-store customer service

UNIT IV RETAIL STORE AND MERCHANDISE MANAGEMENT **9 hours**

Managing retail service store Layout and Design –Space Management - store maintenance and store security - Basics of Retail Merchandising, Process of Merchandise Planning, Methods of Merchandise - Procurement, Retail Pricing and Evaluating Merchandise Performance. Visual Merchandise Management– Retail Inventory management–- Retail store brands.

UNIT V EMERGING TRENDS IN RETAILING **9 hours**

Online retailing – Growth drivers of online retailing –role of technology in e-tailing – Use of latest technologies in retailing –future of online retailing–retailing of services, recent trends and challenges of retailing.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Analyze trends in retail sector

CO2: Execute retail-marketing strategies.

CO3: Design and implement promotional tools in retail sector effectively.

CO4: Design and execute retail store layout and merchandizing process

CO5: Implement strategic changes to be in sync with the industry.

Text Books:

1. **Michael Levy, Barton A. Weitz and Dhruv Grewal**, *Retailing Management*, 10th Edition (Indian Student Edition), McGraw Hill Education (India) Pvt. Ltd., New Delhi, 2023.
2. **Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava**, *Retail Management*, Third Edition, Oxford University Press, New Delhi, 2016.

Reference Books:

1. **Swapna Pradhan**, *Retailing Management – Text and Cases*, 7th Edition, Tata McGraw-Hill Education (India) Pvt. Ltd., New Delhi, 2024.
2. **S.C. Bhatia**, *Retail Management*, 2nd Edition, Atlantic Publishers and Distributors, New Delhi, 2024.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Marketing Management)**

24MBAP425 CONSUMER BEHAVIOR AND CRM

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course explores consumer insight by examining both conscious and unconscious drivers of behavior. It integrates psychological principles with marketing, covering brain function, decision-making factors, and tools like surveys, brain imaging, reaction time tests, and eye-tracking. Organized around cognitive processing stages (awareness, interpretation, attitude, etc.), the course links marketing strategies to consumer responses. It also emphasizes the role of Customer Relationship Management (CRM) in building long-term business success, highlighting key concepts and practical CRM solutions.

Course Objectives:

1. Understand the foundational concepts of consumer behavior and the factors influencing buying decisions in both online and offline contexts.
2. Analyze various models of consumer behavior and apply them to real-world marketing scenarios.
3. Gain insights into Customer Relationship Management (CRM) practices, technologies, and their strategic applications.
4. Examine the emerging trends in CRM, including the integration of AI, big data, and social platforms.
5. Evaluate customer satisfaction and loyalty concepts, including the use of gamification and data privacy considerations in digital marketing environments.

UNIT I INTRODUCTION TO CONSUMER BEHAVIOR 9 hours

Introduction, Nature, Scope and Significance of consumer behavior, Individual Determinants of Consumer Behavior- Motivation and Involvement, Personality and Self-concept, Perception. Consumer learning and memory, Attitude Formation & Change and Customer Communication Characteristics of Indian Consumer, Buying Decision Roles, Types of Buying Behavior, Factors Influencing Consumer Behavior, Impact of social media and technology on consumer buying behavior, online vs offline consumer buying behaviour, Consumer Decision Making Process.Relavance of marketing research in consumer behaviour Approaches to Consumer Behaviour Research-Traditional approach and current approach. AI and Big Data in Understanding Consumer Behavior-How companies use predictive analytics, machine learning, and AI tools to study and influence consumer behavior in real time. Introduction to consumer profiling and segmentation using data.

UNIT II MODELS OF CONSUMER BEHAVIOUR 9 hours

Traditional Behavioural models: Learning Model, Psychoanalytical Model, Sociological Model, Economic Model, Contemporary models:The Howard-Sheth Model of Buying Behaviour, The Nicosia Model, The Engel-Kollat-Blackwell Model, The Engel, Blackwell and Miniard (EBM) Model, The Bettman Information-Processing Model, The Andreasan Model, The Sheth-Newman- Gross Model, The Schiffman &Kanuk's Model of Consumer Decision Making , Webster and Wind Model, Hawkins Stern Model. Customer Journey Mapping (CJM) as a Behavioral Framework- CJM is used extensively in practice-Understanding consumer touchpoints and emotions throughout the purchase journey, Incorporates pre-purchase, purchase, and post-purchase behavior

UNIT III FUNDAMENTALS OF CUSTOMER RELATIONSHIP MANAGEMENT 9 hours

Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice: CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, e-CRM, Features and advantage of e- CRM, Application of Microsoft dynamics in Customer service. CRM and Artificial Intelligence (AI-CRM Integration)-CRM features: Chat bots, predictive analytics, lead scoring, intelligent automation, Tools: Salesforce Einstein, Zoho CRM AI, HubSpot AI, How AI improves customer segmentation, personalization, and service delivery. Social CRM (SCRM) Customers engage brands heavily on social platforms-Social listening, engagement, and analytics via CRM, Integration with platforms like Facebook, Instagram, X(Twitter), LinkedIn., Tools: Sprout Social, Zoho Social, Salesforce Social Studio.

UNIT IV CUSTOMER RELATIONSHIP MANAGEMENT EMERGING PERSPECTIVES 9 hours

Employee-Organization Relationship, Employee-Customer Linkage, Employee customer orientation, Factors effecting employee's customer-oriented behavior, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Lifetime value, Customer profitability, Customer recall management, Customer Revenge. Consumer exploitation, (manipulation) Awareness on consumer rights, Consumer Protection process. Customer life cycle and customer value. The Role of Gamification in Enhancing Customer Loyalty and Engagement-Gamification: Reward systems, loyalty points, badges, and leaderboards, How companies like Nike (Nike Plus), Starbucks (Starbucks Rewards), and Duolingo use gamification to drive customer loyalty, Psychological principles behind gamification: motivation, engagement, and behavioral reinforcement.

UNIT V CUSTOMER SATISFACTION & CUSTOMER LOYALTY 9 hours

Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Post purchase cognitive dissonance. Customer Loyalty, Model of Customer Loyalty, Customer satisfaction vs customer loyalty How to Improve Customer Loyalty, Loyalty ladder. Digital Footprint and Privacy Concerns- Consumers' awareness about data usage, personalization, and privacy trade-offs in online shopping, Impact on trust and brand loyalty

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the individual and social determinants of consumer behavior and their relevance in marketing decision-making.

CO2: Apply traditional and contemporary models to interpret consumer buying behavior and decision-making processes.

CO3: Illustrate the principles, practices, and tools of CRM, including AI-powered and e-CRM solutions used across industries.

CO4: Assess the impact of employee behavior, service failures, and gamification on customer relationship quality and loyalty.

CO5: Evaluate methods to measure customer satisfaction and loyalty, and critically analyze the ethical issues related to consumer data and digital privacy.

Text Books:

1. Leon G. Schiffman, Kanuk & Ramesh Kumar, Consumer Behavior, Pearson-11th Edition
2. Consumer Behavior; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
3. Jagdeesh, J. N.; Parvatiyar A. & Shainesh G. Customer Relationship Management-Emerging
4. Seth Jagdish, Jain Varsha, Don E. Schultz; (2019), Consumer Behavior A Digital Native, Pearson Publication

Reference Books:

1. Ramanuj Majundar -Consumer Behavior: Insights from Indian Market —PHI learning, New Delhi 2011
2. M.S.Raju-Consumer Behaviour concepts,applications and cases, Vikas Publishing House, New Delhi 2013

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Marketing Management)**

24MBAP426 ADVERTISING AND SALES PROMOTION MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course investigates various promotional tools used in the communication mix, such as advertising, sales promotion to sell products and services. It includes the concepts like advertising planning processes, determining advertising and promotional goals and objectives, control and evaluation of advertising and promotional programs. This course also covers the elements of advertising and sales promotion in the business environment and Laws for Protection against Malpractices

Course Objectives:

1. Provide a comprehensive understanding of advertising as a strategic communication tool, its evolution, types, and its socio-economic and ethical dimensions.
2. Equip students with the knowledge to create effective advertising copies, from conceptualization to execution.
3. Familiarize students with media planning and decision-making, including traditional and digital media platforms.
4. Explore techniques to measure advertising effectiveness and understand the role and functioning of advertising agencies.
5. Examine the principles and practices of sales promotion, its strategies, and the regulatory and ethical frameworks governing advertising and promotional activities.

UNIT I ADVERTISING - AN INTRODUCTION **9 hours**

Advertising: Concept, Evolution, Importance, Functions, objectives and types of Advertising, Advertising Planning Frame work, Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising. Rural Advertising: Fundamental Nature of Rural Market, Understanding the rural consumer mindset and buying process, Digital transformation in advertising, Integrated marketing communication, brand communication and positioning, Advertising in the age of AI and Big data, Influencer and content driven advertising, Sustainable and responsible advertising.

UNIT II ADVERTISING COPY **9 hours**

Advertising copy – Elements of Ad Copy– Types of ad copy – Creation of Ad copy Visualization of Ad Layout –Styles and Stages in advertising copy creation – Methods of ad copy testing.

UNIT III MEDIA DECISIONS **9 hours**

Media Objectives - Media Plan – Factors influencing media selection - Types of Media – Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership/Viewership) Research–Online and Mobile Advertising–social media for Advertising

UNIT IV MEASURING ADVERTISING EFFECTIVENESS **9 hours**

Measuring Advertising Effectiveness: Stages of evaluations and various types of testing-Pre and Post testing - Advertising agencies: history, role and importance

UNIT V SALES PROMOTION **9 hours**

Sales Promotion: Concepts, need, objectives, Types of Sales Promotion – Sales Promotion Strategies-Cross Promotion, Surrogate Selling, Bait and Switch advertising – Ethical and legal aspects of advertising and sales promotion. ASCI guidelines and regulations

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the fundamentals, importance, and types of advertising, including emerging trends like digital transformation, influencer marketing, and AI-driven advertising.

CO2: Develop and evaluate effective advertising copy and layout using creative strategies and visualization techniques.

CO3: Design media plans by analyzing media objectives, selection factors, reach, and cost efficiency across platforms, including online and mobile media.

CO4: Assess the effectiveness of advertising through pre- and post-testing techniques and understand the roles and operations of advertising agencies.

CO5: Analyze different sales promotion techniques, develop ethical promotional strategies, and interpret regulatory frameworks such as ASCI guidelines.

Text Books:

1. Batra, Myers & Aaker, Advertising Management, Prentice Hall of India,2008
2. Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th EditionISBN10: 1260259315 | ISBN13: 9781260259315 By George Belch and Michael Belch
3. S. A. Chunawalla ; Edition, 3 ; Publisher, Himalaya Publishing House, 2008 ; ISBN,8178660229,9788178660226

Reference Books:

1. Belch & Belch, Advertising and Promotions; An IMC Perspective, McGraw Hill
2. Shah & D'Souza, Advertising and Promotions, An IMC Perspective, McGraw Hill
3. Kazmi and Batra, Advertising and Sales Promotion, Excel Publishing

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Marketing Management)**

24MBAP427 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course will expose students to the challenges involved in managing supply chains and understand the complexity of inter-firm and intra-firm coordination. In addition to the basic challenges and tradeoffs associated with reducing costs and increasing responsiveness, this course will also delve into the supply chain issues such as sourcing and the need for greater visibility in supply chains.

Course Objectives:

This course aims to:

1. To provide an overview of the major drivers of Supply chain
2. To explore how to design a distribution network
3. To study the forecasting methods to estimate the future demand
4. To plan and Manage the Inventory in Supply Chain
5. To study the strength and weakness of various modes of transportation and different options for designing transportation network.

UNIT I UNDERSTANDING THE SUPPLY CHAIN **9 hours**

Definition and significance of supply chains – Objectives of supply chain management – Importance and impact of supply chain decisions – Decision phases in a supply chain – Process view of a supply chain – Supply chain performance: achieving strategic fit – Supply chain drivers and performance metrics: facilities, inventory, transportation, information, sourcing, pricing – Emerging technologies in supply chain management: AI, IoT, blockchain, digital twins – Introduction to sustainability and green supply chains

UNIT II SUPPLY CHAIN DESIGN **9 hours**

Role of distribution in supply chain success – Factors influencing distribution network design – Design options for distribution networks – E-business and digital distribution networks – Best practices in distribution networks – Impact of globalization and omnichannel strategies on distribution – Impact of uncertainty on network design

UNIT III DEMAND FORECASTING IN A SUPPLY CHAIN **9 hours**

Role and importance of forecasting in supply chains – Components of demand forecasting – Forecasting methods: qualitative and quantitative – Time series forecasting techniques – Measuring forecasting accuracy (MAPE, MAD, etc.) – Role of IT and advanced analytics in forecasting – Risk management and scenario planning in forecasting – Collaboration and demand sensing in modern supply chains – Forecasting best practices

UNIT IV PLANNING AND MANAGING INVENTORIES IN A SUPPLY CHAIN **9 hours**

Managing economies of scale in supply chains – Role of cycle inventory – Economies of scale and quantity discounts – Safety inventory and its importance – Determining safety stock levels – Impact of replenishment policies – Role of IT in inventory management – Inventory optimization techniques and real-time inventory tracking

UNIT V TRANSPORTATION & SOURCING DECISIONS IN SUPPLY CHAIN 9 hours

Role of transportation in supply chain performance – Modes of transportation and selection criteria – Designing and planning transportation networks – Last-mile delivery challenges and solutions – Making transportation decisions in practice – Role of sourcing in supply chains – Third- and fourth-party logistics providers (3PLs and 4PLs) – Supplier scoring and performance assessment – Supplier selection: auctions and negotiations – Contract management and procurement process – Strategic sourcing and sourcing planning analysis – Sustainable sourcing and ethical procurement practices

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Apply supply chain concepts, drivers, and performance metrics to evaluate strategic fit and operational efficiency in manufacturing, services, and e-commerce sectors.

CO2: Analyse the factors influencing distribution network design, including globalization and omni channel strategies, to recommend optimal supply chain configurations

CO3: Evaluate various forecasting methods and collaborative planning approaches using IT tools to improve demand accuracy and manage supply chain risk

CO4: Apply inventory management techniques such as safety stock planning, real-time tracking, and replenishment policies to ensure cost-effective inventory control.

CO5: Analyse transportation design and sourcing strategies, incorporating sustainable logistics, ethical procurement, and digital solutions to enhance supply chain agility.

Text Books:

1. Sunil Chopra, Peter Meindl and D.V. Kalra, Supply Chain Management: Strategy, Planning and Operation, 7th Edition, Pearson Education India, New Delhi, 2023.

Reference Books:

1. .K. Agrawal, Textbook of Logistics and Supply Chain Management, (latest edition not clearly dated, assume still current).

2. G. Raghuram & N. Rangaraj, Logistics and Supply Chain Management – Cases and Concepts, Macmillan (latest edition details not publicly updated).

3. Martin Christopher, Logistics & Supply Chain Management: Creating Value-Adding Networks, 6th Edition, FT Publishing International, London/New Delhi, 2023.

4. Jannat Shah, Supply Chain Management: Text and Cases, 2nd Edition, Pearson Education India, New Delhi, 2016 (no newer edition found).

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Marketing Management)**

24MBAP428 BRAND MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The course builds on existing communications and consumer behavior models in many of the issues facing a modern-day brand manager. This course helps to define, develop and apply tactics and strategies in brand management through a systematic model and process. Focus on the concept of brand equity and its creation and growth through brand positioning, measurement of brand performance and strategies to sustain and build over time

Course Objectives:

1. Understand the fundamentals and strategic importance of branding.
2. Learn to develop and manage brand identity and image.
3. Explore brand positioning and measure brand equity using key models.
4. Apply integrated marketing and digital tools for brand communication and extension.
5. Analyze brand performance, personality, and modern branding techniques (AI, AR, influencers).

UNIT I INTRODUCTION TO BRANDING **9 hours**

Concept of brand, dimensions of brand, different types of brand, significance and objectives of branding, planning, and implementing brand programme, Pioneer brand advantage, Branding: Emerging challenges and opportunities. Branding and Rural Markets. Global Branding strategies.AI in Branding, Sustainable Branding, Brand Activism.

UNIT II BRAND IDENTITY **9 hours**

Brand Identity: concept, elements, benefits, developing brand identity system, brand identity structure, Brand knowledge, Brand awareness & Brand Image, brand failures, Identity, co-brands, store brands, launching new brands. Brand Rejuvenation and its importance.AI-Generated Brand Identities, AR/VR & 3D Branding

UNIT III BRAND POSITIONING AND EQUITY **9 hours**

Brand positioning: STP in branding, Establishing the Points of Parity &Points of Difference. Brand positioning and repositioning strategies, establishing brand values, Brand equity: concept, elements, types of brand equity: cost based, price brand and customer-based brand equity, need for measuring brand equity, Keller's CBBE Model, brand equity–Issues.AI-Personalized Positioning, Purpose-Driven Branding, Influencer & Creator Branding, Eco-Conscious Repositioning

UNIT IV BRAND COMMUNICATION AND EXTENTION **9 hours**

Advertising and brand building, Brand promotion methods, Integrated Marketing communications for brand building. E-Branding, Brand extension: concept, need, merits and demerits, guidelines, types. Factors influencing brand extension decisions, Managing Growth through Brand Extensions, Re-.branding, Brand Portfolio Management- Managing Brands Across Geographical Borders. Influencer & Micro-Influencer Promotions on Instagram, YouTube, and TikTok for niche targeting

UNIT V BRAND PERFORMANCE AND PERSONALITY **9 hours**

Measuring and interpreting brand performance, celebrity endorsements, role of brand ambassadors in creating brand image and improving brand performance. Brand personality: concept, definition, importance, dimensions. Brand personality and brand image in managing brands, Voice & Sonic Branding, AR Personality Campaigns, Brand Storytelling via Short-Form Video.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Define and apply key branding concepts in traditional and digital contexts.
CO2: Build effective brand identity systems using emerging technologies.
CO3: Position brands effectively and assess brand equity using models like CBBE.
CO4: Design branding strategies using IMC, e-branding, and influencer marketing.
CO5: Measure brand performance and manage brand personality through storytelling and tech-enabled campaigns.

Text Books:

1. Keller, K. L. (2023). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (6th ed.). Pearson Education.
2. Kapferer, J.-N. (2012). The New Strategic Brand Management: Advanced Insights and Strategic Thinking (5th ed.). Kogan Page..
3. Batra, R., Ahuvia, A., & Bagozzi, R. P. (2012). Brand Love: How Emotions Affect Brand Success. Palgrave Macmillan.

Reference Books:

1. Choudhury, N. (2021). *Digital Branding: A Complete Step-by-Step Guide to Strategy, Tactics, Tools, and Measurement*. Sage Publications.
2. Solomon, M. R. (2022). *Consumer Behavior: Buying, Having, and Being* (13th ed.). Pearson.
3. Sachs, J. (2020). *The Future of Purpose-Driven Branding: Building a Brand That Matters*. Kogan Page.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination

MBA II Year I Semester **Minor (Marketing Management)**

24MBAP429 SALES AND DISTRIBUTION MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description: This course provides insights into the fundamentals and strategic aspects of sales and distribution management. It covers sales planning, forecasting, and salesforce management techniques. Students learn about channel design, distribution strategies, and conflict management. The course also explores emerging trends like e-channels, rural distribution, and supply chain logistics.

Course Objectives:

1. To provide a comprehensive understanding of the fundamentals of sales management, including its nature, scope, and organizational structure.
2. To develop analytical skills for making sales-related decisions such as forecasting, budgeting, and territory management.
3. To familiarize students with the processes involved in managing a sales force including recruitment, training, motivation, and performance evaluation.
4. To explain the role and functioning of distribution channels and equip students with the ability to design and manage effective distribution systems.
5. To introduce emerging trends and technologies in distribution management, including e-channels, rural distribution, and supply chain logistics.

UNIT I FOUNDATIONS OF SALES MANAGEMENT 9 hours

Introduction to Sales Management: Concept, Nature and Scope of Sales Management; Inter Departmental Relations; Organization of Sales Department; Different Types of Sales Organizations; Sales Process; Theories of Selling; Salesmanship.

UNIT II STRATEGIC SALES PLANNING AND PROMOTION 9 hours

Decision areas in Sales Management: Analysis of Market Potential; Sales Potential; Sales Forecasting: Different Techniques of Forecasting Sales; Sales Volume; Sales Budgets ; Time and Territory Management, routing; Sales Quotas and Types; Sales Promotion: Definition, Techniques, Sales Displays**.**

UNIT III SALES FORCE MANAGEMENT 9 hours

Sales force Management: Recruitment, Selection and Training of Salesmen; Salesmen Compensation Plans; Evaluation of Salesmen Performance; Evaluation of Sales Expenses; Sales Audit.

UNIT IV DISTRIBUTION CHANNEL MANAGEMENT 9 hours

Distribution Management: Channels of Distribution, Structures and Functions; Channel Design; Channel Management: Selection, Training, Motivating and Controlling of Channel Members; Channel Conflicts: Reasons and Managing Channel Conflicts.

UNIT V EMERGING TRENDS IN DISTRIBUTION AND LOGISTICS 9 hours

Emerging trends in Distribution: Rural Distribution, Chain Marketing, Green Channels, E-Channels, Technology used in distribution; Concept of Supply Chain Management and Logistics.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the key concepts and functions of sales management and apply different selling theories and approaches.

CO2: Analyse market potential and develop effective sales forecasts, budgets, and quotas

CO3: Design and manage a sales force including the processes of recruitment, training, and performance appraisal.

CO4: Evaluate and manage distribution channels, including the resolution of conflicts and effective channel member engagement.

CO5: Assess modern trends in distribution and logistics including technology-driven channels and rural distribution strategies.

Text Books:

1. Tapan K. Panda and Sunil Sahadev– Sales & Distribution Management, Oxford University Press3rd Edition, 2020
2. Krishna K. Havaldar and V.M. Cavale- Sales & Distribution Management, McGraw Hill Education, 3rd Edition, 2020
3. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.

Reference Books:

1. Chunawalla S.A- Distribution and Sales Management, Himalaya Publishing House, Revised Edition, 2021
2. David Jobber and Geoffrey Lancaster- Selling and Sales Management, Pearson Education, 11th Edition, 2019

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Marketing Management)**

24MBAP430 AFFILIATE MARKETING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course offers a comprehensive understanding of affiliate marketing—how it functions, the tools involved, types of affiliate models, and strategic techniques to optimize affiliate performance. Students will explore the practical aspects of setting up and managing affiliate programs, including tracking performance, leveraging content marketing, and implementing advanced strategies such as influencer marketing. The course emphasizes both technical integration and market-based decision-making in digital affiliate environments.

Course Objectives:

1. Understand the foundational principles of affiliate marketing and its key mechanisms.
2. Gain practical knowledge on how to set up and operate as an affiliate marketer.
3. Identify and distinguish between different types of affiliate models and platforms.
4. Apply strategies to improve affiliate performance and overcome marketing challenges.
5. Design and manage an affiliate marketing program, integrating influencers and ethical practices.

UNIT I FOUNDATIONS OF AFFILIATE MARKETING AND REVENUE MODELS **9 hours**

Introduction to affiliate marketing how affiliate marketing works-affiliate program payment methods-cookies, cookie stuffing and affiliates-ad sense- email spam, adware, trademark bidding-tiered affiliate marketing cross selling and up selling-multi tier marketing and commissions

UNIT II SETTING UP AND MANAGING AFFILIATE MARKETING OPERATIONS **9 hours**

Enrolling in an affiliate marketing program-signing up as an affiliate-logging into your affiliate account-integrating affiliate links into your websites-monitoring affiliate performance and tracking sales - setting up an affiliate website. Promoting your affiliate program-performing market analysis and market research-market strategies establishment- affiliate marketing and organic search optimization

UNIT III TYPES AND MODELS OF AFFILIATE MARKETING CHANNELS **9 hours**

Types of Affiliate Marketing Search affiliates-Price comparison service website Loyalty Websites-Cause related and coupon websites Content and niche market website Personal weblogs and website syndicates-Email marketing and shopping directories Registration or co-registration affiliates-File sharing affiliates.

UNIT IV STRATEGIES FOR OPTIMIZING AFFILIATE MARKETING PERFORMANCE **9 hours**

Strategies to improve affiliate marketing - affiliate links and how to deal with them-promoting your affiliate program-overcoming the challenges of affiliate marketing, performing market analysis and market research-market strategies establishment-affiliate marketing and organic search optimization.

UNIT V BUILDING, MANAGING, AND SCALING AFFILIATE PROGRAMS WITH INFLUENCER INTEGRATION **9 hours**

Setting Up affiliate Marketing Program - How to attract affiliates-Hosting and implementing an affiliate program-Growing your Affiliate Numbers. Setting up an affiliate program-Affiliate network service agreement-Data feeds and customer returns. Merchants/publisher management-Affiliate program promotion and content pages, Screen Affiliates-Combating affiliate fraud. Role of Influencer Marketing in Affiliate Programs Using Influencers to Grow Affiliate Numbers, Influencer Management and Compliance, Influencer vs Traditional Affiliate Approaches

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Apply core concepts of affiliate marketing in real-world digital contexts.
CO2: Develop and manage affiliate partnerships and campaigns.
CO3: Analyse the market to identify effective affiliate strategies.
CO4: Integrate influencer marketing as a growth strategy in affiliate programs.
CO5: Uphold compliance, data protection, and fraud prevention in affiliate ecosystems.

Text Books:

1. Bruce C. Brown: The Complete Guide to Affiliate Marketing on the Web: How to Use and Profit from Affiliate Marketing Programs. (2008)
2. Eugenia Prussakov: Affiliate Program Management: An Hour a Day (2011).
3. Affiliate Marketing 2023 - Step by Step Michael Gordon Cohen (2023).

Reference Books:

1. Evergreen Affiliate Marketing: Master the Mindset, Learn the Strategies and Apply the Systems Used by the World's Wealthiest Affiliate Marketers. Nate McCallister, Iram Allam, et al.(2021)
2. Seema Gupta Digital marketing-Digital tools including affiliate marketing with case studies and Indian context, Mcgraw hill education,3rd edition 2023

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Marketing Management)**

24MBAP431 SOCIAL MEDIA MARKETING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides a thorough understanding of Social Media Marketing as a core element of modern marketing. It covers the shift from traditional to digital platforms, Web 2.0 technologies, and active consumer engagement. Key topics include social networks, content and entertainment marketing, SEO/SMO, online communities, branding, and social media analytics. Students will also explore the role of influencers and career paths in social media, gaining practical skills to create and evaluate effective social media strategies.

Course Objectives:

1. To introduce the fundamentals of Social Media Marketing including its concept, nature, role, and comparison with traditional media.
2. To explore the evolution of marketing communication in the era of Web 2.0 and social orientation.
3. To understand the structure and dynamics of social communities, networks, and the impact of word-of-mouth communication.
4. To examine the tools and strategies involved in social publishing, content marketing, SEO, and SMO.
5. To analyze the impact of social entertainment, social commerce, and the role of social media in market research and performance measurement.

UNIT I FOUNDATIONS OF SOCIAL MEDIA MARKETING 9 hours

Social Media Marketing- Concept, Nature, Role & Importance, Evolution of social media and digital Transformation-Types of media: Paid, owned and Earned-Role of social media in the marketing funnel—Challenges and risks in social media marketing. Traditional Media vs. social media, Horizontal revolution. Participation as 5th P of marketing, Careers in social media.

UNIT II SOCIAL MEDIA PLATFORMS & AUDIENCE TARGETING 9 hours

Overview of platforms: Facebook, Instagram, LinkedIn, Twitter (X), You Tube,, Pinterest, TikTok-Platform features, Telegram Platform features, user demographics, and content suitability-Selecting platforms for B2B vs B2C- Tools for automation and monitoring (Hootsuite, Buffer, Meta Business Suite)- Audience personas and segmentation.

UNIT III SOCIAL COMMUNICATION, COMMUNITIES, AND BRANDING IN THE SOCIAL MEDIA ERA 9 hours

Social communication & Word of Mouth Communication. Role and importance of opinion leaders. Social community, Characteristics, Social Networking sites, Branding and Social Networking. Application of marketing in the social community zone. Types of content, Visual, Video, Stories, reels, blogs, Polls, Live Streaming-Creating a content Calendar-Story telling, brand voice and tone-Influencer marketing cand user-generated content-Community management and engagement tactics.

UNIT IV SOCIAL PUBLISHING AND OPTIMIZATION STRATEGIES IN SOCIAL MEDIA **9 hours**

Social Publishing-Concept, Channels, Content Marketing, SEO and SMO in social media, Key Performance indicators (KPIs): engagement, reach, CTR, ROI-Social media analytics tools and dashboards-social listening and sentiment analysis-Integrating social media with SEO, email marketing and CRM-creating a comprehensive social media strategy

UNIT V SOCIAL ENTERTAINMENT, COMMERCE, AND ANALYTICS IN SOCIAL MEDIA MARKETING **9 hours**

Social entertainment & its marketing implications. Social commerce- concept & advantages, applications. Role & importance of social media in research. Social media measurement.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the core concepts and importance of social media marketing and distinguish it from traditional marketing approaches

CO2: Describe the development of social-oriented communication and the characteristics of Web 2.0 and its application in marketing

CO3: Evaluate the influence of communities, networks, and opinion leaders in shaping marketing strategies.

CO4: Apply social publishing strategies, including SEO and SMO, to enhance brand visibility and engagement.

CO5: Assess the role of entertainment and commerce in social media and understand tools for measuring social media effectiveness

Text Books:

1. Crittenden, V., & Crittenden, W. (2015). Digital and social media marketing in business education: Implications for the marketing curriculum.
2. Evans, L. (2010). Social media marketing: strategies for engaging in Facebook, Twitter &other social media. Pearson Education.
3. Geho, P. R., &Dangelo, J. (2012).The evolution of social media as a marketing tool for entrepreneurs.
4. Digital Marketing, Seema Gupta, McGraw Hill Education, 2nd Edition
5. Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage

Reference Books:

1. Social Media Marketing: A Strategic Approach, 2nd edition, by Barker & Barker ISBN 9781305502758.
2. Fundamentals of Digital Marketing, Punit Singh Bhatia, Pearson, 2nd Edition
3. "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation", Damian Ryan, Calvin Jone. Kogan Page, 4th Edition

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Marketing Management)**

24MBAP432 AI IN MARKETING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description: This course provides an in-depth understanding of how Artificial Intelligence (AI) is revolutionizing marketing. It covers AI's role in strategic value creation, market segmentation, consumer insights, personalization, product innovation, pricing, and integrated marketing communications. The course also explores AI-driven retail transformation and addresses ethical and sustainability challenges. Students will learn to apply AI tools to enhance customer experiences, optimize marketing strategies, and drive innovation in a dynamic business environment.

Course Objectives:

1. Understand the foundational concepts of Artificial Intelligence and its strategic significance in modern marketing.
2. Explore the application of AI in core marketing functions including segmentation, targeting, positioning (STP), and consumer insights.
3. Examine AI's role in enhancing customer experience, personalization, and brand management.
4. Analyse AI-driven innovation in product development, service design, and pricing strategies.
5. Evaluate the integration of AI in marketing communications, retail transformation, and ethical marketing practices.

UNIT I AI FOUNDATIONS AND STRATEGIC VALUE CREATION IN MARKETING **9 hours**

Understanding the basics of AI in Marketing (Continued), Introduction to AI Algorithms, Designs of AI, nsition process and AI matrix, Customer value and Role of AI in Value Delivery Process, Transforming rketing Strategy using AI.

UNIT II MARKET SEGMENTATION, CONSUMER INSIGHTS, AND JOURNEY MAPPING **9 hours**

Using AI for STP, Application of AI in Marketing Mix, Marketing Information Systems and its Components, what is Marketing Research (Continued), Individual Dynamics and its influence on Consumer Behaviour, Consumer Buying Decision Process, Understanding Customer Journey

UNIT III DRIVEN PERSONALIZATION, CUSTOMER EXPERIENCE, AND BRAND STRATEGY **9 hours**

Customer Experience: Meaning & Characteristics, Personalization: Going Beyond Segmentation, Avatar marketing, Standardization, Personalization & Renationalization of Brands using AI, Understanding Networks and Brand Network Effect, Understanding the Use of AI for Addressing Competition, AI and Brand Equity, AI and New Brand Realities .

UNIT IV FOR PRODUCT INNOVATION, SERVICE MANAGEMENT, AND PRICING STRATEGIES **9 hours**

AI for Value Creation and Product Development, Personalization and hyper-personalization Using AI, Implementation of AI by Product Managers, AI in Service, Pricing Strategies Using AI

UNIT V AAN INTEGRATED MARKETING COMMUNICATIONS, RETAIL TRASFORMATION AND ETHICAL SUSTAINABILITY **9 hours**

Role of AI in Advertising, AI in Sales promotion and Direct Marketing, AI in PR and Publicity and Social Media Marketing, Personal Selling using AI, Sales management using AI, AI and Marketing Channel Management, Omni channel Marketing and Retailing, changing face of Retailing in the age of AI, AI in Logistics Management, Navigating Ethical Challenges in AI , AI and Sustainability.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain core AI concepts and frameworks relevant to strategic marketing applications.

CO2: Analyse and apply AI tools for effective STP decisions and customer behavior analysis.

CO3: Design AI-driven personalization strategies to improve customer experience and strengthen brand equity.

CO4: Develop AI-enabled solutions for product innovation, service enhancement, and pricing optimization

CO5: Critically assess AI applications in integrated marketing, retailing, and ethical decision- making.

Text Books:

1. Sterne J., "Artificial intelligence for marketing: practical applications", John Wiley & Sons.
2. Gentsch, Peter., "AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots", (eBook) Springer

Reference Books:

1. King K., "Using Artificial Intelligence in Marketing: How to harness AI and maintain the competitive edge", Kogan Page Publishers
2. Hosnagar, K, "A human's guide to machine intelligence", New York: Viking.
3. Venkatesan, R., and Lecinski J, "The AI Marketing Canvas: A Five-stage Road Map

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Marketing Management)**

24MBAP433 SERVICES MARKETING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The service sector has played a vital role in both developed and developing countries as its contribution to GDP and employment grows progressively every year. The marketing and management issues faced by organizations competing in the service sector or other firms developing service as a source of competitive advantage. The course also looks at the implications of relationships, customer satisfaction, service recovery and other critical elements in services marketing.

Course Objectives:

1. Provide a comprehensive understanding of the unique nature of services and how they differ from goods.
2. Equip students with insights into consumer behavior in service contexts and digital environments.
3. Develop strategic marketing skills for services using the extended marketing mix.
4. Enable students to assess and manage service quality, customer expectations, and relationships.
5. Familiarize students with the marketing practices in key Indian service industries, including tourism, finance, healthcare, and education.

UNIT I INTRODUCTION TO SERVICES MARKETING **9 hours**

Services Marketing – Characteristics – Tangibility Spectrum – Classification of Services, Service flower –Growth of Services in Indian economy – Influencing Factors – Goods Vs Services Marketing – Challenges for Service Organizations. Green services and sustainability

UNIT II BUYER BEHAVIOUR & SELECTING SERVICE MARKETS **9 hours**

Consumer Decision Making Process in Services – Customer Expectations & Zone of Tolerance – Determinants – Segmentation, Targeting & Positioning – Service Strategy – Managing Demand and Capacity. Digital Consumer Behaviour in Services. Digital Consumer Behaviour in Services, Customer Experience Management (CXM), Service Automation and Self-Service Technologies

UNIT III ELEMENTS OF SERVICES MARKETING MIX Inadequacy of 4 Ps **9 hours**

Extended Services Marketing Mix – Service Product Development – Role of Customer & Value Creation –Branding of Services – Pricing of Services – Strategies – Educating &Promoting Services – Managing People for service advantage – Mediocrity & Success – Process in Services – Services Blueprinting – Service Environment – (e) Service scapes – Physical Evidence &Challenges.

UNIT IV UNDERSTANDING CUSTOMER EXPECTATIONS AND MANAGING RELATIONSHIP & SERVICE QUALITY **9 hours**

Understanding customer expectation, Types of service research, Customer Relationships in Services, Managing Relationship & Service Quality – Loyalty — Service triangle, GAP & SERVQUAL Models – Measuring Service Quality – Strategies to improve Service Quality.

UNIT V SERVICES INDUSTRIES IN INDIA **9 hours**

Marketing of Tourism, Travel & Transportation Services – Marketing of Financial Services: Banking, Insurance & Mutual Funds. Communication & Information Services: Telecom & Postal Services, Courier. Marketing of Professional Services: Healthcare, Consultancy, Information Technology, Promotion Services – Marketing of Educational Services – Charities & Social Services Marketing.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain the characteristics of services and identify key challenges in marketing services, including sustainability and green services

CO2: Analyse consumer decision-making processes in services and apply segmentation, targeting, and positioning strategies.

CO3: Design effective service marketing strategies using the extended 7Ps and develop service blueprints and physical evidence management.

CO4: Evaluate customer expectations, conduct service research, and apply models such as the GAP and SERVQUAL to improve service quality.

CO5: Apply marketing concepts and strategies to various Indian service industries, including tourism, financial, healthcare, and educational services.

Text Books:

1. Valarie Zeithaml& Mary Jo Bitner, (2018), Services Marketing: Integrating Customer Focus across the Firm by McGraw Hill publication
2. Christopher Lovelock, (2011), Services Marketing: People, Technology, Strategy by Pearson India H.V. Verma, (2011), Marketing of Services, Global Business Press, New Delhi.
3. Fitzimmons, Fitzimmons, (2017), Service Management operations, strategy, Information Technology, Tata McGraw Hill publication
4. William C.Miller, (1993), Quantum Quality: Quality Improvement through Innovation, Learning & Creativity, Amacon New York. N.Y. Publication

Reference Books:

1. Helen Woodroffe – Services Marketing, McMillan India Ltd., yr 1997
2. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, 2nd edn, Thomson – South Western yr.2002.
3. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

SPECIALIZATION COURSES

STRATEGIC MANAGEMENT

MBA II Year I Semester **Major (Strategic Management)**

24MBAP434 MULTINATIONAL AND TRANSNATIONAL STRATEGY MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course examines the strategic management practices of multinational companies operating in a globalized economy. It explores cross-border strategy formulation, organizational design, international human resource practices, and cross-cultural communication essential for successful multinational operations.

Course Objectives:

1. To understand the key challenges and strategies of multinational corporations (MNCs) in the global marketplace.
2. To analyze strategic content and its formulation in international business.
3. To study the process of strategy implementation through organizational design.
4. To explore international human resource management practices.
5. To understand the importance of global leadership and cross-cultural interactions.

UNIT I INTRODUCTION TO MULTINATIONAL MANAGEMENT 9 hours

Definition and nature of multinational companies; globalization and its impact on business; cultural frameworks in international management – Hofstede and Globe models; ethical issues and corporate social responsibility in MNCs.

UNIT II STRATEGY FORMULATION IN INTERNATIONAL CONTEXT 9 hours

Strategic analysis for MNCs; competitive strategies – cost leadership, differentiation, focus; value chain and core competencies; international diversification strategies; strategic tools – SWOT, PESTEL, External and Internal Factor Evaluation Matrices.

UNIT III ORGANIZATIONAL DESIGN FOR MNCs 9 hours

Designing organizations for multinational operations; structural forms – export department, international division, global matrix, hybrid, and transnational network structures; strategic alliances and joint ventures; role of digitalization and e-commerce strategies.

UNIT IV INTERNATIONAL HUMAN RESOURCE MANAGEMENT 9 hours

IHRM concepts and practices; staffing approaches – ethnocentric, polycentric, geocentric; expatriate management – selection, training, performance evaluation, repatriation; international compensation management; introduction to HR analytics in global HRM.

UNIT V CROSS-CULTURAL MANAGEMENT AND GLOBAL LEADERSHIP 9 hours

Cross-cultural communication and negotiation in international settings; motivational strategies in diverse cultures; leadership styles in global context; building cultural intelligence for effective global leadership

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the dynamics and relevance of multinational management.

CO2: Apply strategic analysis and formulation in international business environments.

CO3: Desigand align organizational structures with multinational strategies.

CO4: Implement effective IHRM policies and practices.

CO5: Demonstrate cross-cultural communication and leadership competence.

Text Books:

1. John B Cullen, K. Praveen Parbo teeach (2014). 'Multinational Management: A Strategic Approach',Cengage
2. J.H.T.Aggart & M.Berry (2001), Multinational in a New Era: International Strategy and Management Palgrave, NY

Reference Books:

1. Wilma W.Swen –"Non-Cooperation -the Dark Side of Strategic Alliances",Palgrave Macmillan(June 2005). ISBN:1-4039-4565-9 2. Segil,Larraine(VantagePartners)
2. "MeasuringTheValueofPartnering–Howtousemetrics to plan,develop, and implement successful alliances", Amacom (2004). ISBN: 0-8144-0778- 1
3. Spekman, Robert E. and Isabella, Lynn A. –"Alliance competence –maximizing the value of ourpartnerships" –John Wiley & Sons, inc.(2000)

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Strategic Management)**

24MBAP435 STRATEGIC ALLIANCES AND NETWORKS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course is designed to help students understand the functioning of alliances in a firm's strategies, the benefits, and limitations of collaboration, and how managers can enhance their chances for success. This course focuses on identifying the key structures and processes required for the successful management and development of these cooperative modes of organization. A mix of both theoretical concepts and practical case studies will be used to develop strategic solutions.

Course Objectives:

1. To develop a deeper understanding of the different types of strategic alliances in Indian Context.
2. To gain insights into several companies' use of alliances and networks.
3. To explain the Alliance Research Methodologies
4. To acquaint complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.
5. To analyze the networks of Strategic Alliances

UNIT I INTRODUCTION 9 hours

Strategic Alliances – Meaning, definition and types – Significance of Alliances- Value creation in alliances strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context – Managing alliances; the role of top management – Challenges and tasks. The nature of cooperation and its role in strategy – Economic perspectives – Managerial and organizational perspectives – Trust in cooperative strategies.

UNIT II HYBRID FORMS OF ECONOMIC ORGANISATION 9 hours

Alliances, Networks and Equity Joint Ventures - Typology of Strategic Alliances - Significance of Networks as a Mode of Economic Organization - Knowledge Networks and Technological Innovation in Networks - Networks to Set Industry Standards - Social Networks: Competitive Significance of Relations beyond Firm Boundaries - Alliance between Competitors - Pre- competitive Alliances - Market Sharing Alliances. (Competitive profile matrix).

UNIT III ALLIANCE RESEARCH METHODOLOGIES 9 hours

Alliance Research Methodologies: Research Methods in Alliances – Research Outside the "Core": Opportunities in Alternative Approaches and Methods for Studying Cooperative Alliances – Modelling and Measuring the Performance of Alliances. Role of Risk and Trust in Managing Alliances.

UNIT IV ORGANISATIONAL LEARNING THROUGH ALLIANCES 9 hours

Structures and Systems for Effective Learning for Partners in Alliances - Managing the Process of Alliance Formation: Partner Selection and Negotiation - Contracts and Trust in Managing Partner. Conflict in Alliances - Evolution and Termination of Alliance Relationships – Issues in global strategy implementation. Role of Alliances in Disruptive Innovation.

UNIT V NETWORKS OF STRATEGIC ALLIANCES 9 hours

From alliances to Networks: The network frontier: Managing the global network corporation - Entrepreneurial Alliances and Networks The essence of strategic network: Competition and cooperation – Reduction of transaction costs – Generating trust – The network's internal consistency – Setting up and managing in a strategic network (MARKOV CHAIN).

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Illustrate the concept, types, value creation and challenges of strategic alliances.

CO2: Critique insights into several companies' use of alliances and networks

CO3: Devise the Alliance Research Methodologies

CO4: Discover the complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.

CO5: Synthesize Networks of Strategic Alliances

Text Books:

1. Mike Nevin-"The Strategic Alliance Handbook"; Gower; New edition (Oct. 2014). ISBN-10:0566087790
2. Brian Tjemkes; PepijnVos; Koen Burgers – "Strategic Alliance Management"; Routledge (2012).ISBN 978-0415681292
3. RanjayGulati – "managing network resources –Alliances, Affiliations, and Other Relational Assets";Oxford University Press (2007). ISBN 978-0-19-929935-5.

Reference Books:

1. Bartlett C.A, and S. Ghoshal, "Transnational Management: Text, Cases and Readings in CrossBorder Management, Irwin, London.
2. Lorange, P. and J. Roos, "Strategic Alliances: Formulation, Implementation and Evolution",Blackwell, Oxford
3. Michael Y. Yoshino, U. Srinivasa Rangan, "Strategic Alliances: An Entrepreneurial Approach toGlobalization", Harvard Business Press

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Strategic Management)**

24MBAP436 STRATEGY EVALUATION AND CONTROL

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course describes the strategy evaluation and control activities which include reviewing internal and external factors that are the bases for current strategies, measuring performance, and taking corrective actions. Describes the procedure for measuring performance and taking corrective actions.

Course Objectives:

1. To explain the overview of strategic evaluation;
2. To elucidate Process of strategic evaluation;
3. To explain the significance, characteristics and types of strategic evaluation and control;
4. To explain critical success factors of strategy and control
5. To elucidate issues and challenges of strategic control

UNIT I INTRODUCTION **9 hours**

Strategy Evaluation: Nature, importance, overview of strategic evaluation – Participants in strategic evaluation – Barriers in evaluation – Requirements for effective evaluation.

UNIT II PROCESS OF STRATEGIC EVALUATION **9 hours**

Process of Strategic Evaluation – Criteria for Strategic Evaluation – Framework for Evaluating Strategic Alternatives - Techniques of Strategic Evaluation and Control, Operational Control – Process of Strategic Control - Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Scorecard, Judo Strategy, Organizational Change and Learning. (Balance Score Card Software) Www.Webbsc.Com

UNIT III STRATEGIC CONTROL **9 hours**

Strategic control - Characteristics of an effective evaluation and control system – Types of strategic controls – Premise control, implementation control, strategic surveillance and special alert control.

UNIT IV PERFORMANCE MEASUREMENT **9 hours**

Control -Critical Success Factors and Controls - Performance Measurement (DEA analysis)

UNIT V ISSUES AND CHALLENGES OF STRATEGIC CONTROL **9 hours**

Monitoring and control of strategic formulation and implementation – Hierarchy of control activities - Issues and challenges

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Appraise the overview of strategic evaluation

CO2: Formulate process of strategic evaluation

CO3: Evaluate the significance, characteristics and types of strategic evaluation and control;

CO4: Identify critical success factors of strategy and control

CO5: Contrast issues and challenges of strategic control

Text Books:

1. V.S. Ramaswamy, S. Namakumari, "Strategic Planning: Formulation of Corporate Strategy",Macmillan Publishing House Ltd.
2. Harvard Business Review on Strategic Alliances, Harvard Business School Press, 2002,ISBN:159139133

Reference Books:

1. R. Srinivasan (2014), "Strategic Management: The Indian Context", Prentice Hall India
2. R.M.Shivastava, "Management Policy & Strategic Management", Himalaya PublishingHouse, Mumbai.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Strategic Management)**

24MBAP437 GREEN BUSINESS MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

The objective of the course is to impart students an understanding of green business, its advantages, issues and opportunities and to provide knowledge over the strategies for building eco-business.

Course Objectives:

1. To impart students an understanding of green business, its advantages and issues.
2. To provide knowledge over the strategies for building eco-business.
3. To analyze the approaches of ecological economics
4. To elucidate issues at the time of implementing strategies for green business
5. To evaluate green business management techniques and methods

UNIT I INTRODUCTIONTO GREEN MANAGEMENT **9 hours**

The Concept of Green Management; Evolution; nature, scope, importance and types; Green Management in India; Relevance in twenty first century; Introduction to global green frameworks; Emerging concepts including ESG (Environmental, Social, and Governance) and Circular Economy.

UNIT II ORGANIZATIONAL ENVIRONMENT **9 hours**

Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues to produce high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER); Green Human Resource Management (Green HRM); Role of leadership in driving organizational sustainability initiatives.

UNIT III APPROACHES FROM ECOLOGICAL ECONOMICS **9 hours**

Indicators of sustainability; Eco-system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories; Carbon and ecological footprint analysis; Valuation of natural capital; Introduction to Payment for Ecosystem Services (PES).

UNIT IV ENVIRONMENTAL REPORTING AND ISO14001 **9 hours**

Climate change business and ISO14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management; Sustainability reporting standards such as GRI, SASB and Integrated Reporting; Challenges of greenwashing and ethical environmental disclosures.

UNIT V GREEN BUSINESSTECHNIQUESAND METHODS **9 hours**

Green tax incentives and rebates (to green projects and companies); Green project management in action; Business re-design; Eco-commerce models; Green Supply Chain Management (GSCM) and logistics.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Use the concept of green business

CO2: Build eco-advantage strategies

CO3: Examine the ecological approaches.

CO4: Develop implementable green business strategies

CO5: Apply the green business techniques and methods

Text Books:

1. Vom Brocke, J., Seidel, S., & Recker, J. (Edition 1). (2012). Green Business Process Management:towards the sustainable enterprise. Springer Science & Business Media.
2. Sommer, A. (2012). Managing green business model transformations. Springer Science & Business Media.
3. Tehrani, N. (2011).Understanding Green Business. Author House. First edition

Reference Books:

1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
2. Green Project Management byRichard Maltzman And David Shiden, CRC Press Books. First edition
3. Green and World by Andrew S. Winston, Yale Press B

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Strategic Management)**

24MBAP438 STRATEGIC DESIGN AND INNOVATION MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

The course will focus on both the theoretical and analytical understanding of innovation management, including how innovation is managed, and how innovation is measured. It focuses on strategies used to promote development and innovation, and also on the knowledge and the skills to analyze, design and implement innovations

Course Objectives:

1. To explain the significance of innovation for an organization.
2. To explain the process of innovation.
3. To identify the sources of innovation;
4. To discover how innovation can be used to develop new products and services; and
5. To describe the benefits arising out of innovation.

UNIT I INTRODUCTION **9 hours**

Why Innovation Matters-Innovation and Entrepreneurship - How Innovation Matters- Old Question-New Context- What is Innovation- A Process View of Innovation-Scope for/Types of Innovation-Exploring Different Aspects of Innovation- Managing Innovation

UNIT II INNOVATION AS A CORE BUSINESS PROCESS **9 hours**

Variations on a Theme- A Contingency Model of the Innovation Process- Evolving Models of the Process-Can We Manage Innovation- Building and Developing Routines Across the Core Process-Learning to Manage Innovation- Measuring Innovation Success- What Do We Know About Successful Innovation Management Diffusion of Innovation-Roger model - Success Routines in Innovation Management- Beyond the Steady State.

UNIT III SOURCES OF INNOVATION **9 hours**

Where do Innovations Come From- Knowledge Push- Need Pull - Whose Needs?- Towards Mass Customization- Users as Innovators - Extreme Users- Watching Others- Recombinant Innovation-Design- led Innovation – Regulation- Futures and Forecasting- Accidents- A Framework for Looking at Innovation Sources- How to Search- Absorptive Capacity-Balancing Exploitation and Exploration-Tools and Mechanisms to Enable Search-Two Dimensions of Innovation Search-A Map of Innovation Search Space.

UNIT IV CREATING NEW PRODUCTS AND SERVICES **9 hours**

Processes for New Product Development, Influence of Technology and Markets on Commercialization, Differentiating Products, Building Architectural Products, Commercializing Technological Products, Implementing Complex Products, Service Innovation.

UNIT V CAPTURING THE BENEFITS OF INNOVATION 9 hours

Creating Value Through Innovation, Innovation and Firm Performance, Exploiting Knowledge and Intellectual Property, Broader Economic and Social Benefits, Choosing a Business Model.

Course Outcomes:

At the end of this course students will demonstrate the ability to
CO1: Create an environment for innovation
CO2: Manage Innovation
CO3: Tap sources of innovation for the benefit of organization.
CO4: design and create new products
CO5: Compute the value from innovations

Text Books:

1. Fourth Eye: Excellence Through Creativity - A Fresh Approach to Effective Management ofIndividual, Organizational and Social CreativityPaperback by Pradip N. Khandwalla (Sage publications)
2. Corporate Creativity:The Winning Edge (Tata McGraw Hill)
3. Managing Innovation: Integrating Technological, Market and Organizational Change, 5th Edition byJoe Tidd, John R. Bessant wiley publications

Reference Books:

1. C.K Prahalad and MS Krishnan: New Age of Innovation (Tata McGraw Hill)
2. Shlomo Maital and D.V. Scshadri: Innovation Management (Response)
3. White/Bruton: The Management of Technology and Innovation (Cengage)
4. Paul E Plesk: Creativity Innovation and Quality (Prentice-Hall)
5. Pradip N-Khandawalla: Fourth Eye (A.H.Wheeler)

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Strategic Management)**

24MBAP439 COMPETING THROUGH BUSINESS MODELS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description

The course aids in determining the business model of any organization, ascertains how a business model helps the organization create and capture value over time, and describes how to evaluate and improve a business model. It provides a strategic understanding of how organizations can use business model thinking to gain a competitive edge, drive innovation, and respond to changing market dynamics.

Course Objectives:

1. To elucidate the concept, significance, and challenges of a business model
2. To analyze the Business Model Navigator
3. To assess competitive advantages and enhance investment decision-making
4. To explain management of change through business models
5. To examine innovative practices across industries based on business models

UNIT I INTRODUCTION **9 hours**

The business model: concept, importance, and nature; elements of a business model; challenges of business model innovation; understanding value creation and value capture mechanisms.

UNIT II BUSINESS MODEL NAVIGATOR **9 hours**

Creative imitation and the importance of recombination; four phases of the business model innovation process; initiation by analyzing the ecosystem, ideation by adopting established patterns, integration through model shaping, and implementation by realizing strategic plans

UNIT III BUSINESS MODEL – INVESTING IN COMPANIES WITH STRONG COMPETITIVE ADVANTAGES **9 hours**

Analysing business models for investment decisions based on competitive advantage; evaluating key areas such as competitors, customers, economics, management, products, and suppliers. Assessing sector attractiveness across economic cycles; identifying sectors to avoid and sectors to target for buying or selling.

UNIT IV MANAGING CHANGE THROUGH BUSINESS MODEL **9 hours**

Driving organizational change through business model innovation; defining a clear plan of action; establishing structure and goals; building and reinforcing capabilities to support change; aligning innovation with long-term strategy.

UNIT V BUSINESS MODEL INNOVATION IN ACTION **9 hours**

Real-world applications and case studies of business model innovation from selected industries including the Indian 2-wheeler industry, ITC, Unilever, banking and insurance, healthcare, and hospitality. Exploration of how these companies innovate and evolve their business models for strategic advantage.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the concept, significance, and innovation challenges of business models

CO2: Explore and apply the Business Model Navigator

CO3: Assess competitive advantage and make strategic investment decisions

CO4: Manage change effectively through business model planning

CO5: Evaluate and innovate business models across diverse industries

Text Books:

1. O Grossman, K Franken berger, Michaela CSIK. (2014). The Business Model Navigator. FT Publishing Financial Times.

Reference Books:

1. David Watson. (2014). Business Model: Investing in Companies and Sectors with Strong Competitive Advantages. Harrimon House

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Strategic Management)**

24MBAP440 DYNAMICS OF FRAMING AND EXECUTING STRATEGY

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

The course aims to impart the students with an overview of framing and executing the strategies

Course Objectives:

1. To aware and analyze the hyper-turbulent business environment.
2. To gain insights into strategic models, which successful deploy organizations to develop their strategies.
3. To understand designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4. To aware about HR/People systems and processes required for emergent organizational forms.
5. To explain about business life cycles and strategies.

UNIT I INTRODUCTION 9 hours

Understanding Emerging Environment: Emergence and Understanding Hyper-turbulence environment, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, The Rise of Artificial Intelligence and its Environmental Impact, Law of Increasing Returns in Networked, Knowledge-Based Economy. Trend analysis, scenarios and simulations

UNIT II CHANGING MODELS OF STRATEGY 9 hours

Changing Models of Strategy, Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as "Sense-Making", Shaping and Adapting to Networks

UNIT III NEW FORMS OF ORGANISATION 9 hours

New Forms of Organization, Organizations as Networks, Types of Network Organizations /Clusters:Kingdom and the Republic, Self-Organizing Systems, Organizational Designs for Change and Innovation, Building Resilience and Adaptability into Organizational Networks
Designing Principle for New Forms of Organizations,

UNIT IV PEOPLE AND PROCESS ISSUES IN EMERGING ORGANISATIONAL FORMS 9 hours

People and Process issues in Emerging Organizational Forms, Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organizations, Developing Competencies for New Organizational Forms. Developing Digital Leadership Skills for New Organizational Structures:

UNIT V BUSINESS LIFE CYCLES AND STRATEGIES 9 hours

Business Life Cycles and Strategies, Challenges of Shrinking Product Life Cycles, Fostering Innovation as on on-going Process, Challenge of Time Compression, Speed as a Global Competitive weapon in all business process, The Impact of Quantum Computing on Future Business Strategies and Competitive Advantage

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Intellectual to the frame and analyze the hyper-turbulent business environment.

CO2: Boost up brain to frame the strategic models which successful deploy organizations to develop their strategies.

CO3: Able to apply designing principles to create organizations capable of performing in uncertainty and hyper-turbulence

CO4: Enable to tackle HR/People systems and processes, required for emergent organizational forms.

CO5: Capable to apply the business life cycles and strategies

Text Books:

1. Strategic Management and Business Policy by Azhar Kazmi, Tata Mcgraw Hill
2. Exploring Corporate Strategy: Text &Cases by Gerry Johnson and Kevan Scholes, PHI

Reference Books:

1. Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, 14/e, TMH, 2009.
2. Strategic Management Concepts and Cases, Fred R. David 12/e,PHI,2008
3. Craig R. Hickman & Michael A. Silva, "Creating Excellence", London Universal Book Stall, New Delhi.
4. V.S. Ramaswamy, S. Namakumari, "Strategic Planning: Formulation of Corporate Strategy", Macmillan Publishing House Ltd.
5. Lorange, P. and J. Roos, "Strategic Alliances: Formulation, Implementation and Evolution", Blackwell, Oxford.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Strategic Management)**

24MBAP441 INNOVATION STRATEGIES FOR BUSINESS LEADERS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides a strategic perspective on the role of technology in business and corporate strategy. It equips students with the frameworks and tools to align technological capabilities with business goals, drive innovation, forecast emerging technologies, and manage technology-related risks. Emphasis is placed on understanding how firms create sustainable competitive advantage through strategic technology management and innovation ecosystems

Course Objectives:

1. To understand the strategic role of technology in business and corporate strategy.
2. To develop the ability to analyze and forecast technological trends and their implications.
3. To explore the concepts of innovation, platform strategies, and business model innovation.
4. To evaluate strategies for technology acquisition, alliances, and intellectual property
5. To understand the challenges of implementing technology strategy within governance and ethical frameworks

UNIT I FOUNDATIONS OF TECHNOLOGY STRATEGY 9 hours

Technology as a source of competitive advantage – Technology life cycle and S-curve – Types of innovation: incremental vs disruptive – Strategic roles of R&D and innovation – Technology investment decisions – Case insights into technological disruptions in legacy firms.

UNIT II TECHNOLOGY FORECASTING AND ASSESSMENT 9 hours

Technology forecasting techniques – Environmental scanning – Technology scouting – Delphi method – Scenario planning and trend extrapolation – Adoption and diffusion models (Diffusion of Innovation, Technology Acceptance Model) – Evaluating emerging technologies – Role of intellectual property rights (IPR) and patent analytics – Application of forecasting in strategic decision-making.

UNIT III INNOVATION MANAGEMENT AND BUSINESS MODELS 9 hours

Open and closed innovation – Business model innovation – Platform-based strategies and innovation ecosystems – Strategic alignment of innovation with business goals – Technology push vs market pull – Organizational structures supporting innovation – Measuring innovation success – Case studies of successful innovation-driven firms.

UNIT IV TECHNOLOGY ACQUISITION AND STRATEGIC ALLIANCES 9 hours

Technology sourcing: make, buy, or ally – Strategic alliances, joint ventures, and licensing – Mergers and acquisitions for technology access – Technology transfer – Network effects and standards – Global technology sourcing and outsourcing – Building absorptive capacity – Case studies of collaborative technology strategies.

UNIT V EXECUTION, GOVERNANCE AND ETHICS IN TECHNOLOGY STRATEGY 9 hours

Technology strategy implementation – Developing technology roadmaps – Aligning IT and business strategy – IT governance frameworks – National innovation systems and policy environment – Managing technological uncertainty and risk – Ethical issues in technology management – Transparency, accountability, and corporate responsibility – Case examples from global and Indian contexts

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the strategic role of technology in business transformation

CO2: Analyze and forecast technological trends and business implications

CO3 : Evaluate innovation strategies and business models

CO4: Formulate strategies for alliances, IP, and technology acquisition

CO5: Design and implement governance frameworks for technology strategy

Text Books:

1. Schilling, M.A. *Strategic Management of Technological Innovation*. McGraw-Hill, Latest Edition.

Reference Books:

1. Burgelman, R.A., Christensen, C.M., & Wheelwright, S.C. Strategic Management of Technology and Innovation.
2. Chesbrough, H. Open Innovation: The New Imperative for Creating and Profiting from Technology.
3. Tidd, J., & Bessant, J. Managing Innovation: Integrating Technological, Market and Organizational Change.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Strategic Management)**

24MBAP442 SUSTAINABILITY STRATEGY

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course equips students with strategic approaches to sustainability in business, focusing on environmental, social, and governance (ESG) integration. It covers sustainable value creation, stakeholder engagement, green operations, ESG metrics, and global reporting standards. Real-world case studies enhance understanding of how businesses align strategy with sustainability goals.

Course Objectives:

1. To understand the fundamental principles and evolving concepts of sustainability and their strategic significance in modern business environments.
2. To explore various frameworks, models, and approaches for integrating sustainability into corporate vision, mission, and long-term strategy.
3. To evaluate sustainable operations, supply chain practices, and resource-efficient processes that contribute to environmental and social responsibility.
4. To analyze sustainability performance using ESG metrics and global reporting standards, and understand the governance structures supporting ethical leadership.
5. To examine emerging trends, challenges, and innovations in sustainability through real-world case studies across industries and geographies.

UNIT I FOUNDATIONS OF SUSTAINABILITY AND STRATEGY 9 hours

Concept and principles of sustainability: environmental, social, and economic dimensions. Evolution of sustainability in business – from compliance to strategic advantage. Triple Bottom Line (TBL) approach and sustainable development goals (SDGs). Business case for sustainability – risks and opportunities.

UNIT II STRATEGIC APPROACHES TO SUSTAINABILITY 9 hours

Integrating sustainability into corporate vision, mission, and values. Stakeholder engagement and materiality assessment. Frameworks and models for sustainable strategy (e.g., Porter's Shared Value, Natural Capitalism). Sustainability and competitive advantage: cost leadership, differentiation, and innovation.

UNIT III SUSTAINABLE OPERATIONS AND SUPPLY CHAINS 9 hours

Green operations and production systems. Life cycle thinking – cradle-to-cradle and circular economy principles. Sustainable procurement and responsible sourcing. Greening the supply chain: logistics, waste reduction, and supplier collaboration.

UNIT IV MEASUREMENT, REPORTING, AND GOVERNANCE 9 hours

ESG metrics and key performance indicators (KPIs). Sustainability reporting frameworks: GRI, SASB, TCFD, Integrated Reporting. Corporate governance and ethical leadership in sustainability. Regulatory landscape and compliance (local and global perspectives).

UNIT V CONTEMPORARY TRENDS AND CASE STUDIES 9 hours

Climate change strategy and carbon management. Renewable energy, decarbonization, and green finance. Social innovation and inclusive business models. Case studies: Unilever, Patagonia, Tesla, Tata Group, IKEA, etc. Emerging issues: green washing, circular economy, digital sustainability.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand and articulate key sustainability concepts, including the Triple Bottom Line and Sustainable Development Goals, and their strategic relevance to business.

CO2: Analyze and apply strategic frameworks to incorporate sustainability into core business functions and competitive positioning.

CO3: Evaluate sustainable practices in operations and supply chain management, including circular economy principles and life cycle thinking

CO4: Interpret and assess sustainability performance using ESG metrics and reporting frameworks such as GRI, SASB, and TCFD.

CO5: Critically examine contemporary sustainability trends and apply strategic insights through the analysis of real-world corporate case studies.

Text Books:

1. Business Strategies for Sustainability"- Helen Kopnina & John Blewitt, *Publisher:* Routledge, 2018.
2. "Strategic Corporate Social Responsibility: Sustainable Value Creation"- David Chandler *Publisher:* SAGE Publications, 2017.

Reference Books:

1. Corporate Sustainability: Integrating Performance and Reporting**"**-Ann Brockett & Zabihollah Rezaee, *Publisher:* Wiley, 2012.
2. Sustainability by Design: A Subversive Strategy for Transforming Our Consumer Culture**"**- John R. Ehrenfeld,*Publisher:* Yale University Press, 2008
3. **"**Strategic Sustainability: A Natural Environmental Lens on Organizations and Management**"**- Daniel S. Fogel, *Publisher:* Business Expert Press, 2013.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Strategic Management)**

24MBAP443 STRATEGIC CRISIS MANAGEMENT AND LEADERSHIP

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course explores the strategic and leadership dimensions of crisis management across organizational, governmental, and global contexts. It focuses on anticipating, managing, and recovering from crises through structured planning, effective communication, and resilient leadership. Students will gain practical skills in decision-making under pressure, stakeholder engagement, and developing strategic frameworks for organizational preparedness and learning post-crisis.

Course Objectives:

1. Understand the key concepts, types, and phases of crisis management.
2. Develop strategic crisis response and preparedness plans.
3. Apply effective communication strategies during crisis situations.
4. Demonstrate leadership competencies essential for managing crises.
5. Evaluate post-crisis recovery efforts and promote organizational learning

UNIT I FUNDAMENTALS OF CRISIS MANAGEMENT **9 hours**

Definitions and types of crises: natural, technological, reputational, economic, and political, Phases of crisis management: pre-crisis, response, and post-crisis, The crisis management cycle and strategic importance of readiness, Key differences between risk management and crisis management, Overview of major historical crises and lessons learned.

UNIT II STRATEGIC CRISIS PLANNING AND PREPAREDNESS **9 hours**

Crisis anticipation and risk forecasting tools, Developing crisis response plans and contingency frameworks, Building resilient systems: business continuity and emergency planning, Role of organizational culture in crisis preparedness, Simulation exercises, drills, and stress-testing strategic plans.

UNIT III CRISIS COMMUNICATION AND STAKEHOLDER ENGAGEMENT **9 hours**

Communication strategies during high-pressure situations, Media management, social media dynamics, and public perception, Internal vs. external communication during crises , Stakeholder mapping and maintaining trust and transparency, Case studies on successful and failed crisis communication

UNIT IV LEADERSHIP IN TIMES OF CRISIS **9 hours**

Characteristics of effective crisis leaders: decisiveness, empathy, and adaptability, Strategic thinking and ethical decision-making under pressure, Leadership models: transformational, situational, and servant leadership in crises, Role of leadership in managing uncertainty, fear, and resistance, Real-world examples of crisis leadership from corporate, public, and nonprofit sectors

UNIT V POST-CRISIS RECOVERY AND ORGANIZATIONAL LEARNING **9 hours**

Managing recovery: damage control, stabilization, and return to normally, Assessing crisis response effectiveness and stakeholder feedback, Institutionalizing learning: After Action Reviews (AARs) and crisis audits, Reputation rebuilding and long-term strategic adaptation, Integrating crisis insights into policy and leadership development

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Identify and categorize various organizational crises and understand their implications.

CO2: Design and implement proactive crisis management and business continuity plans.

CO3: Communicate effectively with stakeholders during different phases of a crisis.

CO4: Exhibit leadership qualities in managing people and resources during high-stress events.

CO5: Analyze recovery strategies and institutionalize lessons learned for future resilience.

Text Books:

1. Strategic Crisis Management: A Handbook for Leaders"- Michael Holenweger, Michael G. Hermann, and Rolf W. Künzi , *Publisher:* Springer- 2017.
2. Crisis Management: Planning for the Inevitable" (2nd Edition**)-** Steven Fink, *Publisher:* McGraw-Hill, 2013

Reference Books:

1. Introduction to International Disaster Management (3rd Edition**)-**Damon P. Coppola, *Publisher:* Butterworth-Heinemann- 2020
2. Crisis Management in the New Strategy Landscape (3rd Edition**)-** William Crandall, John Parnell, and John Spillan, *Publisher:* SAGE Publications- 2020.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Strategic Management)**

24MBAP444 STRATEGIC AND GLOBAL OPERATIONS

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description

This course explores the formulation and implementation of strategies by companies operating in international markets. It covers global competitive dynamics, international market entry strategies, cross-border operations, and the challenges faced by multinational enterprises (MNEs) in a complex global environment. Students will develop analytical skills to evaluate strategic issues from a global perspective and design actionable strategies for international success.

Course Objectives:

1. Understand strategic issues unique to international business environments.
2. Evaluate the impact of globalization on business strategy.
3. Analyze different market entry and global expansion strategies.
4. Design appropriate strategies for global integration and local responsiveness.
5. Examine challenges in implementing strategy across borders including culture, leadership, and structure.

UNIT I INTRODUCTION TO INTERNATIONAL STRATEGIC MANAGEMENT 9 hours

Definition and Scope of International Strategic Management, Drivers of Globalization, Frameworks for Global Strategy (CAGE, PESTEL, SWOT, Porter's Diamond), Strategic Intent and Vision in Global Context, The Role of International Strategy in MNC Success

UNIT II GLOBAL INDUSTRY ANALYSIS AND STRATEGY FORMULATION 9 hours

Global Competitive Forces (Five Forces in Global Context), Resource-Based View & Core Competencies, Value Chain and Global Value Networks, Strategic Positioning – Cost Leadership vs Differentiation in Global Markets, Case Studies of Global Strategic Decisions

UNIT III INTERNATIONAL MARKET ENTRY STRATEGIES 9 hours

Entry Modes: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries, Factors Influencing Entry Mode Choice, Risk and Return Considerations in Entry Strategy, Timing of Entry – First Mover vs Late Mover, Regional Strategy vs Global Strategy

UNIT IV STRATEGY IMPLEMENTATION IN GLOBAL CONTEXT 9 hours

Organizational Structures for Global Operations (Global, Transnational, Multi domestic) , Global Integration vs Local Responsiveness (IR Framework), Cross-Cultural Management Issues, Coordination and Control Mechanisms, Leadership Challenges in MNCs

UNIT V STRATEGIC ISSUES IN EMERGING MARKETS AND GLOBAL CHALLENGES 9 hours

Strategies for Emerging and Frontier Markets, Institutional Voids and Adaptation Strategies, CSR, Ethics, and Sustainability in Global Strategy, Political Risk and Regulatory Challenges, Current Trends: Digital Global Strategy, Geo-economic Shifts

Course Outcomes:

At the end of this course students will demonstrate the ability to
CO1: Apply strategic management tools to global business environments
CO2: Analyse the international competitive landscape
CO3: Recommend appropriate entry and expansion strategies for MNCs.
CO4: Develop strategies balancing global efficiency and local adaptation.
CO5: Evaluate the impact of cultural and institutional differences on strategy implementation.

Text Books:

1. Hill, Charles W.L., and Hult, G. Tomas M. International Business: Competing in the Global Marketplace– McGraw Hill Education, 13th Edition, 2022

2. Peng, Mike W.Global Strategy– Cengage Learning, 5th Edition, 2021

3. Thompson, Arthur A., Strickland, A.J., Gamble, John E., & Jain, Arun K.
Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases– McGraw Hill Education, 22nd Edition, 2020

Reference Books:

1. Bartlett, Christopher A., and Ghoshal, Sumantra, Transnational Management: Text, Cases, and Readings in Cross-Border Management– Cambridge University Press, 8th Edition, 2019

2. Rugman, Alan M., and Collinson, Simon, International Business– Pearson Education, 8th Edition, 2020

3. Mellahi, Kamel, Frynas, Jedrzej George, and Finlay, Paul Global Strategic Management– Oxford University Press, 4th Edition, 2020

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

SPECIALIZATION COURSES

ANALYTICS

MBA II Year I Semester **Major (Analytics)**

24MBAP445 AI IN BUSINESS DECISION MAKING

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course offers a comprehensive introduction to the fundamentals and practical applications of Artificial Intelligence (AI) and Machine Learning (ML) in a business context. Designed specifically for management students, the course bridges the gap between technical AI concepts and strategic business decision-making. Students will gain foundational knowledge in AI, ML, and Data Science, and explore how modern organizations leverage these technologies to drive digital transformation. Through a blend of theoretical concepts and hands-on experiments, the course covers managing AI/ML projects, supervised and unsupervised learning, deep learning models, and decision-making algorithms such as decision trees, random forests, and k-nearest neighbors

Course Objectives:

1. To introduce managers to the fundamental concepts of AI, ML, and Data Science, and explore current AI applications and ethical considerations.
2. To enable managers to understand the lifecycle and best practices of managing AI and ML projects within digital organizations.
3. To develop an understanding of the core principles and challenges in machine learning, including model selection, overfitting, and bias-variance trade-off.
4. To provide insights into deep learning architectures and their applications in business problems such as image recognition and sequence prediction.
5. To introduce decision trees, random forests, and k-nearest neighbor methods and their applications in solving classification and prediction tasks in business.

UNIT I INTRODUCTION TO AI: CURRENT SCENARIO **9 hours**

Introduction to AI, Artificial Intelligence, Machine Learning, and Data Science, AI Applications in Use Today, Types of AI Applications, Overview of ML, Goals of AI, Managerial View of Artificial Intelligence, Challenges and Ethics, Industry Incumbents, Technology Entrepreneurs.

- Experiment 1.1: Use SQL to analyze how AI is adopted across industries and countries.
- Experiment 1.2: Summarize the number of AI applications by sector using SQL.

UNIT II MANAGING AI AND ML PROJECTS **9 hours**

Digital Transformation in Organizations: An introduction, Managing AI and ML Projects: Identify the problem, build a pilot, Model, Design, Data Preparation, Testing and Validation, Deployment for production, Training and Skill Development, Monitoring and Maintenance, Clod-Computing, Internet-of-Things, Augmented Reality and Virtual Reality.

- Experiment 2.1: Data Cleaning Using SQL Queries
- Experiment 2.2: Data Partitioning for Model Building: Use SQL to simulate training/testing data split.

UNIT III INTRODUCTION TO ML **9 hours**

Introduction to ML, The problem of Learning by induction, Induction and Deduction, Types of Machine Learning Models, Criteria for Model Selection, Implementation of ML Projects, Model Testing and Validation, Overfitting and Generalization, Bias and Variance, Occam's Razor, False Positives and False Negatives, Experimentation.

- Experiment 3.1: Creating Class Labels in SQL
- Experiment 3.2: Feature Scaling Using SQL

UNIT IV DEEP LEARNING **9 hours**

Introduction to Deep Learning, Applications of Deep Learning, Deep Learners and Neural Networks, Types of Deep Learners, Convolutional Neural Networks, An Example of a Deep Learning Model, Recurrent Neural Networks, Long Short- term Memory Network, Generative Adversarial Networks, Autoencoders.

- Experiment 4.1: Managing Image Metadata for CNN Models-Use SQL to retrieve and organize image metadata.
- Experiment 4.1: Creating Sequential Time Series Windows in SQL: Extract time-lagged sequences for RNNs/LSTM.

UNIT V DECISIONS TREES, RANDOM FORESTS, AND NEAREST NEIGHBOUR METHODS **9 hours**

Introduction, Decision Trees, Random Forests, Applications of Decision Trees and Random Forests, k-Nearest Neighbour Method, General Idea of k-Nearest Neighbour , An Extended Example of k-Nearest Neighbour , Practical Issues in k-Nearest Neighbour Learning, The Curse of Dimensionality, Use of DTs, RFs, and kNNs.

- Experiment 5.1: SQL for Decision Tree Feature Grouping
- Experiment 5.2: Simulating Nearest Neighbour Search in SQL

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Interpret AI-related terminology, identify different types of AI applications, and explain ethical and business implications of AI adoption.

CO2: Apply AI project management frameworks to identify, design, develop, and deploy ML-based solutions in an enterprise setting.

CO3: Evaluate and validate machine learning models using appropriate metrics, and make informed decisions to balance model complexity and performance.

CO4: Demonstrate the ability to apply deep learning models like CNNs, RNNs, and autoencoders to real-world data problems.

CO5: Analyze business data using tree-based and distance-based algorithms and recommend optimal solutions based on model outputs.

Text Books:

1. **Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R.** (2023). *Machine Learning for Business Analytics: Concepts, Techniques, and Applications in Python* (4th ed.). Wiley.
2. **Provost, F., & Fawcett, T.** (2013). *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking*. O'Reilly Media.
3. **Russell, S. J., & Norvig, P.** (2021). *Artificial Intelligence: A Modern Approach* (4th ed.). Pearson Education.

Reference Books:

1. **Goodfellow, I., Bengio, Y., & Courville, A.** (2016). *Deep Learning*. MIT Press.
2. **Raschka, S., & Mirjalili, V.** (2019). *Python Machine Learning* (3rd ed.). Packt Publishing.
3. **Chollet, F.** (2021). *Deep Learning with Python* (2nd ed.). Manning Publications.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year I Semester **Major (Analytics)**

24MBAP446 DATA VISUALIZATION FOR MANAGERS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course aims to provide a strong understanding of fundamental concepts of data visualization. It Explains the most popular data visualizations tools such as Tableau, Microsoft Power Bi. It envisions the students to best present the data using storytelling and dashboards

Course Objectives:

1. To understand the fundamental design principles and different types of data visualization.
2. To identify both positive and negative impacts of data-informed decision across a variety of domains.
3. To apply the fundamental concepts of data visualization to define a project in your field of study.
4. Practice the core principles using widely available tools (e.g. Tableau, Power Bi).
5. Visualization and converting raw data into data visualizations that provide actionable.

UNIT I INTRODUCTION TO AI: CURRENT SCENARIO **9 hours**

Introduction to data visualization, mapping data onto aesthetics, coordinate systems and axes. Introduction to Tableau and Microsoft POWER BI, Installation, Data types in Tableau and POWER BI, Data Analytics in Tableau and POWER BI, saving tableau works.

Experiments:

- Create a Simple Bar Chart on Sales Forecasts using Power BI
- Build an Interactive Dashboard for Region-wise Sales using Power BI

UNIT II MANAGING AI AND ML PROJECTS **9 hours**

Color scales, Directory of visualizations, visualizing amounts, visualization distributions: Histograms & density plots, empirical cumulative distributions and q-q plots.

Experiments:

- Inferring Accurate Trends for Flight Prices Using Power BI
- Plotting a Histogram for Customer Spending Patterns Using Power BI

UNIT III VISUALIZING PROPORTIONS **9 hours**

Visualizing many distributions at once, visualizing proportions, visualizing associations, visualizing time series, visualizing trends, visualizing uncertainty.

Experiments:

- Comparative Visualization of Temperature Distributions Using Box, Violin, and Density Plots
- Visualizing Trends, Time Series, and Uncertainty in Temperature Data

UNIT IV COLOR AND CODING **9 hours**

The principle of proportional link, common pitfalls of color use, redundant coding, Designing Multi-Panel Figures (Small Multiples), titles, captions and tables, Balance the data and the context, Avoid line drawings. Predict the higher number of crime cases for the crime information dataset using Tableau and Power BI

Experiments:

- Predicting High Crime Trends Using Power BI with Proper Color Coding and Titles
- Designing a Multi-Panel Crime Dashboard with Small Multiples and Redundant Coding in Power BI

UNIT V STORYTELLING 9 hours

Introduction to most used image formats, choosing the right visualization software, telling a story and making a point. Create a dashboard for the COVID-19 dataset using Tableau and Power BI Practice storytelling for Understanding and Mitigating Digital Toxicity Among Adult Internet Users in India dataset and explore Q & A in Power BI.

List of Experiments:

- Predicting High Crime Trends Using Power BI with Proper Color Coding and Titles
- Designing a Multi-Panel Crime Dashboard with Small Multiples and Redundant Coding in Power BI

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Employ best practices in data visualization to develop charts, maps, tables, and other visual representations of data.
CO2: Use visualization tools such as Tableau, Power Bi to conduct data analysis, especially exploration of an unfamiliar dataset.
CO3: Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole.
CO4: Utilize advanced Tableau features including parameters, data blending, custom SQL, very large datasets, custom date hierarchies, and others
CO5: Use data visualizations, dashboards, and Tableau Stories to support relevant communication for diverse audiences.

Text Books:

1. Fundamentals of Data Visualization by Claus O. Wilke

2. Visual Analytics with Tableau by Alexander Loth

Reference Books:

1. Visual Data Storytelling with Tableau, Lindy Ryan, Pearson India

2. A Step-by-Step Guide for Data Visualization using Tableau by Gourav Singh

3. https://www.projectpro.io/article/-tableau-projects-ideas/479

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year I Semester **Major (Analytics)**

24MBAP447 BUSINESS FORECASTING USING STATA

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course helps the students in forecasting at the macroeconomic, industry, or individual company level. It will enable the students to empirically implement the robust theories using available data. This course helps the students to learn forecasting techniques, models and applications used in business and industry

Course Objectives:

1. Discuss the key factors which affect the success of forecasting procedures.
2. Model and forecast the different possible Trend components of a set of values.
3. Use the World Wide Web to obtain information on forecasting methods and useful data to be used when forecasting
4. Analyze and Forecast the Seasonal component of a set of values.
5. Model the different types of cyclical behavior observed in different sets of values.

UNIT I INTRODUCTION **9 hours**

Introduction-Choosing right type of forecasting model-Concept of forecasting accuracy-Ethical and Managerial Considerations in Forecasting-Alternative types of forecast-Types and sources of data-Forecasting under uncertainty-using STATA- Utilizing graphs and charts-cases.

Experiments:

- Simple Forecasting Using Moving Average in Stata
- Checking Forecast Accuracy and Using Charts in Stata

UNIT II APPLICATION OF LINEAR REGRESSION AND CORRELATION IN FORECASTING: **9 hours**

General linear model- Simple-multiple regression-uses and misuses of R square-measuring partial Correlation-Testing adjusting for autocorrelation- testing and adjusting for heteroscedasticity-Multi collinearity and its Implications in Forecasting-cases

Experiments:

- Multiple Linear Regression and Diagnostic Tests in Forecasting Using Stata
- Testing and Adjusting for Autocorrelation and Heteroscedasticity in Time Series Forecasting Using Stata

UNIT III Introduction to ML **9 hours**

The basic time series decomposition model-linear –nonlinear trends-methods of smoothing data- methods of seasonal adjustments-univariate time series modelling and Forecasting-Stationarity and Differencing Techniques in Time Series-Box Jenkins approach-ARMA Models-Estimation of ARMA models-cases.

Experiments:

- Time Series Decomposition and Smoothing Techniques in Stata
- ARMA and ARIMA Modeling Using Box-Jenkins Method in Stata

UNIT IV SHORT-TERM AND LONG-TERM FORECASTING 9 hours

Combining forecasts-theory of forecast combination-errors in combined Forecasts-Short term sales Forecasting-Endogenous-exogenous variables in sales forecasting- Methods of long-term Forecasting-Methods of Determining Nonlinear Trends: Nonlinear Growth and Decline, Logistics, and Saturation Curves-Predicting Trends Where Cyclical Influences are Important-Forecasting Very Long-range Trends: Population and Natural Resource Trends- Scenario Planning in Long-Term Forecasting.

Experiments:

- Combining Short-Term Sales Forecasts Using Exogenous and Endogenous Variables.
- Long-Term Forecasting with Nonlinear Trend Models and Scenario Planning

UNIT V MACROECONOMIC FORECASTING 9 hours

Structural versus VAR Models-Preparing the Model for Forecasting-Forecasting with AR (1) Adjustments -Forecasting with Constant Adjustments-Comparison of Alternative Forecasts - Using Indexes of Consumer and Business Sentiment for Forecasting Case Study: Compulsory and Relevant Cases have to be discussed in each unit. Assignment: Two relevant assignments have to be given to the students Relevant practice exercises for each unit will be done using appropriate tool- Forecasting Inflation, Interest Rates, and GDP.

Experiments:

- Forecasting GDP Using AR (1) Model and Constant Adjustment Method in Stata
- VAR-Based Forecasting of Inflation and Interest Rate with Sentiment Indexes

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Apply all forecasting techniques in real life business problems

CO2: Forecast efficiently

CO3: Gain knowledge on how to use forecasting software's such as E views, SPSS and other software's

CO4: Predict accurate forecasting by understanding behaviour of data.

CO5: Apply VAR model in real time business problems.

Text Books:

1. Practical Business Forecasting, Michael K. Evans (2009), Blackwell Publishers, ISBN 0-631-22065

Reference Books:

1. Business Forecasting 9th Edition (2015), Dean Wichern, John E. Hanke, Pearson Publications, ISBN:9789332549609, 9332549605

2. Business Forecasting (with CD) 5th Edition, Barry Keating, J. Holton Wilson, John Galt (2010),Publisher: McGraw Hill Education, ISBN: 9780070706651, 0070706654

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year I Semester **Major (Analytics)**

24MBAP448 DATA SCIENCE USING PYTHON

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course is designed to provide strong foundation for data science and application areas related to it and understand the underlying core concepts and emerging technologies in data science.

Course Objectives:

1. Comprehend the life cycle of data science and recognize the significance of Python in data analysis and manipulation.
2. Apply a range of NumPy functions to perform diverse mathematical operations on arrays, demonstrating understanding of their usage.
3. Analyze real-world data sets using Python pandas, applying suitable statistical methods, and interpreting the results effectively.
4. Demonstrate the ability to clean and prepare data for analysis, including handling missing data, performing data transformation, and detecting outliers.
5. Utilize Python's plotting and visualization libraries to represent data in various formats such as line plots, bar plots, histograms, and scatter plots, effectively conveying meaningful insights from the data.

UNIT I INTRODUCTION TO DATA SCIENCE AND PYTHON 9 hours

Introduction to Data Science and its importance - Data Science and Big data-, The life cycle of Data Science- The Art of Data Science. Introduction to Python: Data types, variables, and operators, Control structures: loops and conditionals, Functions, and modules.

Experiments:

1. Program to demonstrate data types, variables, and basic operations.
2. Program using conditional statements and loops

UNIT II INTRODUCTION TO NUMPY 9 hours

NumPy Basics: Arrays Computation- The NumPy ndarray- Creating ndarrays- Data Types for ndarrays- Arithmetic with NumPy Arrays- Basic Indexing and Slicing - Boolean Indexing-Transposing Arrays and Swapping Axes, Mathematical and Statistical Methods.

Experiments:

1. Program to create and manipulate ND arrays
2. Program demonstrating arithmetic and statistical operations
3. Program showing slicing, indexing, transposing

UNIT III DATA MANIPULATION WITH PYTHON 9 hours

Introduction to pandas Data Structures: Series, Data Frame, Essential Functionality: Dropping Entries Indexing, Selection, and Filtering- Function Application and Mapping- Sorting and Ranking. Summarizing and Computing Descriptive Statistics- Unique Values, Value Counts, and Membership. Reading and Writing Data in Text Format.

Experiments:

1. Program to create and manipulate Series and Data Frames
2. Program for filtering, mapping, sorting

UNIT IV DATA CLEANING, PREPARATION 9 hours

Data Cleaning and Preparation: Handling Missing Data - Data Transformation: Removing Duplicates, Transforming Data Using a Function or Mapping, Replacing Values, Detecting and Filtering Outliers- String Manipulation: Vectorized String Functions in panda.

Experiments:

1. Program to handle missing data
2. Program to remove duplicates and replace values
3. Program for string manipulations using pandas

UNIT V PLOTTING AND VISUALIZATION 9 hours

Plotting with pandas: Line Plots, Bar Plots, Histograms and Density Plots, Scatter or Point Plots. Data Analysis example(dataset): US Baby Names, Campus Placement.

Experiments:

1. Program to generate different types of plots using pandas
2. Program to visualize dataset (e.g., US Baby Names)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the importance of Python in data analysis and manipulation, demonstrating the ability to apply Python for data-driven decision-making.

CO2: Apply a wide range of NumPy functions to perform mathematical operations on arrays.

CO3: Analyze real-world data sets using Python pandas, applying appropriate statistical methods to extract insights and draw accurate conclusions from the data.

CO4: Clean and prepare data for analysis, demonstrating proficiency in handling missing data, performing data transformation, and identifying outliers to ensure data quality and reliability.

CO5: Utilize Python's plotting and visualization libraries to represent data in various formats, including line plots, bar plots, histograms, and scatter plots, effectively communicating insights and patterns derived from the data analysis.

Text Books:

1. Python Data Science Handbook-Essential Tools for Working with Data, Jake Vander Plas, O'Reilly Media, 2016.

2. Data Science from Scratch: First Principles with Python, Joel Grus, O'Reilly, 2015.

Reference Books:

1. Python for Data Analysis, Wes Mckinney, O'Reilly Media, 2013.

2. Field Cady, “Data Science Hand Book”, John Wiley & Sons, 2017.

3. Fundamentals of Data Science, Samuel Burns, Amazon KDP printing and Publishing, 2019.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year I Semester **Minor (Analytics)**

24MBAP449 BUSINESS ANALYTICS FOR INNOVATION AND RESEARCH

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description

This course explores the intersection of data analytics, innovation strategy, and R&D management. It equips students with analytical frameworks and tools to extract insights from patent data, research trends, product lifecycle analytics, and R&D investments to drive innovation decisions and competitive advantage

Course Objectives:

1. To enable students to understand various types of innovation and R&D management frameworks, and apply data analytics for evaluating innovation performance using key R&D metrics.
2. To develop the ability to analyze patent trends, classifications, and citations to uncover competitive intelligence and identify innovation opportunities.
3. To equip students with foresight techniques and trend analysis methods to anticipate emerging technologies and innovation trajectories.
4. To provide analytical tools and models for optimizing R&D portfolios, assessing investment risks, and aligning innovation strategies with business goals.
5. To apply lifecycle modeling, voice of customer analysis, and go-to-market analytics for assessing and managing new product development and commercialization success.

UNIT I FOUNDATIONS OF INNOVATION AND R&D ANALYTICS 9 hours

Introduction to Business Innovation and R&D Ecosystem, Types of Innovation (Product, Process, Business Model), R&D Management Frameworks (Stage-Gate, Agile Innovation), Role of Data Analytics in Innovation Strategy, Key Innovation Metrics: R&D Intensity, Innovation Index, Time-to-Market, Case Study: R&D Dashboards in Tech and Pharma Sectors.

Experiments:

- Strategic R&D KPI Dashboard with Drill-Downs
- Innovation Scorecard using Balanced Scorecard Approach

UNIT II PATENT ANALYTICS AND INTELLECTUAL PROPERTY INSIGHTS 9 hours

Introduction to Patents and IP Databases, Patent Classification and Taxonomy (IPC/CPC Codes), Patent Trend Analysis: Filing Volume, Jurisdiction, Assignee, Competitor Landscape and White Space Analysis, Patent Citation and Network Analysis.

Experiments:

- White Space Mapping Using Patent Class Overlays
- Patent Citation Analysis and Network Mapping.

UNIT III TECHNOLOGY FORESIGHT AND TREND FORECASTING 9 hours

Introduction to Technology Forecasting, Early Signal Detection and Weak Signal Analytics, Text Mining from Research Papers, Conferences, and Reports, Topic Modeling and Trend Analysis (LDA, Word Clouds), Horizon Scanning and Scenario Planning, Case Study: Forecasting the Future of Electric Mobility

Experiments:

- Multi-Source Horizon Scanning and Opportunity Mapping
- Trend Diffusion Mapping Across Sectors

UNIT IV INNOVATION PORTFOLIO AND R&D INVESTMENT ANALYTICS 9 hours

R&D Budgeting and Portfolio Analytics, Innovation Risk and Return Metrics (NPV, Innovation Funnel Analytics), Stage-Gate Metrics and KPIs for R&D Pipelines, Portfolio Optimization: Balancing Incremental vs. Radical Innovation, Case Study: R&D Portfolio of a Multinational Company.

Experiments:

- Innovation Risk-Return Portfolio Analysis Using Excel Solver
- Innovation Funnel Conversion Analysis

UNIT V PRODUCT LIFECYCLE, NEW PRODUCT DEVELOPMENT (NPD), AND COMMERCIALIZATION ANALYTICS 9 hours

Product Lifecycle Analysis (Introduction, Growth, Maturity, Decline), Metrics for NPD: Time-to-Launch, Success Rate, Break-even, Voice of Customer (VoC) Analysis for Product Features, Predictive Analytics for Product Success (Churn, Usage, Sentiment), Go-to-Market Strategy Evaluation using Analytics, Capstone Case: Launch Analytics for an Innovative Product.

Experiments:

- Product Launch Scorecard Using Analytic Hierarchy Process (AHP)
- Lifecycle-Based Marketing Spend Optimization

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Interpret and evaluate key innovation metrics (e.g., R&D intensity, time-to-market) using data visualization and dashboard tools for effective innovation management.

CO2: Analyze patent data to assess technology trends, classify intellectual property, and identify innovation gaps through white space mapping and citation networks.

CO3: Apply technology foresight techniques such as horizon scanning and trend forecasting to predict the evolution of emerging innovations and markets.

CO4: Evaluate and optimize R&D investment portfolios using risk-return analytics, funnel metrics, and strategic alignment methods.

CO5: Design an analytics-driven go-to-market and product development strategy based on lifecycle modeling, NPD success metrics, and customer analytics.

Text Books & Reference Books

1. Tidd, J., & Bessant, J. (2021). Managing Innovation: Integrating Technological, Market and Organizational Change. Wiley.
2. Dodgson, M., Gann, D., & Salter, A. (2008). The Management of Technological Innovation: Strategy and Practice. Oxford University Press.
3. Shane, S. (2009). Technological Innovation: Introduction to the Theory and Practice of Innovation Management. Edward Elgar
4. WIPO. Patent Analytics Guide. World Intellectual Property Organization.
5. Lichtenthaler, U. (2022). Data-Driven Innovation and Analytics in R&D. Springer.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year I Semester **Minor (Analytics)**

24MBAP450 PREDICTIVE ANALYTICS AND MODELING

L	T	P	C
2	0	2	3

Pre-requisite: **Basic Knowledge about SPSS**

Course Description:

In the rapidly changing business environment, with global competition and maturing markets, competitive advantage is extremely important. Business can exploit the wealth of massive amounts of data being collected through operational processes as well as from external sources. This course introduces techniques for data mining and its use in various business applications to enable business decisions. The course uses both hands-on experiences using state-of-the-art data mining tools to model business problems and discover interesting patterns for decision support as well as several cases that discuss strategies, outcomes and impact on organizations when using data mining.

Course Objectives:

1. To provide fundamental knowledge on predictive analysis and modeling.
2. To familiarize the students with the concepts of sampling multivariate design and analysis
3. To get insights into sampling design, tools and techniques
4. To understand the predictive analysis concepts like simple linear regression and logistics and multinomial regression
5. To know the applications of predictive analysis in various functional areas

UNIT I INTRODUCTION TO PREDICTIVE ANLAYTICS 9 hours

Introduction to Analytics; types of PA; importance of PA; uses of Predictive Analytics; Predictive Analytics tools; Predictive Analytics & Predictive modelling; Prescriptive vs Predictive Analytics; Predictive Analytics in functional areas—HR, Marketing & Finance; Steps to perform predictive analytics using Machine Learning; Difference between predictive analytics and Business Analytics, Machine Learning & Data Analytics; Predictive Development and Adaptive Development; Ethical implications of predictive models (bias, fairness, GDPR/CCPA compliance).

Experiments:

- Employee Attrition Prediction using Logistic Regression in SPSS
- Customer Segmentation and Purchase Prediction Using Decision Trees in SPSS

UNIT II SAMPLING DESIGN AND TOOLS 9 hours

Sampling: Process and Types of sampling; probability and non-probability sampling; Validity: Internal and external validity; Threats to Validity: Threats to internal validity and external validity; balancing internal and external validity; Reliability: Factors influencing reliability; Modern Sampling Techniques for Big Data.

Experiments:

- Comparative Analysis of Probability vs Non-Probability Sampling on Survey Results using SPSS.
- Evaluating Reliability and Threats to Internal Validity in Multi-item Scales using SPSS.

UNIT III MULTIVARIATE DESIGNS AND ANALYSIS 9 hours

Introduction to Multivariate methods and analysis; Discriminant Analysis; Multiple, logistic, and hierarchical regression; Factor analysis; structural equation modeling (SEM); Meta analysis; Mediational

Analysis; Canonical Analysis; Advantages of multivariate strategies; Causal inference techniques for business decision-making.

Experiments:

- Structural Equation Modeling (SEM) for Customer Loyalty Prediction
- Canonical Correlation and Discriminant Analysis for HR Recruitment Strategy.

UNIT IV TECHNIQUES IN PREDICTIVE ANALYTICS 9 hours

Simple linear regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals; Multiple linear regression: Coefficient of multiple coefficient of determination, Interpretation of regression coefficients, Categorical variables, heteroscedasticity, Multi-collinearity, outliers, Auto regression and Transformation of variables; Introduction to Machine Learning Algorithms (Decision Trees, Random Forests, Support Vector Machines, k-Nearest Neighbors), Ensemble Methods (Bagging, Boosting).

Experiments:

- Advanced Multiple Linear Regression with Diagnostic Testing in SPSS.
- Decision Tree vs Random Forest for Customer Churn Prediction (Using SPSS Modeler)

UNIT V LOGISTIC AND MULTINOMIAL REGRESSION 9 hours

Logistic and Multinomial Regression: Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lemshow Test Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, ARIMA (autoregressive integrated moving average).Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc. Analytic Stack, Big Data Applications - Fraud detection in Stock markets, Sentiment Analysis, Advanced Forecasting Techniques (Facebook Prophet, LSTM Networks, Gradient Boosting for Time Series).

Experiments:

- Multinomial Logistic Regression for Product Choice Prediction in Retail using SPSS
- ARIMA-Based Forecasting of Monthly Health Insurance Claims using SPSS

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Fundamental knowledge on predictive analysis and modeling
CO2: The concepts of sampling multivariate design and analysis
CO3: Getting insights into sampling design, tools and techniques
CO4: The predictive analysis concepts like simple linear regression and logistics and multinomial regression
CO5: The applications of predictive analysis in various functional areas.

Text Books

1. Max Kuhn and Kjell Johnson, Applied Predictive Modeling, Springer Science & Business Media. 2018

2. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.

Reference Books

1. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

2 Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods,11th Edition, Tata McGraw Hill, New Delhi, 2012.

3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year I Semester **Minor (Analytics)**

24MBAP451 BIG DATA ANALYTICS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course introduces fundamental concepts and tools required to understand Data analytics. It also discusses the significance of big data applications in Data Science and technologies for processing large scale data.

Course Objectives:

1. To learn data mining and big data basics
2. To learn the big data in technology perspective
3. To learn Hadoop framework for data analytics
4. Applying Map Reduce paradigm to solve problems
5. To interpret the potential applications in big data scenario.

UNIT I INTRODUCTION TO DATA MINING AND BIG DATA 9 hours

Introduction to Data mining, KDD process, Data Mining Techniques: Mining Frequent patterns, Association rule, Cluster analysis, Classification and Regression. Introduction to Big Data – What is Big Data? Explosion in Quantity of Data, Big Data Characteristics, Types of Data, Common Big data Customer Scenarios, BIG DATA vs. HADOOP, A Holistic View of a Big Data System, Limitations of Existing Data Analytics Architecture.

Experiments:

- Discovering Frequent Item sets using Association Rule Mining using Orange Data mining
- Customer Segmentation using K-Means Clustering Orange Data mining

UNIT II DATA ANALYTICS LIFE CYCLE 9 hours

Introduction to Big data Business Analytics - State of the practice in analytics role of data scientists- Key roles for successful analytic project - Main phases of life cycle - Developing core deliverables for stakeholders.

Experiments:

- Exploratory Data Analysis and Data Cleaning in Jamovi
- Regression Modeling and Deliverable Creation using Jamovi.

UNIT III INTRODUCTION TO HADOOP 9 hours

Why DFS? What is Hadoop? Hadoop Distribution, Hadoop Key Characteristics, RDBMS vs. Hadoop, Hadoop 2.x Cluster Architecture, Hadoop Architecture, Hadoop Storage: HDFS, Common Hadoop Shell commands, Anatomy of File Write and Read., Name Node, Secondary Name Node, and Data Node, Hadoop 2.0 New Features – Name Node High Availability, HDFS Federation, MRv2, YARN, Running MRv1 in YARN Hadoop Distributed File System.

Experiments:

- Working with Hadoop HDFS and Shell Commands
- Understanding Hadoop Cluster Architecture and YARN Resource Management

UNIT IV NoSQL Big Data Management, MongoDB and Cassandra 9 hours

Introduction, NoSQL Data Store, NoSQL Data Architecture Patterns, NoSQL to Manage Big Data, Shared-Nothing Architecture for Big Data Tasks, MongoDB, Databases, Cassandra Databases.

Experiments:

- Creating and Managing a Document-Oriented Database in MongoDB.
- NoSQL Column Store with Apache Cassandra (Open Source Tool: Apache Cassandra & cqlsh).

UNIT V DATA SCIENCE AND APPLICATIONS 9 hours

Data Loading Techniques & Data Analysis, Text Analytics for Large unstructured information, AnalyticStack, Big Data Applications - Fraud detection in Stock markets, Sentiment Analysis Case Study: Compulsory and Relevant Cases have to be discussed in each unit.Assignment: Two relevant assignments have to be given to the students Relevant practise exercises for each unit will be done using appropriate tool.

Experiments:

- Sentiment Analysis on Twitter Data using Python and Text Blob
- Fraud Detection in Stock Market Data using Anomaly Detection (Isolation Forest)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the fundamental concepts of data mining and KDD in Big data systems.

CO2: Infer the data analytics life cycle and identify the roles and responsibilities in a Big Data business analytics project.

CO3: Apply Hadoop architecture concepts, HDFS operations, and basic shell commands to manage and process large datasets.

CO4: Illustrate the concepts of NoSQL using MongoDB and Cassandra for Big Data in Hadoop environment

CO5: Implement Big Data solutions for real-world scenarios such as fraud detection and sentiment analysis using appropriate tools and analytic techniques.

Text Books

1. Jiawei Han Micheline Kamber Jian Pei, Data Mining: Concepts and Techniques, Third Edition, Elsevier, Morgan Kaufmann, 2011

2. Tom White, “Hadoop: The Definitive Guide”, 3rd Edition, O’reilly, 2012. 3. Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014

3. Eric Siegel, Thomas H. Davenport, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die”, Wiley, 2013.

Reference Books

1. Chuck Lam , Hadoop in Action, Manning, Second Edition ,2016.

2 Mark Gardener, Beginning R: The Statistical Programming Language, Wiley, 2013.

3. Jiawei Han and Micheline Kamber, Data Mining, Second Edition, Elsevier, 2007. ISBN: 81-312-0535-5.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year II Semester **Major (Analytics)**

24MBAP452 MACHINE LEARNING FOR BUSINESS USING R

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course offers an in-depth exploration of machine learning concepts tailored for business analytics,using R as the primary tool. Students will learn the essential workflow for designing, developing, and automating machine learning projects to address real-world business challenges. The curriculum covers data visualization and dimensionality reduction to analyze complex business datasets, and progresses to constructing and interpreting predictive models using advanced classification and regression techniques.

Course Objectives:

1. Understand the fundamental concepts and workflow of machine learning projects applied to business analytics.
2. Explore and reduce dimensionality in complex business datasets using visualization and statistical techniques.
3. Apply classification and regression algorithms to develop predictive business models.
4. Evaluate and enhance model performance using decision trees, ensemble methods, and neural networks.
5. Implement reinforcement learning and association rule mining to derive actionable business insights.

UNIT I OVERVIEW OF MACHINE LEARNING 9 hours

Introduction, Core Ideas in Machine Learning; Classification, Prediction, Association Rules and Recommendation Systems, The Steps in a Machine Learning Project, Preliminary Steps, Predictive Power and Overfitting, building a Predictive Model, Using R for Machine Learning on a Local Machine, Automating Machine Learning Solutions.

Experiments:

- Developing a Predictive Model Using Linear Regression in R
- Automating Machine Learning Workflows in R Using the caret Package

UNIT II DATA EXPLORATION AND DIMENSION REDUCTION 9 hours

Uses of Data Visualization, Data examples, Basic charts, Line Charts, and Scatter plots, Multidimensional Visualization, Specialized Visualization, Dimension Reduction: Curse of Dimensionality, Practical Considerations, Data Summaries, Correlation analysis, Reducing the number of categories in categorical variables, converting a categorical variable to a numerical variable, Dimension reduction using regression models.

Experiments:

- Exploratory Data Analysis and Visualization Techniques in R for Business Datasets
- Applying Principal Component Analysis (PCA) for Dimension Reduction in R

UNIT III PREDICTING AND CLASSIFICATION METHODS 9 hours

Multiple regression, Explanatory vs Predictive modelling, Estimating the regression equation and prediction, Variable selection in Linear regression, k- Nearest Neighbour: The k-NN Classifier for a categorical outcome, k-NN for a Numerical outcome, Advantages, and shortcomings of k-NN Algorithms, The Naïve Bayes Classifier.

Experiments:

- Building and Interpreting Multiple Linear Regression Models in R for Business Forecasting
- Implementing k-Nearest Neighbors and Naïve Bayes Classifiers in R for Customer Classification

UNIT IV CLASSIFICATION AND REGRESSION TREES 9 hours

Introduction, Classification Trees, Evaluating the performance of a classification Tree, Avoiding Overfitting, Classification rules from trees, Classification Trees, for more than two classes, Regression Trees, Advantages and Weaknesses of Tree, improving prediction: Random forests and Boosted Trees, Neural Network.

Experiments:

- Constructing and Pruning Decision Trees in R for Credit Scoring Applications
- Predictive Modelling Using Random Forests and Boosting Techniques in R

UNIT V INTERVENTION, USER FEEDBACK AND MINING RELATIONSHIPS 9 hours

Interventions: Experiments, Uplift Models, and Reinforcement Learning, A/B Testing, Uplift (Persuasion) Modelling, Reinforcement Learning, Mining Relationships Among Records: Association Rules and Collaborative Filtering, Association Rules, Collaborative Filtering, Cluster Analysis, Introduction, Measuring Distance Between Two Records, Measuring Distance Between Two Clusters, Hierarchical (Agglomerative) Clustering, Non-Hierarchical Clustering: The K-Means Algorithm.

Experiments:

- Conducting A/B Testing and Uplift Modelling in R for Marketing Campaign Optimization
- Market Basket Analysis Using Association Rule Mining in R with the rules Package

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Learners will be able to describe machine learning workflows and automate predictive model building using R.

CO2: Learners will demonstrate the ability to visualize, explore, and reduce data dimensionality effectively.

CO3: Learners will construct and evaluate regression and classification models for business decision-making.

CO4: Learners will interpret and improve decision trees, random forests, and neural networks for business data.

CO5: Learners will apply A/B testing, uplift modeling, and clustering techniques to solve business problems.

Text Books

1. Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2023). Data Mining for Business Analytics: Concepts, Techniques, and Applications in R (5th ed.). Wiley.

ISBN: 978-1119831799

2. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). An Introduction to Statistical Learning: With Applications in R (2nd ed.). Springer.
ISBN: 978-1071614174

Reference Books

1. Kuhn, M., & Johnson, K. (2013). Applied Predictive Modeling. Springer.

ISBN: 978-1461468486.

2 Torgo, L. (2016). Data Mining with R: Learning with Case Studies (2nd ed.). CRC Press.
ISBN: 978-1482234893

3. Lantz, B. (2019). Machine Learning with R: Expert Techniques for Predictive Modeling (3rd ed.). Packt Publishing.
ISBN: 978-1788295864

4. Han, J., Pei, J., & Kamber, M. (2011). Data Mining: Concepts and Techniques (3rd ed.). Morgan Kaufmann.
ISBN: 978-0123814791

5. Provost, F., & Fawcett, T. (2013). Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking. O'Reilly Media.
ISBN: 978-1449361327

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year II Semester **Major (Analytics)**

24MBAP453 BUSINESS MODELLING USING ADVANCED EXCEL

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course provides a comprehensive exploration of advanced Business Modeling techniques using Microsoft Excel as a powerful analytical tool. It is designed to equip students with practical skills in building, simulating, and optimizing models for effective business decision-making across diverse operational and financial contexts.

Course Objectives:

1. To understand and apply key business modelling techniques using Excel.
2. To perform forecasting and time series analysis using Excel functions.
3. To use statistical simulations and optimization techniques for business decision-making.
4. To apply solver tools to model and solve various business operations problems.
5. To design pricing strategies and advanced models using Evolutionary Solver and nonlinear methods.

UNIT I INTRODUCTION TO BUSINESS MODELLING 9 hours

Introduction to Business Modelling, modelling exponential growth, the power curve, incorporating qualitative factors into multiple regression, Randomized blocks & two-way Anova, using moving averages to understand time series, winters method & the forecast sheet, Ratio-to-moving average forecast method.

Experiments:

- Time Series Forecasting using Winters Method and Forecast Sheet
- Multiple Regression with Qualitative Factors

UNIT II MODELLING MACHINE LIFE AND SIMULATING CONCEPTS 9 hours

Weibull & beta distribution: Modelling machine life & duration of the project, making probability statements from forecasts, using lognormal random variable to model stock prices, importing historical stock data into excel, introduction to Monte Carlo Simulation, Calculating an optimal bid, Simulating Stock prices & asset-allocation, Pricing Stock options.

Experiments:

- Monte Carlo Simulation for Stock Price Modelling
- Optimal Bidding Using Simulation

UNIT III DETERMINING CUSTOMER VALUE AND QUEUING THEORY CONCEPTS **9 hours**

Fun & games: Simulating gambling & Sporting event probabilities, using resampling to analyze data, determining customer value, the economic order quantity inventory model, Inventory modelling with uncertain demand, Queuing theory: The mathematics of Waiting in line,

Experiments:

- EOQ and Inventory Modelling with Uncertain Demand
- Queuing Theory Simulation

UNIT IV CAPITAL BUDGETING AND FINANCIAL PLANNING CONCEPTS USING SOLVER **9 hours**

An introduction to optimization with Excel Solver, Using Solver to determine the optimal product mix, Using Solver to schedule your workforce, Using Solver to solve transportation or distribution problems, Using Solver for capital budgeting, Using Solver for financial planning, Using Solver to rate sports teams.

Experiments:

- Optimal Product Mix using Excel Solver
- Workforce Scheduling Optimization

UNIT V TRAVELING SALESPERSON PROBLEM AND DEMAND CURVE CONCEPTS **9 hours**

Warehouse location and the GRG Multistart and Evolutionary Solver engines, Penalties, and the Evolutionary Solver, the traveling salesperson problem, estimating a demand curve, Pricing the product by using tie-ins, Pricing products by using subjectively determined demand, non-linear pricing.

Experiments:

- Warehouse Location Optimization Using GRG Multistart Solver
- Non-linear Pricing Strategy Simulation

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Build business models using regression, ANOVA, and time-series methods in Excel.

CO2: Conduct simulations and perform risk analysis for financial and operational planning.

CO3: Analyze inventory and queuing models for operational decision-making.

CO4: Use Excel Solver to optimize resources in business applications like scheduling and budgeting.

CO5: Apply advanced solver engines for solving real-world pricing, location, and logistics problems

Text Books

1. **Wayne L. Winston, Microsoft Excel Data Analysis and Business Modelling**, 6th Edition, Microsoft Press, 2021. ISBN: 978-1509305889 – A comprehensive guide on using Excel for data analysis, forecasting, regression, optimization, and simulation in business contexts.
2. **S. Christian Albright and Wayne L. Winston, Business Analytics**: Data Analysis and Decision Making, 6th Edition, Cengage Learning, 2017. ISBN: 978-1337406420

Reference Books

1. **Cliff T. Ragsdale**, Spreadsheet Modeling & Decision Analysis: A Practical Introduction to Business Analytics, 9th Edition, Cengage Learning, 2021. ISBN: 978-1337406659 – Focuses on Solver-based modeling for optimization problems, scheduling, capital budgeting, and location decisions.
2 **Dheeraj Kumar Prajapati**, Advanced Excel for Productivity, BPB Publications, 2019. ISBN: 978-9387284517 – Offers practical insights and tools for mastering advanced Excel functions relevant to modeling.
3. **Richard A. Bailey**, Design of Comparative Experiments, Cambridge University Press, 2008. ISBN: 978-0521691744 – Useful for understanding experimental design techniques including randomized blocks and two- way ANOVA.
4. **Neter, Kutner, Nachtsheim, and Wasserman**, Applied Linear Statistical Models, 5th Edition, McGraw-Hill Education, 2004.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year II Semester **Minor (Analytics)**

24MBAP454 SOCIAL MEDIA AND WEB ANALYTICS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course delivers a thorough grounding in the concepts, tools, and applications of social media and web analytics to drive impactful digital strategies. Students will explore the evolving landscape of social media, recognizing structures, network models, influencers, and key metrics essential for analyzing online interactions and performance. The curriculum encompasses network fundamentals, graph-based analysis, and network visualization, providing hands-on experience with specialized analytics tools such as Gephi and Facebook Page Insights.

Course Objectives:

1. To provide foundational knowledge of social media structures, influencers, and network models for effective analysis.
2. To introduce analytical tools and techniques for understanding user behavior and social interactions online.
3. To enable students to analyze, measure, and visualize social media performance and campaigns.
4. To equip students with the skills to evaluate website performance and develop data-driven web strategies.
5. To develop a critical understanding of SEO, user behavior, and ethical web data collection practices..

UNIT I INTRODUCTION TO SOCIAL MEDIA ANALYTICS 9 hours

Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas Network fundamentals and models: The social networks perspective- nodes, ties and influencers, social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization..

Experiments:

- Mapping a Social Network using Gephi
- Analysing Facebook Page Insights

UNIT II MAKING CONNECTIONS 9 hours

Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis

Experiments:

- Web Clickstream Analysis
- A/B Testing Simulation

UNIT III META ANALYTICS & PROCESSING AND VISUALIZING DATA 9 hours

Introduction, parameters, demographics. Analysing page audience. Reach and Engagement analysis. Post-performance on FB. Social campaigns. Measuring and analysing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc. Google analytics.) Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Collecting and analysing social media data; visualization and exploration.

Experiments:

- Sentiment Analysis on Twitter Data
- Instagram Campaign Engagement Analysis

UNIT IV WEB ANALYTICS 9 hours

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.

Experiments:

- KPI Dashboard Creation using Google Data Studio
- Competitor Website Analysis using SimilarWeb or Ubersuggest

UNIT V SEARCH ANALYTICS 9 hours

Search engine optimization (SEO), non-linear media consumption, user engagement, User generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors..

Experiments:

- SEO Audit using Screaming Frog or Ubersuggest
- Keyword Performance Analysis using Google Trends

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the basic structure of social media networks and apply network measures to identify key influencers and interaction patterns.

CO2: Apply link analysis and web analytic tools like A/B testing and clickstream analysis to examine online user engagement and behavior.

CO3: Measure the impact of social media campaigns, analyze engagement metrics, and visualize data using appropriate tools and techniques.

CO4: Analyze web data using key performance indicators and develop actionable insights to improve digital marketing strategies.

CO5: Evaluate search behaviors and SEO performance, and interpret web traffic and usability metrics for content optimization

Text Books

1. **Marshall Sponder** (2011), *Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics*, McGraw-Hill Education

Reference Books

1. **Avinash Kaushik (2009),** Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Wiley
2. **Matthew A. Russell (2018),** Mining the Social Web, 3rd Edition, O'Reilly Media..
3. **Chuck Hemann & Ken Burbary** (2018), *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, Que Publishing.
4. **Adam Clarke (2024),** SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies, Independently Published.
5. **Reza Zafarani, Mohammad Ali Abbasi, Huan Liu** (2014), *Social Media Mining: An Introduction*, Cambridge University Press.
6. Brian Clifton (2012), Advanced Web Metrics with Google Analytics, 3rd Edition, Wiley.
7. **Ryan Deiss & Russ Henneberry** (2020), *Digital Marketing For Dummies*, Wiley.
8. **Maksim Tsvetovat & Alexander Kouznetsov** (2011), *Social Network Analysis for Startups*, O'Reilly Media.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA II Year II Semester **Minor (Analytics)**

24MBAP455 SUPPLY CHAIN ANALYTICS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course provides a comprehensive introduction to the strategic application of analytics in supply chain management to enhance business competitiveness. It covers essential quantitative techniques, focusing on optimization, mathematical modeling, and decision-making tools critical to supply chain and logistics operations. Students will learn to formulate and solve linear programming problems, including assignment and transportation challenges, using Excel Solver. The course addresses facility location modeling through mathematical and heuristic approaches, enabling optimization of warehouse and distribution centers.

Course Objectives:

1. To provide students understand how data analytics supports decisions in supply chain and FMCG.
2. To equip learners to use Excel for forecasting, inventory, and logistics planning.
3. To apply stats and machine learning for sales prediction and demand analysis.
4. To build dashboards and KPIs for supply chain and FMCG use.
5. To learn to interpret data insights to improve supply chain and market response.

UNIT I INTRODUCTION TO SUPPLY CHAIN ANALYTICS **9 hours**

Introduction to supply chain & FMCG operations, key stakeholders, role of analytics in Plan-Source-Make-Deliver-Return, types of data (POS, ERP, distributor, e-commerce), importance of real-time data, key KPIs (Fill Rate, OTIF, COGS, stock-outs, inventory turns)..

Experiments:

- KPI Dashboard using Pivot Tables & Charts
- Data Cleansing for Distributor Sales Data

UNIT II DEMAND FORECASTING AND ERROR METRICS **9 hours**

Demand forecasting challenges, moving average & exponential smoothing, Holt-Winters method, trend and seasonality decomposition, regression-based forecasting, demand sensing, error metrics (MAPE, MAD, RMSE).

Experiments:

- Sales Forecasting using Holt-Winters & Forecast Sheet
- Regression Analysis using Excel ToolPak

UNIT III ROUTE OPTIMIZATION INVENTORY MODELING AND TRANSPORTATION OPTIMIZATION **9 hours**

ABC & XYZ classification of SKUs, EOQ, safety stock, reorder point models, inventory optimization under uncertainty, transportation analytics, route optimization, network design basics, bullwhip effect analysis..

Experiments:

- ABC-XYZ SKU Matrix
- Inventory Modeling using Scenario Manager
- Transportation Optimization using Solver

UNIT IV MULTI-LOCATION DISTRIBUTION AND WORKFORCE SCHEDULING **9 hours**

Resource allocation, linear programming, Solver for product mix and workforce scheduling, multi-echelon network basics, production scheduling and line balancing with Excel Solver.

Experiments:

- Optimal Product Mix Planning using Solver
- Workforce Scheduling for FMCG
- Multi-location Distribution Cost Optimization

UNIT V CUSTOMER INSIGHTS AND MARKETING ANALYTICS **9 hours**

Customer segmentation using RFM, basket analysis with association rules, promotion lift and ROI measurement, price elasticity modeling, demand modeling, visual storytelling with dashboards, heatmaps, and funnel charts.

Experiments:

- RFM Analysis using Excel
- Market Basket Analysis with Add-ins
- Promotion ROI with Goal Seek & What-If analysis

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Build Excel-based forecasting models using moving averages, exponential smoothing, and regression.

CO2: Analyze and optimize inventory, logistics, and distribution using quantitative techniques.

CO3: Use Excel Solver for resource allocation, production planning, and workforce scheduling.

CO4: Apply customer segmentation and basket analysis to derive promotional and behavioral insights.

CO5:Create interactive dashboards to visualize and communicate key supply chain and FMCG metrics.

Text Books

1. **Wayne L. Winston (2021),** Microsoft Excel Data Analysis and Business Modeling, 6th Edition, Microsoft Press. ISBN: 978-1509305889 – A comprehensive guide on using Microsoft Excel for data analysis, forecasting, regression, optimization, and simulation in business contexts.
2. **S. Christian Albright & Wayne L. Winston (2017),** Business Analytics: Data Analysis and Decision Making, 6th Edition, Cengage Learning. ISBN: 978-1337406420 – Covers foundational and advanced analytics techniques with real-world applications, using Excel and commercial software tools.

Reference Books

1. **Cliff T. Ragsdale (2021),** Spreadsheet Modeling & Decision Analysis, 9th Ed., Cengage Learning. ISBN: 978-1337406659– Spreadsheet modeling and decision-making techniques.
2 **Sunil Chopra (2019), Supply Chain Management:** Strategy, Planning, and Operation, Pearson. ISBN: 978-9353435086 – Key concepts in supply chain strategy and operations.

3. **Dheeraj Kumar Prajapati (2019),** Advanced Excel for Productivity, BPB Publications. ISBN: 978-9387284517– Advanced Excel tools for business analytics**.**

4. **U. Dinesh Kumar (2017),** Business Analytics: The Science of Data-Driven Decision Making, Wiley ISBN:978-8126569077 – Data-driven decision-making frameworks India.

5. **Kumar, S. & Saini, S. (2017),** FMCG: The Power of Fast-Moving Consumer Goods, Random House. ISBN:978-8184006260 – Overview of FMCG industry and marketing

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

SPECIALIZATION COURSES

BANKING AND INSURANCE

MBA II Year I Semester **Major (Banking and Insurance)**

24MBAP456 INVESTMENT BANKING

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description: This course offers an overview of investment banking, covering its evolution, structure, and key services. It explores business valuation, financial forecasting, asset management, and regulatory aspects. Core functions like IPO management, underwriting, and corporate restructuring are discussed in detail. Case studies provide practical insights into real-world investment banking operations.

Course Objectives:

1. To provide students with the necessary theoretical and conceptual tools used in investment banking.
2. To provide an introduction and general understanding of investment banking activities.
3. To perform valuation of companies.
4. To prepare reports on important components of investment banking
5. To know corporate restructuring such as mergers & acquisitions, project finance, IPO analysis, etc

UNIT I INTRODUCTION TO INVESTMENT BANKING 9 hours

The evolution of Investment banking – Concept and Definition– Merchant Banking Today's major players – The culture and organization structure of Investment banks: the changing face of leadership, risk management, professional behaviour and organizational values – The structure of investment banks – Employment opportunities in investment banks. Relevant Case Studies.

UNIT II THE BUSINESS OF INVESTMENT BANKING 9 hours

Nature of Contemporary investment banking – Service portfolio of Indian Investment banks – Introduction to Allied business – Asset Management, Mutual funds, Hedge fund, and Private Equity funds – Regulatory

UNIT III INVESTMENT BANKING AND BUSINESS VALUATION: 9 hours

Value and Valuation – Corporate Value vs Investment Value – Business Valuation - Drivers for Value Creation – Asset based valuation model – Financial forecasting – Determinants of financial forecasting – Free cash flow. Relevant Case Studies.

UNIT IV CORE INVESTMENT BANKING SERVICES 9 hours

Domestic Issue Management – Types of Issues requiring issue management, Stages in an IPO, role of Investment banker as Issue manager – Underwriting – Underwriting commission and Underwriting.

UNIT V OVERVIEW OF CORPORATE RESTRUCTURING 9 hours

Corporate Re-organization – Rationale for Corporate Re-organization – Mergers and Amalgamations – Types of Mergers, Structure of an Amalgamation, Investment banking Perspective in Merger and Amalgamations – Introduction to Acquisitions, Takeover and Buyout – Strategic Acquisitions, Negotiated.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: This course will provide the intellectual framework to students who are pursuing a career in investment banking or an internship in the investment banking division of a financial firm

CO2: Develop the knowledge of corporate finance and who wish to broaden their understanding of finance by applying financial concepts and techniques to analyse activities and transactions in the realm of investment banking

CO3: Orientation about banking and financial concepts covered Managing investment in the primary market and secondary market

CO4: Apply learning from this program will help to get opportunities to work with Investment Banking companies.

CO5: Understand the importance and relevance of Investment Bankers in any Financial System

Text Books:

1. Castillo, J. J., & Mcaniff, P. J. (2007). The practitioner's guide to investment banking, mergers & acquisitions, corporate finance. Circinus Business Press.
2. Dr. Krishna Priya alladi. (n.d.). Quality Of Customer Service - A Study of IDBI Bank In Rayalaseema Region Of Andhra Pradesh. Archers & Elevators Publishing House.
3. Gupta, S. N. (n.d.). Dishonour of Cheques: Liability-Civil & Criminal. Universal Law Publishing.

Reference Books:

1. Sharma, C. (2021). Financial Markets, Institutions and Services - SBPD Publications. SBPD Publications.
2. States., U. (2009). Examining the Billing, Marketing, and Disclosure Practices of the Credit Card Industry, and Their Impact on Consumers.
3. Thakor, A. V., & Boot, A. (2008). Handbook of Financial Intermediation and Banking. Elsevier.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Banking and Insurance)**

24MBAP457 BANKING OPERATIONS AND MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This subject provides the fundamentals of the management, risk, regulation and operation and performance of a commercial bank. The course examines the theoretical concepts underpinning the operation of commercial banking in the form of financial intermediation and the unique role of banks in the economy. The structure of the financial system and problems posed by managing commercial banks in today's environment are given real-time practical applications that assess the performance of financial institutions from a creditor's, investor's and regulator's viewpoint.

Course Objectives:

1. To introduce the overview of risk management in Banks
2. To explain the various kinds of bank funds and risks in Indian Banks
3. To appraise about the credit policy, NPA's and debt recovery tribunal to the Students.
4. To understand the retail banking approach, delivery channels of banking Products and services and customer relationship.
5. To analyse the Prudential Norms of commercial banks in India.

UNIT I BIS - BASEL COMMITTEE NORMS **9 hours**

BIS - Basel Committee Norms – Risks in Bank – Management of Risk in Banks and its Impact– Factoring & Forfeiting Alliances –Consolidation in Banking sector – Issues - Off Balance Sheet Items and Issues- DueDiligence – AML and its compliance

UNIT II UNDERSTANDING BANK FUNDS **9 hours**

Understanding Bank Funds – Liquidity Management Practices – RBI Guidelines – Asset Liability Management – Gap Analysis – Liquidity Risk – Interest Rate Risk – Market Risk

UNIT III CREDIT POLICY **9 hours**

Credit Policy - Credit Monitoring and Recovery Management – Non Performing Assets – Management of NPAs- Documentation and Procedures - Modes of Charges - Collateral and Characteristics – Loan Syndication - Priority Sector Lending Issues– New Products & Services – Factoring – Securitization – Lok Adalat – Debt Recovery Tribunal – Prompt Corrective Action

UNIT IV BRANDING AND STRATEGIES **9 hours**

Branding and Strategies - Retail Banking: Approach, Products, Marketing - Promotion and delivery channelsof banking Products and services - Traditional and modern – Bank assurance -Direct selling agents - Customer Relationship Management- eCRM.

UNIT V PRUDENTIAL NORMS **9 hours**

Prudential Norms – IRAC Norms - Capital Adequacy Norms - Exposure Norms for Advances andInvestments –SARFAESI Act - Insolvency and Bankruptcy Code, **Introduction relating to** Debt Recovery Tribunal (DRT), Introduction relating to Valuation of Land & Building, Plant & Machinery and Securities

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the overview of risk management in Indian Banks.

CO2: Gain Knowledge on various kinds of bank funds and risks in Indian Banks

CO3: Gain Knowledge on credit policy, NPA's and debt recovery tribunal to the students

CO4: Understand the retail banking approach, delivery channels of banking Products and services and customer relationship.

CO5: Examine the Prudential Norms of commercial banks in India.

Text Books:

1. Bimal Jaiswal, Banking Operation Management, Vikas publishing, 2015.

Reference Books:

1. IIBF, Advanced Bank Management, 3rd Edition, MacMillan Education. 2015

2. IIBF, Risk Management, 3rd Edition, MacMillan Education. 2015

3. IIBF, Bank Financial Management, 3rd Edition, MacMillan Education. 2015

4. W.Koch, S.Scott Mac Donald Timothy Bank Management, 8th Edition, Cengage Learning, 2014.

5. John a.Haslem, Banks Fund Management, Pearson Education

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Banking and Insurance)**

24MBAP458 INSURANCE LAW AND REGULATIONS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a Comprehensive knowledge to the students about Source of law, Law of contract, Group insurance and other schemes, Claim settlement and legal status of individual and life insurance.

Course Objectives:

1. To identifythe sources of law and various types of law in India.
2. To discuss about the Law of contract and elements of contract.
3. To examine the group insurance and schemes.
4. To evaluate the claim settlement and its process.
5. To asses legal status of individual and life insurance exchange control regulation

UNIT I SOURCE OF LAW 9 hours

Source of law –definition- statute - common law-justice in India –various laws and Acts –RTI act- cyber laws act –prevention of money laundering act-insurance act 1938- LIC act 1956- IRDA act - 1999- protection of consumer interest act 1986- arbitration and consolation act1996- arbitration and conciliation act 1996 - Insurance (amendment) act, 2021-Recent Changes.

UNIT II LAW OF INSURANCE CONTRACT 9 hours

Principles and characteristics of an insurance contract- - Aleatory contract- UBerriman Fidei - Contract of Adhesion- Principle of Subrogation - Insurable Interest - Principle of Contribution - Reinsurance- Principle of Loss Minimization -Principle of Proximate Causes; Process of forming an insurance contract- Life insurance and general insurance; life insurance Contract-provisions- proposal-conditions and privileges of policy.

UNIT III GROUP INSURANCE AND OTHER SCHEMES 9 hours

Group insurance and other schemes: Group life insurance-superannuation-gratuity- reinsurance-key man and property insurance –rights under life insurance –nomination-MWP act- tax laws –income – life insurance- service tax

UNIT IV CLAIM SETTLEMENT: PROCESS 9 hours

Claim settlement: process- maturity-death-missing persons- evidence of title and succession- attachments and prohibitory rules- insurance intermediaries- agency-brokers-corporate agents- rights – termination- renewals –heredity commission

UNIT V LEGAL STATUS OF INDIVIDUAL AND LIFE INSURANCE 9 hours

Legal status of individual and life insurance: Exchange control regulation- life insurance involving foreigncurrency-settlements of claims -unfair and restricted trade practices- insurance ombudsman.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the sources of law and various types of law in India.
CO2: Gain the knowledge on Law of contract and elements of contract
CO3: Gain the knowledge on group insurance and schemes.
CO4: Examine evaluate the claim settlement and its process.
CO5: Asses legal status of individual and life insurance exchange control regulation

Text Books:

1. IC 24 – Legal Aspects of Life Assurance, Indian Institute of Insurance,2012

Reference Books:

1. K.C.Mishra and M.Bakshi , Legal and Regulatory Aspects of Insurance, CENGAGE Learning, Delhi
2. M. N Srinivasan, 'Principles Of Insurance Law' (Life - Fire - Marine - Motor And Accident).
3. KSN Murthy & Dr KVS Sarma, 'Modern Law Of Insurance'.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major (Banking and Insurance)**

24MBAP459 PRINCIPLES AND PRACTICE OF GENERAL INSURANCE

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides a Comprehensive knowledge to the students about Functioning of General Insurance. It focuses on Evolution and growth of General Insurance and various types of policies on various hazards. It also provides Computation of Premiums and Settlement of claims

Course Objectives:

1. To describe the general Insurance Market in India.
2. To make the student understand with different policies of general insurance.
3. To enable students, understand non-life miscellaneous insurances.
4. To provide knowledge of Underwriting and Settlement of Claims.
5. To acquaint the knowledge of Claim procedure and TPAs Investigation / Assessment

UNIT I INTRODUCTION TO GENERAL INSURANCE 9 hours

Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India. Indian Insurance Industry Overview & Market Development Analysis.

UNIT II FIRE INSURANCE 9 hours

Fire Insurance: Standard Policies – Fire Insurance Coverage – Consequential Loss (Fire) Insurance Policies–Declaration Policies, Marine Insurance: Marine Cargo Policies – Hull Policies – Institute Cargo Clauses– Institute Hull Clauses – Open Policies – Accumulation Of Risk Per Location -Motor Insurance: Types of Policies– Third Party Insurance – Comprehensive Coverage – Conditions and Exclusions – Premium. Fire Insurance Growth

UNIT III NON-LIFE MISCELLANEOUS INSURANCES 9 hours

Non-life miscellaneous insurances: Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance other Miscellaneous Insurances, Rural Insurance covers, Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability**.**
What are examples of non-life insurance companies?

UNIT IV UNDERWRITING AND SETTLEMENT OF CLAIMS 9 hours

Underwriting and Settlement of Claims: Proposal forms – Cover notes – Certificates of Insurance – Endorsements – Moral and Physical Hazards – Statistics – Spreading of Risks –Premium Rating – Premium Loading – 4 C' s of underwriting

UNIT V SETTLEMENT OF CLAIMS 9 hours

Settlement of Claims: Claim procedure – TPAs – Claim forms – Investigation / Assessment –Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage. 4 stages of insurance claims

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand and follow day-to-day developments in the General Insurance Market

CO2: Gain Knowledge on various policies and their features.

CO3: Knowledge on Burglary Insurance, Rural Insurance covers

CO4: Have an understand on Underwriting and Settlement of Claims

CO5: Apply of Knowledge on Claim procedure TPAs, Investigation / Assessment

Text Books:

1. Insurance Institute of India – IC 32- Practice of General Insurance
2. H Narayanan, Indian Insurance: A Profile, Jaico Publishing House: Mumbai

Reference Books:

1. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi.
2. Insurance Institute of India – IC 45- General Insurance Underwriting

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Banking and Insurance)**

24MBAP460 RURAL BANKING AND MICRO FINANCE

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a Comprehensive knowledge to the students about Demographic features. Role of agriculture in economic development. Policies and programs for rural farm and non- farm sectors. Economic reforms and its impact on rural economy. Genesis and evolution of microfinance. Problems of Rural branches of Commercial banks

Course Objectives:

1. To Understand the Problems of Rural branches of Commercial banks
2. To Discuss about the Agricultural Economy
3. To Assess the Rural Financing and Development Policy
4. To examine the different models of microfinance operating in India
5. To discuss about Problems of Rural branches of Commercial bank

UNIT I INTRODUCTION **9 hours**

Demographic features- Population- occupation- literacy, socioeconomic development – indicators- health- nutrition and education, - urban migration--Caste and power structure - rural social stratification-Economic life of rural people, share in National income- Trends in per capita income, rural money markets, rural indebtedness, rural poverty - main causes and methods of measuring rural poverty. 5 C's of microfinance

UNIT II AGRICULTURAL ECONOMY **9 hours**

Agriculture Economy-Structure and Characteristics of Indian Agriculture- Role of Agriculture in Economic Development-Agriculture-Industry Linkages -Constraints to Agriculture Development-Emerging Issues in Indian Agriculture- Rural Infrastructure; Transport, Power- Markets and Other Services. The 'father' of agricultural economics in India.

UNIT III RURAL FINANCING AND DEVELOPMENT POLICY **9 hours**

Policies and programs for rural farm and non-farm sectors. Economic reforms and its impact on rural economy-Regulation of Rural Financial Services; - NABARD, RBI- role, refinance support. Lead bank approach, State level and- District level Credit committees- subsidy-linked credit programs of the Government- -Priority Sector Financing, difference between DPF and IPF

UNIT IV MICRO FINANCE **9 hours**

Genesis and evolution of microfinance- different models of microfinance operating in India; - Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India - SME Finance; Definition of SME. Importance to Indian economy- Financing of SME- Revival of sick units; revival package- and implementation, Stressed assets under rehabilitation. 5 principles of microfinance**.**

UNIT V PROBLEMS AND PROSPECTS IN RURAL BANKING **9 hours**

Problems of Rural branches of Commercial banks- transaction costs and risk costs- Technology based Financial Inclusion- Emerging trends in rural banking-financing poor as bankable opportunity- Micro-Credit, Self- Help Groups / NGOs, linkages with banking, latest guidelines of GOI and RBI. Problems in rural credit.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the Problems of Rural branches of Commercial banks

CO2: Gain the knowledge on Agricultural Economy

CO3: Asses the Rural Financing and Development Policy

CO4: Examine the different models of microfinance operating in India

CO5: Understand the Problems of Rural branches of Commercial banks

Text Books:

1. Karmakar, K. G. Rural credit and self-help groups: micro-finance needs and concepts in India. Sage Publications India Pvt Ltd, 1999.
2. Harper, Malcolm. Profit for the poor: cases in micro-finance. Intermediate Technology Publications Ltd (ITP), 1998.

Reference Books:

1. Robinson, Marguerite S. The microfinance revolution: sustainable finance for the poor. Vol. 1. World Bank Publications, 2001.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Banking and Insurance)**

24MBAP461 RISK MANAGEMENT IN BANKS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a Comprehensive knowledge to the students about Basel Committee, credit risk, Operational risk and market risk and risk management frame work risk measurement and RBI guidelines for risk management.

Course Objectives:

1. To make the student understand the Basel Committees
2. To discuss credit risk faced by banks with a view to provide necessary knowledge and impart the skills required to
3. To examine the operational risk and its causes
4. To Assess the market risk and ALM.
5. To compute the risk measurement, control and risk management.

UNIT I INTRODUCTION TO RISK IN BANKS **9 hours**

Risk definition - BIS – Basel Committee – Basel I, II and III norms; Risk Process- Risk Organization Key risks-Credit risk, market risk ,operational risk, liquidity risk, legal risk, interest rate risk and currency risk –Concept of ALM for Banks.

UNIT II CREDIT RISK & MANAGEMENT **9 hours**

Definition - - Framework for risk management - RBI guidelines for risk management - Risk rating and risk pricing - Methods for estimating capital requirements -Credit risk - standardized approach and advanced approach – Credit rating /scoring - Credit Bureaus - Stress test and sensitivity analysis - Internal Capital Adequacy Assessment Process (ICAAP) - Structured products.

UNIT III OPERATIONAL RISK & MANAGEMENT **9 hours**

Definition - RBI guidelines for Operational risk - Types of operational risk - Causes for operational risk - Sound Principles of Operational Risk Management (SPOR) - Identification, measurement, control / mitigation of operational risks; Organizational set up and Policy requirements; Strategic approach and key responsibilities of ORM; Capital allocation for operational risk, methodology and qualifying criteria for banks for the adoption of the methods; Computation of capital charge for operational risk.

UNIT IV MARKET RISK & MANAGEMENT **9 hours**

Liquidity risk - Interest rate risk - foreign exchange risk -ALM organization - ALCO - Simulation, Gap, Duration analysis, Linear and other statistical methods of control; Price risk (Equity) - Commodity risk - Treatment of market risk under Basel- Standardized duration method- Internal measurement approach – VaR

UNIT V RISK MEASUREMENT, CONTROL AND RISK MANAGEMENT **9 hours**

Risk Calculation – Risk exposure analysis - Risk management / mitigation policy - Risk immunization policy/ strategy for fixing exposure limits - Risk management policy and procedure – Risk adjusted return on capital - Prudential norms – Income Recognition and Asset Classification (IRAC) norms -Capital adequacy norms - Hedging – Forwards – Futures– Options Arbitrage opportunities -Regulatory prescriptions of risk management –Exposure Norms - Systems Audit - Risk Organization and Policy.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Student understand the Basel Committees

CO2: Gain the knowledge on credit risk faced by banks with a view to provide necessary knowledge and impart the skills

CO3: Understand the operational risk and its causes

CO4: Asses the market risk and ALM.

CO5: Gain the knowledge on risk measurement, control and risk management

Text Books:

1. Foundations of Banking Risk: An Overview of Banking, Banking Risks, and Risk-Based Banking Regulation by GARP (Global Association of Risk Professionals).
2. Moorad Choudhry, Bank Asset and Liability Management: Strategy, Trading, Analysis, Wiley Publishing.

Reference Books:

1. Foundations of Banking Risk: An Overview of Banking, Banking Risks, and Risk-Based Banking Regulation by GARP (Global Association of Risk Professionals).
2. Moorad Choudhry, Bank Asset and Liability Management: Strategy, Trading, Analysis, Wiley Publishing.
3. John C. Hull, Risk Management and Financial Institutions, Pearson, 2009

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Minor (Banking and Insurance)**

24MBAP462 AGRICULTURAL AND RURAL INSURANCE

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a Comprehensive knowledge to the students about Demographic features. Role of agriculture in economic development. policies and programmes for rural farm and non- farm sectors. Economic reforms and its impact on rural economy. Genesis and evolution of microfinance. Problems of Rural branches of Commercial banks.

Course Objectives:

1. To provide a broad overview of Agricultural and rural insurance in India.
2. To familiarize the students with products in rural insurance.
3. To discuss about various Crop Insurance Schemes
4. To understand IRDA regulations in rural insurance
5. To gain insight into various agricultural insurance schemes

UNIT I INTRODUCTION **9 hours**

Indian agriculture: Introduction - Agriculture in India – leader - distribution and indicators - agriculture in the post-independence era – agricultural census – modernization -Role of agriculture in Indian economy and employment

UNIT II RISK IN AGRICULTURE **9 hours**

Risk in Agriculture and Coping Mechanisms- Climate Change and Agriculture Crop Insurance - Schemes in India – Types of Agricultural insurance - NAIS-premium rating in crop insurance- NAIS – WBCI-Impact of natural disasters on agriculture

UNIT III CROP INSURANCE **9 hours**

Design consideration - concepts - agricultural insurance vs. agricultural relief approaches to crop insurance - crop insurance – design and operations - weather-based crop insurance model. Role of technology in crop insurance

UNIT IV IRDA REGULATIONS IN RURAL INSURANCE **9 hours**

Livestock - types of cattle – buffaloes -Characteristics – classification - cattle insurance – market-market agreements –schemes- poultry – comprehensive coverage – duck insurance – exclusions. IRDA guidelines and compliance procedures for rural and agricultural insurance

UNIT V AGRICULTURAL INSURANCE SCHEMES **9 hours**

Pet insurance - sheep – goat – pig –elephant - agricultural pump set-cart-hut-gobar gas plant - lift irrigation insurance – comparative package for tribal. Performance evaluation of government agricultural insurance schemes

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the overview of Agricultural and rural insurance in India.
CO2: Gain knowledge on various products in rural insurance.
CO3: Asses the various Crop Insurance Schemes
CO4: Examine the IRDA regulations in rural insurance
CO5: Understand the various agricultural insurance schemes

Text Books:

1. Insurance Institute of India – IC 71- Agricultural Insurance

Reference Books:

1. Mishra & Pramod, Agricultural Risk Insurance & Income, The Maritime and Insurance Bookshop
2. Dr. S Raju & Dr. Ramesh Chand, Agricultural Risk & Insurance in India, NCAEPR, New Delhi
3. Deshpande S.P. Rural insurance business: Potentially and marketing, National Insurance Academy,1999

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Banking and Insurance)**

24MBAP463 FIN TECH MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course explores the evolution of core and digital banking systems, focusing on branch operations, CBS architecture, and key technologies like Finacle and BaNCs. It covers digital banking channels such as ATMs, mobile banking, and wallets, along with payment and settlement systems like NEFT, RTGS, and UPI. The course also addresses back-office operations, data security, and risk management. Emerging trends like open banking, neo banking, and smart payment technologies are also discussed.

Course Objectives:

1. To equip students with a solid understanding of core banking evolution, the implementation of Total Branch Computerization (CBS), and the functionality of systems like Finacle and BaNCS—including architecture, network, and security features.
2. To introduce various digital delivery channels—from ATMs and internet/mobile banking to digital wallets, payment gateways, and crypto—to explore their business and technology models and role in modern banking.
3. To familiarize students with India's payment and settlement infrastructure, covering systems like NEFT, RTGS, IMPS, UPI, NPCI products, SWIFT/SFMS, and infrastructure like INFINET and NPCINet.
4. To explain critical back-office functions in digital banking—data, risk, privacy, and treasury/forex management systems—to highlight the support structure behind customer-facing services.
5. To explore emerging trends in banking—Open Banking, neo-banks, virtual banking, drone payments, smart payment systems—and assess their impact on the digital banking landscape and security.

UNIT I BRANCH OPERATION AND CORE BANKING 9 hours

Introduction and Evolution of Bank Management- Reports - Technological Impact in Banking Operations– Total Branch Computerization – CBS– Concept, Opportunities. – Uses of CBS India – across the globe – A case study of recent CBS, e.g., BaNCs, Finacle, etc. – CBS components and its functionalities - Network architecture – ATM- data transfer interface –security architecture – Analysis of current CBS.

UNIT II DIGITAL BANKING CHANNELS 9 hours

Background – Business Models – Technology Models - Overview of delivery channels – Automated Teller Machine (ATM) – Phone Banking –Call centers – Internet Banking – Mobile Banking- micro ATM. Digital Wallets – Bank Wallets – Private Wallets Payment Gateways. Other Digital Payment Systems -Electoral bond – e-money, e-wallets, e-cheques -Crypto-currencies.

UNIT III PAYMENT AND SETTLEMENT SYSTEMS 9 hours

Payment Systems Interbank Payment Systems – INFINET and NPCINet - Interface with Payment system Network– SWIFT- Structured Financial Messaging system (SFMS) - NEFT – RTGS; National Payments Corporation of India (NPCI) – Functions & Products – NFS - UPI – BHIM – NACH – IMPS - *99# – NETC – AEPS – BBPS - Bharat QR Code - Card technologies (RuPay), e-RUPI, CTS and Settlement Process.

UNIT IV DIGITAL BANKING – BACK-OFFICE OPERATIONS 9 hours

Data management – Risk management – Security and privacy of Information management – Treasury management system - asset and liability management system, and Forex management system.

UNIT V OTHER DEVELOPMENTS 9 hours

Modern Delivery Channels – Drone-based payments -Open Banking models – Neo banking Models - Virtual banking models - Security aspects of digital banking systems – Revolution of Banking systems using modern technologies– Smart Payment system models.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: **Describe** the purpose and architecture of CBS (e.g., Finacle), explain how it enables real-time, centralized banking operations across branches (deposits, withdrawals, account updates), and outline key security and network components

CO2: **Classify** major digital banking channels (e.g., ATM, internet/mobile, e-wallets, crypto), compare their business and technology frameworks, and explain how tools like micro-ATMs and payment gateways support seamless financial transactions.

CO3: **Compare** NEFT, RTGS, IMPS, and UPI (e.g., batch versus real-time processing), describe the roles of NPCI networks and SWIFT/SFMS, and summarize how settlement systems like UPI enable instant mobile payments.

CO4: **Outline** how digital banks manage data governance, operational risk, and information security, and explain the basics of treasury, asset-liability, and forex management systems used by banks.

CO5: **Identify** and explain new banking models (e.g., neo-banks, open banking) and technologies (e.g., drone payments), and evaluate their implications for digital payment innovation and system security

Text Books:

1. Lucian Morris, Tim Walker, The Handbook of Banking Technology Hardcover – Wiley Publishers
2. Brett King, Bank 4.0: Banking everywhere, never at a bank, Wiley Publishers
3. Financial Services Information Systems-Jessica Keyes Auerbach publication

Reference Books:

1. Kaptan SS & Choubey NS., E-Indian Banking In Electronic Era, Sarup& Sons
2. Turban Rainer Potter, Information Technology, John Wiely & Sons Inc

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Major (Banking and Insurance)**

24MBAP464 FINANCIAL SYSTEM AND BANKING PRACTICES IN INDIA

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course offers an in-depth understanding of the Indian financial system, covering financial sector reforms, monetary policy, and financial market instruments. It explores capital markets, the Indian banking structure, and the rise of retail banking. Students will learn about regulatory frameworks governing banks and financial institutions, including key legislations and the role of institutions like RBI, SEBI, and NABARD. The course also highlights recent developments and technological advancements in the banking sector.

Course Objectives:

1. To understand the rationale behind India's 1990s financial sector reforms, the evolving role of monetary policy tools and the structure of financial markets.
2. To explore the structure and functioning of India's capital markets and regulatory oversight by SEBI.
3. To trace the evolution of India's banking landscape, classify key banking institutions and explain credit creation and other banking roles.
4. To study the operations of retail banking plus financial inclusion efforts and innovations like securitization and bancassurance.
5. To analyze the legal and institutional framework governing India's financial system and understanding the role and regulations of regulatory bodies.

UNIT I INTRODUCTION 9 hours

Financial Sector Reforms - Monetary Policy - Instruments and its role in economy - Structure of Financial System – Financial Market Instruments and Institutions - Money Market Vs. Capital Market – Primary and Secondary Securities - Innovative Instruments - Financial Services – Fund Vs. Fee based services - Mutual Funds.

UNIT II CAPITAL MARKETS AND INSTRUMENTS 9 hours

Functions and Structure - Primary and Secondary market - Mechanism-instruments and financing - Regulatory Framework- SEBI Regulations - Stock Exchanges - Bond Market - Debt Market in India - Government Securities- Corporate Bond Market - Recent Developments - Derivatives Market – Currency and Commodity markets.

UNIT III INDIAN BANKING SYSTEM 9 hours

Banking pre and post-independence – Banking and Non-banking institutions - Commercial Banking and its classification – RRBs and Cooperative Banks - Small Finance Banks and Payment Banks - Credit creation and deployment by banks - Development Banking – Investment banking – Merchant banking - Lead Bank

UNIT IV RETAIL BANKING 9 hours

Functions of Banks- Corporate Vs Retail banking - Deposits and Loans - Account Opening and types of customers – Banker customer relationship - KYC Procedures - Major Developments - Financial Inclusion and SHGs – Financial Innovations - Factoring, Securitization, banc assurance, Consortium Financing – Role of technology and its impact on retail banking.

UNIT V REGULATORY ENVIRONMENT FOR BANKS AND FINANCIAL INSTITUTIONS **9 hours**

Central Banking Authority and Credit control - RBI – SEBI, IRDA and NABARD. – Regulatory provisions governing banks - RBI Act, 1934 – FEMA 1999, Banking Regulations Act 1949 – Bankers Book of Evidence Act 1879 – PMLA Act 2002 – IT Act 2000.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain how reforms aimed to build an efficient, competitive, and stable financial sector, describe key monetary policy tools (e.g., repo rate, CRR, OMO) and their economic role, and differentiate between money vs. capital markets, primary vs. secondary securities, fund-based vs. fee-based services, including mutual funds

CO2: Describe the roles of primary (new issuer) vs. secondary markets, outline SEBI's investor protection and market regulation functions, and identify the range of instruments including equity, government and corporate bonds, and derivatives.

CO3: Differentiate types of banks (e.g., commercial, RRBs, small finance), explain how banks create credit, and summarize the roles of development, investment, and merchant banking.

CO4: Describe retail banking functions versus corporate banking, outline KYC procedures, and discuss how tools like technology, financial inclusion (e.g., SHGs), factoring, securitization, and bank assurance transform retail services.

CO5: Explain the regulatory functions of RBI, SEBI, IRDA, NABARD, and summarize the purpose and provisions of major statutes (RBI Act 1934, Banking Regulation Act 1949, FEMA 1999, PMLA 2002, IT Act 2000) shaping financial governance.

Text Books:

1. IIBF, Principles and Practices of Banking, MacMillan Education.
2. IIBF, Legal and Regulatory Aspects of Banking, 3rd Edition, MacMillan Education.
3. Khan.M.Y, Indian Financial System, McGraw Hill Education Pvt. Ltd

Reference Books:

1. Preethi Singh, Dynamics of the Indian Financial system: Markets, Institutions and Services, Ane Books.
2. Nitynanada Sharma.V, Banking and Financial System, Cambridge University Press.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Banking and Insurance)**

24MBAP465 INTERNATIONAL BANKING AND FINANCIAL SERVICES

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides insights into the global business environment and international financial systems, focusing on trade, exchange markets, and cross-border regulations. It explores the evolution and functions of correspondent and international banking, including institutions like the IMF, World Bank, and BIS. Students will also learn about offshore financial centres, SEZs, and regulatory concerns in international banking operations. The course emphasizes global trends, exchange mechanisms, and financial instruments in international markets.

Course Objectives:

1. To introduce students to the structural dynamics of the global business environment, covering international trade, financial systems, and the procedures of issuing and trading in international equities and bonds.
2. To familiarize students with the organization and functioning of the foreign exchange market, covering spot vs. forward markets, rate quotations, exchange rate regimes, and key regulatory roles.
3. To explain the origins and role of correspondent (nostro/vostro) banking in clearing, FX and credit services, and introduce the fundamentals of commodity markets and their hedging tools.
4. To explore the evolution and role of international financial institutions—including World Bank entities, IMF, BIS, WTO—and the influence of multinational corporations on global finance.
5. To evaluate the structure, purpose, and regulation of offshore financial centers (OFCs) and related international banking setups like SEZs and offshore financial centers.

UNIT I GLOBAL BUSINESS ENVIRONMENT **9 hours**

World Economy–Developing and Developed Nations–Trade between countries–Trade Blocks and Regional Economic Cooperation–International Financial System– Private placement- structure and Regulations of International Equity and Bond Markets– New Issue procedure– Linkages between Domestic, Eurobond Secondary Markets.

UNIT II THE FOREIGN EXCHANGE MARKET **9 hours**

Organisation–Spot Vs Forward Markets–Bid and ask rates–Interbank Quotations– International Market Quotations–Cross Rates–Merchant Rates–FEDAI Regulations–Role of RBI. Exchange Rates–Exchange rate systems–Gold Standard–Bretton Woods–Fixed Vs Floating Exchange Rate systems–Determinants of Exchange Rates–Exchange Controls.

UNIT III ORIGIN AND GROWTH OF CORRESPONDENT BANKING **9 hours**

Challenges for correspondent banking–clearing house functions–payments and collections–credit services– Foreign Exchange Services. Commodities–Commodity price Indicators –Linkage between commodity Futures and Interest Rate Futures–Commodities in a Portfolio–Commodity swaps-option based commodity Hedging.

UNIT IV INTERNATIONAL BANKING **9 hours**

Origin and Evolution of International banking–Global trends as reasons for growth of international banking–World Bank–IMF–WTO– Growths of Multinationals. The World Bank Group–International Bank for Reconstruction and Development (IBRD)– IDA– IFC– MIGA–International Monetary Fund(IMF)– BIS–ADB.

UNIT V INTERNATIONAL BANKING OPERATIONS 9 hours

Off-shore financial centres– Rationale–Characteristics of offshore financial centres–Types of offshore centers–Benefit and reasons for growth–Factors of success–Tax Havens– Major Offshore Financial Centres– International Banking facilities–Special Economic Zones(SEZs)–Regulatory concerns.

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Explain how global economic factors and trade blocs influence international finance, and describe the mechanisms of international equity and bond issuance—including private placements and Eurobond markets—and their linkage to domestic and secondary markets.

CO2: Distinguish spot, forward, and cross-rate quotations, and evaluate the impact of different exchange rate systems (e.g., gold standard, Bretton Woods, floating) and RBI/FEDAI regulations on currency valuation and control.

CO3: Analyze how correspondent banking supports international payments and foreign exchange services, and illustrate how commodity-linked instruments—such as futures, swaps, and options—function in hedging and portfolio management.

CO4: Identify and compare key international financial institutions (IBRD, IDA, IMF, BIS, etc.), and explain how multinationals and global trends drive the evolution and strategies of international banking.

CO5: Assess the characteristics and functions of OFCs and offshore banking—including tax havens and regulatory havens—and discuss their benefits, risks, and regulatory challenges.

Text Books:

1. A.W. Mullineux & Victor Murinde. Handbook of International Banking. Edward Elgar

2. Cheol Eun& Bruce G. Resnick. International Financial Management, McGraw Hill

Reference Books:

1. Jane Hughes & Scott MacDonald. International Banking: Text and Cases. PI

2. Ian H Giddy, “Global Financial Markets”, AITBS Pub, Delhi.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA II Year II Semester **Minor (Banking and Insurance)**

24MBAP466 LEGAL ASPECTS OF BUSINESS AND BANKING

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a foundational understanding of legal principles relevant to business and banking. It covers the Indian Contract Act, Negotiable Instruments Act, and laws related to commercial transactions like indemnity, guarantee, bailment, and agency. Students will also learn about laws governing banking operations, securities, and financial instruments. Key legislations such as the Partnership Act, Companies Act, SARFAESI Act, and Banking Regulation Act are discussed with practical relevance.

Course Objectives:

1. To equip students with a comprehensive understanding of the foundational principles of contract law in India.
2. To provide students with a thorough understanding of both the general and special contract principles under the Indian Contract Act, 1872.
3. To develop students' comprehensive understanding of the Negotiable Instruments Act, 1881.
4. To cultivate a deep understanding of commercial laws applicable to banking operations.
5. To provide students with a robust understanding of diverse statutes underpinning commercial and property law in India

UNIT I INTRODUCTION **9 hours**

Introduction to Law- Fundamentals of Law-The Indian Contract Act-Nature of Contract-offer and Acceptance Consideration-Capacity to contract-Free consent-Legality of Objects

UNIT II CONTRACT ACT **9 hours**

Void agreements-Performance of contract-Discharge of contract- Breach of contract-Remedies –Quasi contracts-Indemnity-Guarantee-Bailment-Pledge -Contract- Indemnity and guarantee- Termination of Contracts- Bailment- Agency

UNIT III NEGOTIABLE INSTRUMENT ACT **9 hours**

The Negotiable Instruments Act, Promissory Notes, Bills of Exchange and Cheques- Operations of Promissory notes, Bills of exchange and cheques (Demand, drafts, payment orders etc.) -Responsibility of paying - collecting banker obligation of a banker – Endorsement-Crossing of Cheques-Dishonours of Cheques

UNIT IV COMMERCIAL LAWS WITH REFERENCE TO BANKING OPERATIONS **9 hours**

Letter of Credit, Indemnity, Guarantee LC and Deferred payments - Law relating to securities - valuation of securities - modes of charging securities - lien, pledge, mortgage, hypothecation etc.

UNIT V OTHER LAWS **9 hours**

The Partnership Act – Companies Act- SARFASI Act - The Transfer of Property Act -The Sale of Goods Act - Right to information Act - Banking Regulation Act

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Critically analyse and apply the core principles of the Indian Contract Act, 1872.

CO2: Critically analyse and apply the Indian Contract Act's provisions**.**

CO3: Critically analyse and apply the legal provisions of the Negotiable Instruments Act, 1881, to a range of commercial and banking scenarios.

CO4: Critically apply commercial banking law to structure and assess complex banking instruments and security interests.

CO5: interpret and apply key provisions from major Indian commercial and banking statutes

Text Books:

1. Pathak, Akhileshwar. Legal Aspects of Business. Tata McGraw-Hill Education, Latest

2. Legal and Regulatory Aspects of Banking. Indian Institute of Banking and Finance, Macmillan

3. Kumar, Ravinder: Legal Aspects of Business, Ceneage Learning India Pvt Ltd, 201/Latest

Reference Books:

1. Pathak, Akhileshwar. Legal Aspects of Business. Tata McGraw-Hill Education, Latest

2. Satish B Mathur. Business Law. Tata McGraw - Hill Education, Latest.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

Audit Course

MBA I Year II Semester **Audit Course**

24MBAP901 SOFT SKILLS

L	T	P	C
2	0	0	0

Course Objectives:

1. To expose the students to those soft skills which are crucial to an employee's ability to work smarter.

2. To enhance Art of Communication, Team Skills, Presentation & GD handling skills and preparing resume & Interview Skills.

UNIT I **6 hours**

Verbal Communication - Effective Communication - Active listening - Paraphrasing - Feedback Non- Verbal Communication - Body Language - Greetings, Introductions, Small Talk.

UNIT II **6 hours**

Self Enhancement - Importance of developing assertive skills - developing self-confidence – developing emotional intelligence - Importance of Team work – Team vs. Group - Attributes of a successful team – Barriers involved working with Groups – Dealing with People - Group Decision Making - Leadership skills - Empathy, self-realization (Identifying strengths and weaknesses), Motivation.

UNIT III **6 hours**

Presentation Skills – Stages involved in an effective presentation – selection of topic, content, aids – Engaging the audience – Time management – Mock Presentations & Feedback - GD skills – Understanding the objective and skills tested in a GD – General types of GDs – Roles in a GD – Do's & Don'ts – Mock GD & Feedback.

UNIT IV **6hours**

Types of Resumes – Resume preparation - Tips in writing resume - Interview handling Skills – Self preparation checklist – Grooming tips: do's & don'ts – mock interview & feedback - Goal setting.

UNIT V **6 hours**

Grooming etiquette – Telephone etiquette – E-mail etiquette, Professional electronic communication – Dining etiquette – Do's & Don'ts in a formal setting – How to impress.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand and apply knowledge of interpersonal communication and emotional intelligence effectively to solve challenges in Personal and Professional arena

CO2: Apply and develop assertive skills and self-confidence to go in line with Value based Leadership skills

CO3: Analyse and apply the skills to Work together effectively in team environment and lead themselves and others to accomplish organizational goals

CO4: Ability to understand, analyze and communicate in Discussions on global, economic, legal, and ethical aspects

CO5: Communicate effectively in public speaking in formal and informal situations by engaging themselves in independent learning and updating in professional etiquetttes in the broadest context.

Text Book:

1. "Soft Skills". Dr K Alex. S Chand Publications, New Delhi

2 The Seven Habits of Highly Effective People by Stephen R. Covey, Covey Leadership Center, 2005.

Reference Books:

1. Negotiate to Close by Gary Karnass, Simon and Schuster, 1987.

2. The greatest miracle in the world – OgMandino, Random House Publishing Group, 2009.

3. Working with Emotional Intelligence - Daniel Goleman, A&C Black, 2009.

4 Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd., Delhi, 2000.

Mode of Evaluation: Assignments and Mid Term Tests

MBA I Year II Semester **Audit Course**

24ENGP901 CREATIVE WRITING

L	T	P	C
2	0	0	0

Course Objectives:

1. To familiarize the students with different forms of writing: poetry, scene writing, and vignette and feature writing.
2. Apart from writing, the course will also encourage students to read and acquaint, appreciate and respond to different genres of writing.

UNIT I **6 hours**

Introduction to creative writing and reading, Poetry, Short Story, Drama, Fiction, Non Fiction, Feature Writing, etc.

UNIT II **6 hours**

Poetry, Scenario writing, feature and vignette writing, Haiku, Object Poem, List Poem, Visual Poem, Nature Poem, Scanning a poem and understanding its meaning

UNIT III **6 hours**

Writing a scene, finding sources from which to draw ideas to write scenes, creating an effective setting for a scene to take place; creating strong, believable characters in a scene.

UNIT IV **6hours**

Learning how a scene can drive the plot of a story, how to effectively use point of view to enhance a scene, how to write interesting and useful dialogue, self-editing own writing.

UNIT V **6 hours**

Writing a vignette, finding sources from which to draw ideas to write a vignette, organizing one's time and ideas to produce a longer piece of writing.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

1. Develop skills in writing, editing, and revision in the literary genre.
2. Analysis to inform appreciation and understanding of poetry.
3. Demonstrate the ability to read and respond thoughtfully.
4. Develop plot of the story and sketch characters with relevant dialogues; overall script writing and editing skills are imparted.
5. Understand the effective writing skills such as good essays and projecting scholarly ideas to the mass media.

Text Book:

1. Mills, Paul. 2006. Creative Writing Course Book. New York: Routledge.

Reference Books:

1. Jaron, Philip K. and Allan B. Lefcouitz. 2004. Creative Writer's Hand Book. 4th ed. Prentice Hall.

2. Bulman, Colin. 2007. Creative Writing: A guide and glossary to fiction writing. Polity Press.

3. Coles Notes. 1991. Dictionary of Literary Terms. Delhi: Chaman Enterprises.

4 Minot, Stephen. 1971. Three Genres: The Writing of Poetry, Fiction, and Drama. Englewood Cliffs:Prentice-Hall.

Mode of Evaluation: Assignments and Mid Term Tests

MBA I Year II Semester **Audit Course**

24ENGP902 EFFECTIVE PUBLIC SPEAKING

L	T	P	C
2	0	0	0

Course Objectives:

1. Recognize the significance of public speaking and active listening for management professionals
2. Apply strategies to boost confidence before and during public speeches
3. Plan suitable methods for delivering effective public speeches
4. Use effective visual aids and persuasion strategies for public speech
5. Enhance public speaking skills through rehearsals and audience feedback

UNIT I **6 hours**

Public Speaking – an overview – significance to management professionals – Importance of active listening and speaking skills

UNIT II **6 hours**

Building Confidence – Overcoming fear and anxiety, Preparation of Speech and Audience Analysis

UNIT III **6 hours**

Organization of Speech – Stage etiquette, Storytelling strategies, prepared and impromptu delivery

UNIT IV **6hours**

Building curiosity: use of visual aids, asking rhetorical questions, conducting polls, referring to contemporary incidents, success journey stories, incorporating humour, etc.

UNIT V **6 hours**

Methods to obtain audience feedback: building questionnaire, self and peer feedback; strength and weakness analysis

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the importance of public speaking and active listening for management professionals

CO2: Apply techniques to overcome fear and anxiety before and during public speaking

CO3: Analyze and apply suitable modes to enhance the effectiveness of public speaking

CO4: Analyze and implement suitable visual aids and persuasion strategies

CO5: Analyze strengths and weaknesses and improve public speaking skills through feedback.

Text Book:

1. Pushp Lata and Sanjay Kumar. Communicate or Collapse New Delhi: Prentice Hall of India, 2007.

Reference Books:

1. Lucas, Stephen E. The Art of Public Speaking. Third Edition, Singapore: McGraw- Hill, 1989.

2. Deanna D Sell now Public Speaking A Process Approach Media Edition, Wadsworth/Thomson, 2003.

3. Jaffe, Clella. Public Speaking New Delhi: Cengage Learning India Pvt. Ltd, 2008.

4 Bellingham, Jo. Giving Presentations Delhi: Oxford University Press. 2003.

5 Qubein, Nido. How to be a Great Communicator New Delhi: Viva. 1997.

Mode of Evaluation: Assignments, Mid Term Tests

Open Elective

MBA I Year II Semester **Open Elective**

24MEP301 TOTAL QUALITY MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. Study comprehensive knowledge about the principles, practices, tools and techniques of total quality management.
2. Gain knowledge on leadership, customer satisfaction, addressing customer complaints, team work, employee involvement, related to customer and supplier partnership.
3. Gather information on various tools and techniques, concept on Six Sigma, bench marking and Failure Mode Effective Analysis (FMEA).
4. Know the importance of Quality circle, Quality Function Deployment, Taguchi design and case studies related to TQM.
5. Implement TQM

UNIT I INTRODUCTION **9 hours**

Introduction - Need for quality - Evolution of quality - Definition of quality – Quality control,Quality management and Quality Assurance - Definition of TQM – Basic concepts of TQM – TQM Framework - Contributions by Deming, Juran and Crosby – Dimensions of quality – Benefits of quality and Barriers

UNIT II TQM Principles **9 hours**

TQM principles - Strategic quality planning, Quality statements - Customer focus– Customer orientation, Customer satisfaction, Customer complaints Customer retention - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement – Supplier partnership – Partnering, Supplier selection, Supplier Rating.

UNIT III Tools and Techniques I **9 hours**

The seven traditional tools of quality – New management tools – Six-sigma: Concepts, methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA.

UNIT IV Tools and Techniques II **9hours**

Quality circles – Quality Function Deployment (QFD) – Design of Experiments-Taguchi quality loss function – TPM – Concepts, improvement needs – Cost of Quality Performance measures.

UNIT V IMPELMENTATION OF TQM 9 hours

Steps, KAIZEN, 5S, JIT, POKAYOKE, I - Introduction to Robust Design, ISO Standards and Case studies.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the various principles and practices of TQM to achieve quality.
CO2: Identify the various statistical approaches for Total Quality Control.
CO3: Demonstrate the TQM tools for continuous process improvement.
CO4: Adopt the importance of ISO and Quality systems.
CO5: Make use of the concepts of TQM to solve case studies

Text Book:

1. Dale H. BesterField, et al., Total Quality Management, Pearson Education Asia, Third Edition, Indian Reprint (2003).

Reference Books:

1. James R. Evans and William M. Lindsay, The Management and Control of Quality, (6th Edition), South-Western (Thomson Learning), 2005.

2. Oakland, J.S. TQM – Text with Cases", Butterworth – Heinemann Ltd., Oxford, Third Edition (2003).

3. Suganthi,L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd. (2006).

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

MBA I Year II Semester **Open Elective**

24CSEP301 MULTIMEDIA TECHNOLOGIES

L	T	P	C
3	0	0	3

Course Objectives:

1. To provide the foundation knowledge of multimedia computing.
2. To provide the knowledge about media characteristics compression standards, multimedia representation, data formats, multimedia technology development.
3. To understand Multimedia, I/O technologies
4. To understand Multimedia Networks
5. To understand Multimedia security and forensics:

UNIT I **INTRODUCTION TO MULTIMEDIA TECHNOLOGIES** **9 hours**

Introduction to Multimedia: Multimedia Elements – Multimedia applications – Multimedia System Architecture – Evolving technologies for Multimedia – Defining objects for Multimedia systems – Multimedia Data interface standards – Multimedia Databases.

UNIT II **COMPRESSION AND FILE FORMATS** **9 hours**

Compression and Decompression: Need for Data Compression – Types of Compression – Binary Image Compression Schemes – Image Compression – Video Compression – Audio Compression. Data and File Format Standards: Rich Text Format – TIFF File Format – Resource Interface File Format – MIDI File Format - JPEG DIB File Format – AVI Indeo File Format – MPEG Standards –TWAIN.

UNIT III **MULTIMEDIA I/O TECHNOLOGIES** **9 hours**

Input and Output Technologies: Multimedia I/O Technologies: Image Scanners – Digital Voice and Audio– Digital Camera – Video Images and Animation – Full Motion Video -Video Motion Analysis.

UNIT IV **MULTIMEDIA NETWORKS** **9 hours**

Protocol - QOS Issues - RTP, RTCP, RTSP, SIP - Media on demand –ITV - STB Broadcast Schemes for VoD Buffer Management- Multimedia over wireless networks.

UNIT V **MULTIMEDIA SECURITY AND FORENSICS** **9 hours**

Multimedia encryption - Digital Watermarking Security Attacks- Digital Forensics taxonomy, goals/requirements - Forensic Data Acquisition -Forensics Analysis and Validation.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the characteristics of different media and the representations of different multimedia data formats.

CO2: Understand the characteristics of Image, Audio and Video systems and takes into considerations in multimedia techniques design and implementation.

CO3: Describe different coding and compression principles and compare different compression techniques.

CO4: Design multimedia components efficiently

CO5: Develop integrated, collaborative multimedia systems

Text Book:

1. K. Andleigh, Kiran Thakrar , Multimedia Systems Design, PHI, 2007

2 ZeNian Li, S. Drew, "Fundamentals of Multimedia", PHI, 2006

3 Li, Ze-Nian and Mark S. Drew, "Fundamentals of Multimedia", Prentice Hall of India, 2004.

4 Steinmetz Ralf and K. Nahrstedt "Multimedia: Computing, Communications & Applications", Pearson Education, 1995.

Reference Books:

1. Ralf Steinmetz and Klara, "Multimedia Computing, Communications andApplications", Pearson Education, 2009

2. Min Wu, Bede Liu, "Multimedia Data Hiding", Springer-Verlag, 2002

3. I.Cox, M. Miller, and J. Bloom, "Digital Watermarking", Morgan Kaufman Publishers, 2001

4 Chun-Shien Lu, "Multimedia Security : Steganography and Digital Watermarkingtechniques forProtection of Intellectual Property", Springer Inc 2007

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

MBA I Year II Semester **Open Elective**

24CSEP302 DATA ANALYSIS USING R

L	T	P	C
3	0	0	3

Course Pre-requisite: None

Course Description:

This course is an applied statistics course focusing on data analysis. The course will begin with an overview of how to organize, perform, and write-up data analyses. Instead of focusing on mathematical details, the lectures will be designed to help you apply these techniques to real data using the R statistical programming language, interpret the results, and diagnose potential problems in your analysis. This course covers practical issues in statistical computing which include programming in R, reading data into R, accessing R packages, writing R functions, debugging, profiling R code, and organizing and commenting R code.

Course Objectives:

1. To learn fundamental concepts of R programming and its utility in data analysis, including working with various data types, objects, and structures.
2. To understand the role of control structures and develop the ability to write custom functions with appropriate scoping rules in R.
3. To master loop functions for repetitive tasks and learn debugging techniques to ensure error-free code execution.
4. To learn simulation fundamentals and code profiling techniques to analyze and optimize R scripts.
5. To expertise in working with vectors and variables in R and apply vectorized operations for efficient programming.

UNIT I INTRODUCTION 9 hours

Gain a comprehensive overview of R, its applications, and utility in data analysis. Explore the various data types and objects available in R, understanding their properties and uses. Learn to efficiently read data from different file formats and write data outputs using R. R Data Structures – Vectors – Lists – Arrays – Matrice - Data Frames - Factors.

UNIT II CONTROL STRUCTURES AND FUNCTIONS 9 hours

Understand the role of control structures in programming, such as conditional statements and loops, to manage the flow of execution. Develop and utilize custom functions in R, along with a deep dive into scoping rules for variable accessibility. Learn to handle and manipulate dates and times for temporal data analysis.

UNIT III LOOP FUNCTIONS AND DEBUGGING 9 hours

Master the application of loop functions in R, such as apply, lapply, sapply, and their variants, to streamline repetitive tasks. Discover effective debugging tools and techniques to identify and resolve errors in your R code, ensuring robust and efficient Discover effective debugging tools code execution.

UNIT IV PROFILING R CODE 9 hours

Learn the fundamentals of simulation to model and analyze real-world scenarios. Acquire skills in code profiling to evaluate the performance of R scripts, identify bottlenecks, and optimize the efficiency of code for computational tasks.

UNIT V VECTOR AND VARIABLES 9 hours

Engage with the R interpreter to execute and test code interactively, gaining real-time feedback. Understand the structure and manipulation of vectors and variables, which form the backbone of R programming. Explore the creation and application of R functions for a deeper insight into vectorized operations.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand basic R data structures like vectors, lists, arrays, matrices, data frames, and factors for data handling.

CO2: Use control structures and functions to manage program flow and handle date-time data in R.

CO3: Utilize loop functions such as apply, lapply, and sapply, and debug code to ensure robust and efficient execution.

CO4: Analyze profiling R code, identify performance bottlenecks, and optimize computational efficiency.

CO5: Demonstrate various operations on vectors and variables, leveraging R's interpreter for interactive testing and execution.

Text Book:

1. R Programming for Data Science by Roger D.Peng, Lean publisher.

2 25 Recipes for Getting Started with R, Publisher: O'Reilly Media, January 2011.

3 Learning R Paperback by Richard Cotton, Publisher: O'Reilly; 1 edition (20 September 2013).

Reference Books:

1. R for Data Science By Hadley Wickham, Mine Çetinkaya-Rundel and Garrett Grolemund, Publisher: O'Reilly Media, Inc., 2nd Edition, June 2023.

Web Resources:

1. https://www.coursera.org/course/rprog

2. https://www.coursera.org/course/dataanalysis

3. https://adv-r.hadley.nz/

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

MBA I Year II Semester **Open Elective**

24HUMP301 INDIAN KNOWLEDGE SYSTEM

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Pre-requisite: Nil

Course Objectives:

The main objectives of the course is to

1. To introduce the scope, significance, and interdisciplinary nature of Indian Knowledge Systems and their relevance in the modern world.
2. To explore the philosophical and epistemological foundations of Indian Knowledge Systems, including key concepts like Pramāṇa, Dharma, and Rta.
3. To examine the scientific contributions of ancient India in fields such as mathematics, astronomy, medicine, and engineering.
4. To understand Indian perspectives on society, governance, literature, and aesthetics through classical texts and traditions.
5. To appreciate the cultural richness, ethical values, and traditional educational systems that shaped Indian civilization.

UNIT I INDIAN KNOWLEDGE SYSTEM: AN INTRODUCTION 9 hours

Indian Knowledge System: An Overview- Historical evolution and contemporary Relevance- Interdisciplinary approach and integration in education-The Vedic Corpus, The Four Vedas and their components, Oral transmission and cultural continuity--Philosophical Systems, Orthodox (Āstika) and Heterodox (Nāstika) schools, Logic, metaphysics, and epistemology in Indian philosophy -Wisdom through the Ages- Scientific and Mathematical Contributions, Ayurveda, Astronomy, Metallurgy, Mathematics, Key scholars: Charaka, Sushruta, Aryabhata, Bhaskaracharya

UNIT II FOUNDATIONAL CONCEPTS IN INDIAN KNOWLEDGE SYSTEMS 9 hours

Shaping India's intellectual traditions- Ancient Indian linguistics, highlighting phonetics, grammar, and language philosophy-traditional number systems, units of measurement, and their practical applications in science and trade -indigenous frameworks for organizing and classifying knowledge, offering insights into how Indian scholars approached learning, epistemology, and the systemic cultivation of wisdom across disciplines.

UNIT III SCIENCE AND TECHNOLOGY IN INDIAN KNOWLEDGE SYSTEMS 9 hours

India’s classical achievements in mathematics, astronomy, architecture, and science. Learners explore ancient texts and applications—highlighting concepts like zero, planetary motion, and structural design. integration of science with philosophy and sustainability. Through notable scholars and indigenous techniques, how Indian scientific thought continues to influence contemporary innovations-offering wisdom for solving modern challenges.

UNIT IV HUMANITIES AND SOCIAL SCIENCES IN INDIAN KNOWLEDGE SYSTEMS 9 hours

Indian insights on leadership, wellbeing, and governance through ancient texts like the Srimad Bhagavad Gita. Topics include holistic management principles, psychological well-being, ethical governance, and traditional administrative models—emphasizing their relevance to modern society, personal growth, and nation-building.

UNT V CULTURAL, EDUCATIONAL, AND ETHICAL DIMENSIONS OF INDIAN KNOWLEDGE SYSTEMS **9 hours**

Art, Architecture, and Aesthetics-Temple architecture and sculpture-Music, dance, and literary traditions-**Education Systems and Institutions,** Gurukula system and pedagogical practices, Ancient universities: Nalanda, Takshashila-**Ethics and Values in Indian Thought-**Dharma, Karma, Moksha — principles of righteous living, Sustainability, harmony, and spiritual ecology-**Contemporary Relevance and Global Influence,** Indian knowledge systems in modern science and culture, Resurgence through NEP 2020 and academic initiatives

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Learners will be able to **describe** the scope and interdisciplinary relevance of Indian Knowledge Systems in contemporary contexts.

CO2: Learners will be able to **analyze** foundational philosophical concepts such as *Pramāṇa*, *Dharma*, and *Rta* within Indian epistemology.

CO3: Learners will be able to **apply** ancient Indian scientific principles to understand traditional practices in mathematics, astronomy, and medicine.

CO4: Learners will be able to **evaluate** classical Indian texts to interpret perspectives on governance, society, and aesthetics.

CO5: Learners will be able to **design** culturally informed ethical frameworks and educational models inspired by traditional Indian systems.

Reference Books:

1. Introduction to Indian knowledge system: concepts and applications
   By B. Mahadevan , Nagendra Pavana , Vinayak Rajat Bhat, PHI publications
2. Bhagavad Gita: As It Is" by A.C. Bhaktivedanta Swami Prabhupada Published by The Bhaktivedanta Book Trust
3. "Indian Philosophy, Volume 1 and 2 by S. Radhakrishnan Published by Oxford university press.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.