MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE
(Deemed to be University)
MADANAPALLE
www.mits.ac.in

Estd 1998

School of Management
Course Structure
&
Detailed Syllabi (R25)

For the students admitted to

Master of Business Administration from the Academic Year 2025 – 26 Batch onwards

MBA Regular Two Year P.G. Degree Course

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE

(Deemed to be University)

MADANAPALLE

MBA Two Year Curriculum Structure

Total Credits	86 Credits for 2025 Admitted Batch onwards

MBA - I YEAR I SEMESTER

S. No	COURSE CODE	I YEAR I SEMESTER COURSES	L	T	P	C
1	25MCMBATC01	Management and Workplace Behavior	3	0	0	3
2	25MCMBATC02	Business and Regulatory Environment	3	0	0	3
3	25MCMBATC03	Corporate Economics and Decision Making	3	0	0	3
4	25MCMBATC04	Financial Accounting and Analysis	3	1	0	4
5	25MCMBATC05	Entrepreneurship and Design Thinking	2	0	0	2
6	25MCMBATC06	Human Capital Management	3	0	0	3
7	25MCMBATC07	Statistical Analysis for Business	2	0	2	3
8	25MCMBASC01	Data Analytics Using Excel and GS	1	0	2	2
9		**Audit Course I** *(Refer ANNEXURE - I)*	2	0	0	0
10		**NSDC - Certification Course – I** * *(Refer ANNEXURE – V)*	0	0	2	0
Sub Total			**22**	**1**	**6**	**23**

MBA - I YEAR II SEMESTER

S. No	COURSE CODE	I YEAR II SEMESTER COURSES	L	T	P	C
1	25MCMBATC08	Finance for Business Leaders	3	0	0	3
2	25MCMBATC09	Marketing Strategy and Planning	3	0	0	3
3	25MCMBATC10	Production and Operations Management	3	1	0	4
4	25MCMBATC11	Strategic Management	3	0	0	3
5	25MCMBATC12	Business Data Analytics	2	0	2	3
6	25MCMBATC13	Business Research and Econometrics	3	0	2	4
7	25MCMBASC02	Corporate Communication	1	0	2	2
8	25MCMBAPC01	Rural Immersion Project	0	0	2	1
9		**Audit Course II** *(Refer ANNEXURE - I)*	2	0	0	0
10		**NSDC - Certification Course – II** * *(Refer ANNEXURE – V)*	0	0	2	0
Sub Total			**20**	**1**	**10**	**23**

(L = Lecture, T = Tutorial, P = Practical, C = Credit)

* NSDC – Certification Course I & II applicable only from 2026 admitted batch onwards

MBA - II YEAR I SEMESTER

S.No	COURSE CODE	II YEAR I SEMESTER COURSES	L	T	P	C
1	25MCMBATC14	Operations Research	3	0	0	3
2		**Generic Elective** *(Refer ANNEXURE - II)*	2	0	0	2
3		**Major – I** *(Refer ANNEXURE - III)*	3	0	0	3
4		**Major – II** *(Refer ANNEXURE - III)*	3	0	0	3
5		**Major – III** **(***Refer ANNEXURE - III)*	3	0	0	3
6		**Minor – I** **(***Refer ANNEXURE - III)*	3	0	0	3
7		**Minor – II** *(Refer ANNEXURE - III)*	3	0	0	3
8	25MCMBAIC01	Summer Internship*	0	0	6	3
9		**NSDC - Certification Course – III** *(Refer ANNEXURE – V)*	0	0	2	0
Sub Total			**20**	**0**	**6**	**23**

* 6 Weeks Internship during I Year II Semester Summer Break and to be evaluated in II Year I Semester

MBA - II YEAR II SEMESTER

S.No	Course Code	II Year II SEMESTER COURSES	L	T	P	C
1		**Major – IV** *Refer ANNEXURE - III)*	3	0	0	3
2		**Minor – III** *Refer ANNEXURE - III)*	3	0	0	3
3		**Open Elective** *Refer ANNEXURE - IV)*	2	0	0	2
4	25MCMBAPC01	Capstone Project	0	0	18	9
Sub Total			**8**	**0**	**18**	**17**
Grand Total						**86**

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

ANNEXURE – I

LIST OF AUDIT COURSES

Audit Course I		
S. No	**Course Code**	**Course Title**
1.	25MCMBAAC01	E-Commerce and Digital Markets
2.	25MCMBAAC02	Managing Digital Innovation and Transformation
3.	25MCMBAAC03	Management Information Systems
4.	25MCMBAAC04	Business Process Re-Engineering
Audit Course II		
1.	25MCMBAAC05	Total Quality Management
2.	25MCMBAAC06	Multimedia Technologies
3.	25MCMBAAC07	Data Analysis using R
4.	25MCMBAAC08	Indian Knowledge System

ANNEXURE – II

LIST OF GENERIC ELECTIVE COURSES

Generic Elective		
S. No	**Course Code**	**Course Title**
1.	25MCMBAGC01	International Business
2.	25MCMBAGC02	Sustainable Development for Managers
3.	25MCMBAGC03	Business Ethics and Intellectual Property Rights
4.	25MCMBAGC04	Management Consulting
5.	25MCMBAGC05	Project Management

ANNEXURE – III

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	25MCMBAFC01	Security Analysis and Portfolio Management	3	0	0	3
2	25MCMBAFC02	Financial Derivatives and Risk Management	3	0	0	3
3	25MCMBAFC03	International Financial Management	3	0	0	3
4	25MCMBAFC04	Financial Markets and Investment Banking	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	25MCMBAFC25	Business Valuation and Corporate Restructuring	3	0	0	3
6	25MCMBAFC26	Fintech and Digital Economy	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
7	25MCMBAFM01*	Advanced Financial Analytics	3	0	0	3
	Any other new **Financial Management** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

FINANCIAL MANAGEMENT (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	25MCMBABC01	Corporate Tax Management	3	0	0	3
2	25MCMBABC02	Financial Institutions, Markets and Services.	3	0	0	3
3	25MCMBABC03	Entrepreneurial Finance	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	25MCMBABC19	Strategic Investment and Financing Decision	3	0	0	3
5	25MCMBABC20	Sustainable Finance	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
6	25MCMBABM01*	Artificial Intelligence (AI) for Investments	3	0	0	3
	Any other new **Financial Management** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

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	25MCMBAFC05	Analytics for Human Resource Professionals	2	0	2	3
2	25MCMBAFC06	Industrial Relations and Labour Codes	3	0	0	3
3	25MCMBAFC07	Leadership and Team Management	3	0	0	3
4	25MCMBAFC08	Strategic Human Resource Management	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	25MCMBAFC27	Remote Workforce Management and Hybrid Work Models	2	0	2	3
6	25MCMBAFC28	Labour Economics	3	0	0	3
	Course offered under MOOCs Category from SWAYAM – NPTEL					
7	25MCMBAFM02*	Talent Acquisition and Management	3	0	0	3
	Any other new **Human Resource Management** which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

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	25MCMBABC04	Performance and Reward Management	3	0	0	3
2	25MCMBABC05	Organizational Change and Development	3	0	0	3
3	25MCMBABC06	Analytics in Human Resource Management	2	0	2	3
II Year – II Semester (Students should opt any one course)						
4	25MCMBABC21	Diversity, Equity and Inclusion	2	0	2	3
5	25MCMBABC22	Emerging Issues in Human Resource Management	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
6	25MCMBABM02*	AI in Human Resource Management	3	0	0	3
	Any other new **Human Resource Management** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

MARKETING MANAGEMENT (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	25MCMBAFC09	Consumer Behaviour and CRM	3	0	0	3
2	25MCMBAFC10	Digital Marketing strategy	3	0	0	3
3	25MCMBAFC11	Retail Business Management	3	0	0	3
4	25MCMBAFC12	Sustainable Marketing Strategy and Circular Business Models	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	25MCMBAFC29	Sales and Distribution Management	3	0	0	3
6	25MCMBAFC30	Marketing Research and Analytics	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
7	25MCMBAFM03*	Global Marketing Management	3	0	0	3
	Any other new **Marketing Management** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

MARKETING MANAGEMENT (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	25MCMBABC07	Advertising and Brand Management	3	0	0	3
2	25MCMBABC08	AI in Marketing	3	0	0	3
3	25MCMBABC09	Services Marketing	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	25MCMBABC23	Social Media Marketing	3	0	0	3
5	25MCMBABC24	Logistics and Supply Chain Management	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
6	25MCMBABM03*	AI in Product Management	3	0	0	3
	Any other new **Marketing Management** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

STRATEGIC MANAGEMENT (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	25MCMBAFC13	Multinational and Transnational Strategy Management	3	0	0	3
2	25MCMBAFC14	Strategic Alliances and Networks	3	0	0	3
3	25MCMBAFC15	Strategy Evaluation and Control	3	0	0	3
4	25MCMBAFC16	Green Business Management	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	25MCMBAFC31	Innovation Strategies for Business Leaders	3	0	0	3
6	25MCMBAFC32	Sustainability Strategy	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
7	25MCMBAFM04*	Strategy and Technology: A Practical Primer	3	0	0	3
	Any other new **Strategic Management** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

STRATEGIC MANAGEMENT (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	25MCMBABC10	Strategic Design and Innovation Management	3	0	0	3
2	25MCMBABC11	Competing Through Business Model	3	0	0	3
3	25MCMBABC12	Dynamics of Framing and Executing Strategy	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	25MCMBABC25	Strategic Crisis Management and Leadership	3	0	0	3
5	25MCMBABC26	Strategic and Global Operations	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
6	25MCMBABM04*	Foundation of Digital Business	3	0	0	3
	Any other new **Strategic Management** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

ANALYTICS (MAJOR)						
II Year – I Semester (Students should opt any three courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	25MCMBAFC17	AI in Business Decision Making	2	0	2	3
2	25MCMBAFC18	Data Visualization for Managers	2	0	2	3
3	25MCMBAFC19	SQL for Business Analytics	2	0	2	3
4	25MCMBAFC20	Data Science using Python	2	0	2	3
II Year – II Semester (Students should opt any one course)						
5	25MCMBAFC33	Applied Machine Learning using Python	2	0	2	3
6	25MCMBAFC34	Business Modeling using Advanced Excel	2	0	2	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
7	25MCMBAFM05*	Advanced R Programming for Data Analytics in Business	3	0	0	3
	Any other new **Analytics** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

ANALYTICS (MINOR)						
II Year – I Semester (Students should opt any two courses)						
S. No	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	25MCMBABC13	Business Analytics for Innovation and Research	2	0	2	3
2	25MCMBABC14	Predictive Analytics and Modeling	2	0	2	3
3	25MCMBABC15	Big Data Analytics	2	0	2	3
II Year – II Semester (Students should opt any one course)						
4	25MCMBABC27	Social Media and Web Analytics	2	0	2	3
5	25MCMBABC28	Supply Chain Analytics	2	0	2	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
6	25MCMBABM05*	Introduction to System Dynamics Modeling	3	0	0	3
	Any other new **Analytics** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

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	25MCMBAFC21	Investment Banking	3	0	0	3
2	25MCMBAFC22	Banking Operations and Management	3	0	0	3
3	25MCMBAFC23	Insurance Law and Regulations	3	0	0	3
4	25MCMBAFC24	Principles and Practices of General Insurance	3	0	0	3
II Year – II Semester (Students should opt any one course)						
5	25MCMBAFC35	Fintech Management	3	0	0	3
6	25MCMBAFC36	Financial System and Banking Practices in India	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
7	25MCMBAFM06*	Economics of Banking and Finance Markets	3	0	0	3
	Any other new **Banking and Insurance** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

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	25MCMBABC16	Rural Banking and Micro Finance	3	0	0	3
2	25MCMBABC17	Risk Management in Banks	3	0	0	3
3	25MCMBABC18	Agricultural and Rural Insurance	3	0	0	3
II Year – II Semester (Students should opt any one course)						
4	25MCMBABC29	International Banking and Financial Services	3	0	0	3
5	25MCMBABC30	Legal Aspects of Business and Banking	3	0	0	3
Course offered under MOOCs Category from SWAYAM – NPTEL						
6	25MCMBABM06*	Introduction to Commercial Banking and Fintech	3	0	0	3
	Any other new **Banking and Insurance** Courses which doesn't exist in the Curriculum and offered under **MOOCs SWAYAM NPTEL** can be appended in future. * **NCrF Level should be > 6.0**					

ANNEXURE – III

LIST OF OPEN ELECTIVE COURSES

Open Elective			
S. No	**Course Code**	**Course Title**	**Course Offered by the Department of**
1.	25MCMCAOC01	Emerging Technologies for Business	MCA
2.	25MCMCAOC02	Artificial Intelligence for Business	MCA
3.	25MCMCAOC03	Cyber Security for Managers	MCA
4.	25MCHUMOC01	Psychology for Managers	Humanities
Course offered under MOOCs Category from SWAYAM – NPTEL			
5.	25MCCESOM01	Introduction to Internet of Things	CSE
6.	25MCCESOM02	Introduction to Industry 4.0 and Industrial Internet of Things	CSE
7.	25MCCESOM03	Cloud Computing and Distributed Systems	CSE
Any new Interdisciplinary Course offered by SWAYAM NPTEL can be appended in future.			

MBA I Year I Semester

MBA I Year I Semester

25MCMBATC01 MANAGEMENT AND WORKPLACE BEHAVIOUR

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description: This course Provides an overview of management and organizational behavior, covering managerial functions, leadership, individual and group dynamics, ethics, and workplace well-being. Emphasizes practical strategies for improving organizational effectiveness through case studies and applications.

Course Objectives:

1. To introduce basic concepts, evolution, and approaches of management.
2. To explain core managerial functions like planning, organizing, decision-making, and controlling.
3. To understand individual behaviour, personality, perception, attitudes, and motivation.
4. To study group behaviour, leadership, and conflict resolution.
5. To examine organizational culture, stress management, and workplace well-being.

UNIT I FOUNDATIONS OF MANAGEMENT 9 hours

Concept & Evolution of Management, Comparative Management Styles and approaches, Benchmarking & Best Practices, Management Levels & Roles, Hybrid Workplace & Challenges, Ethics & Social Responsibility, Management: Art or Science or Profession; Organization vs Administrations Management

UNIT II MANAGERIAL FUNCTIONS 9 hours

Planning**:** Process, problems, essentials, MBO (concept & applications), Organizing**:** Process, design, structure determinants, authority & responsibility, delegation, centralization vs decentralization, span of control; structures – Line & Staff, Functional, Divisional, Matrix, Network. Decision-Making**:** Process & techniques., Controlling**:** Process and techniques

UNIT III INDIVIDUAL BEHAVIOUR 9 hours

Human Behavior in Organizations – Nature & Scope, Personality: Major traits & types, Johari Window, Perception: Process & factors, Attitude – overview & workplace implications, Learning in organizations – key theories & applications, Concept and Theories of Motivation

UNIT IV GROUP BEHAVIOUR 9 hours

Groups-Types & formation of groups, group norms, cohesiveness, effectiveness. Conflict: Types & basic resolution methods (brief on Transactional Analysis), Leadership: Overview of styles & major theories – Likert's System Theory, Managerial Grid. Women in Leadership-Indian context

UNIT V ORGANIZATIONAL BEHAVIOUR & WORKPLACE WELL-BEING 9 hours

Stress Management: Sources, consequences, coping strategies, Work–Life Balance (overview & best practices). Organizational Culture: Concept, types, sustaining culture, Organizational Climate vs Culture – differences & significance.

Course Outcomes:

CO1: Understand management concepts, styles, roles, and ethics.
CO2: Apply managerial functions in real business situations.
CO3: Analyse individual behaviour and motivation in organizations.
CO4: Evaluate group dynamics and leadership approaches.
CO5: Assess workplace well-being, stress, and organizational culture.

Text Books:

1. Harold Koontz, Heinz Weihrich, Mark V. Cannice, (2020), Essentials of Management McGraw Hill Education (India) Private Limited
2. Stephen P. Robbins, Mary Coulter, Agna Fernandez, (2018) Management, Pearson Education

Reference Books:

1. John W. Newstrom, Organizational Behaviour: Human Behaviour at Work, , Tata McGraw Hill, 2017
2. Jerald Green Berg & Robert A. Baron(2010) Behavior in Organizations, , Pearson Education,
3. Subbarao P(2017) Management and Organizational Behaviour, Himalaya Publishing House

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

MBA I Year I Semester

25MCMBATC02 BUSINESS AND REGULATORY ENVIRONMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a foundational understanding of the external environment and legal framework impacting business operations in India. It explores key economic policies, regulatory institutions, and analytical tools like PESTEL and SWOT. The legal segment covers essential business laws including contract law, partnership, agency, and major commercial legislations. The course aims to equip students with the skills to make informed and legally compliant business decisions in a dynamic economic landscape

Course Objectives

1. To understand the components and significance of the business environment
2. To gain knowledge of India's key economic policies and reforms
3. To understand the essentials of valid business contracts
4. To learn the legal principles governing agency and partnerships
5. To become familiar with important business legislations

UNIT I INTRODUCTION TO BUSINESS ENVIRONMENT 9 hours

Definition, Scope and Significance of Business Environment - Components of Business Environment - Environmental analysis: Need and importance – Techniques of environmental analysis: PESTEL analysis – SWOT analysis.

UNIT II POLICIES RELATED TO ENVIRONMENT 9 hours

Economic Environment of Business – Introduction to economic systems – Indian Economy – Basic Characteristics of Indian Economy; Economic Planning – Objectives & Strategies of Economic Planning. NITI AYOG, GST, Industrial Policy Resolutions – 1948, 1956, 1991 (NIP) and FEMA. - Monetary Policy – Fiscal Policy

UNIT III LAW OF CONTRACT 9 hours

Indian contract Act, 1872: Contract Element of valid contract: Offer and Acceptance, Consideration Capacity to contract, Free consent, Coercion, undue influence, Misrepresentation, fraud, Legality of the object - classification of contract-performance of contract - Discharge of contract – breach of contract Quasi contract .

UNIT IV AGENCY AND PARTNERSHIP 9 hours

Law of Agency: Essentials, kinds of agents, Rights and Duties of Agent and Principal, Creation of Agency, Termination of Agency. Law of Partnership 1932: Definition, Essentials of Partnership, Formation of Partnerships, Kinds of Partners, Authorities, Rights and Liabilities of Partners, Registration of Partnership, Dissolution of Partnership Firm

UNIT V BUSINESS LAWS IN INDIA 9 hours

Sale of goods Act, 1930 – Negotiable Instruments Act, 1881- Limited liability partnership (LLP) act, 2008 - Consumer Protection Act, 2019-Competition Act, 2002 – Companies Act, 2013 – Information Technology Act, 2000.

Course Outcomes:

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

CO1: Understand the scope, significance, and components of the business environment and apply environmental analysis techniques like PESTEL and SWOT.

CO2: Analyse economic policies and reforms in India, including planning strategies, fiscal and monetary policies, GST, FEMA, and industrial policies.

CO3: Interpret the fundamental principles of the Indian Contract Act and evaluate various forms and consequences of contract breach.

CO4: Explain the legal framework governing agency and partnership, including the rights, duties, and liabilities of agents and partners.

CO5: Identify and apply key provisions from essential business legislations like the Sale of Goods Act, Consumer Protection Act, Companies Act, and Competition Act.

Text Books:

1. Kapoor, N. D. (2023). *Elements of Mercantile Law* (30th ed.). New Delhi: Sultan Chand & Sons.
2. Pathak, A. (2020). *Legal Aspects of Business* (7th ed.). New Delhi: Tata McGraw Hill Education.
3. Paul, J. (2021). *Business Environment: Text and Cases* (4th ed.). New Delhi: McGraw Hill Education.
4. Fernando, A. C. (2020). *Business Environment* (2nd ed.). New Delhi: Pearson Education India.
5. Tulsian, P. C., & Tulsian, B. (2022). *Business Law* (3rd ed.). New Delhi: Tata McGraw Hill Education
6. Cherunilam, Francis (2021): *Business Environment*, Himalaya Publishing House

Reference Books:

1. Tulsian, P. C. (2022). Business Law. Tata McGraw Hill.
2. Fernando, A. C. (2020). Business Environment. Pearson Education.
3. Ghosh, P. K. & Kapoor, G. K. (2021). Business and Corporate Laws. New Age International Publishers.

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

MBA I Year I Semester

25MCMBATC03 CORPORATE ECONOMICS AND DECISION MAKING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

Managerial Economics applies economic principles to business decisions, covering demand and supply analysis, cost and production functions, market structures with pricing strategies, optimization techniques, elasticity, forecasting, and break-even analysis. It also reviews key economic indicators such as Inflation, and the Consumer Price Index to guide managerial choices

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 knowledge of various competitive markets and pricing practices.
5. To analyze National economic indicators

UNIT I INTRODUCTION TO MANAGERIAL ECONOMICS 9 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 9 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 COST AND PRODUCTION ANALYSIS 9 hours

Cost concepts and Cost-Output Relationship, Economies of Scale and Scope, Production Function - Short-and long run production functions, Isoquant types & Properties, Laws of returns to scale, ISO-Cost line, least cost combination factor and Cobb-Douglas Production Function.

UNIT IV MARKET STRUCTURE AND PRICING PRACTICES 9 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 V ECONOMIC INDICATORS 9 hours

National Income: Concepts and various methods of its measurement – Gross Domestic Product, Gross National Income, Gross National Product, Per Capita Income, Consumer Price Index and Inflation– Meaning, Definition, Significance and Types.

Course Outcomes:

CO1: Understand and apply economic concepts for optimal resource utilization in business.
CO2: Determine demand and supply elasticity and utilize forecasting techniques in decision-making
CO3: To assess the cost concepts in relationship with optimal production levels.
CO4: Analyze various market structures and adopt appropriate pricing methods.
CO5: Assess the effects of economic indicators on business operations.

Text Books:

1. Ivan k Cohen (2015); Economics for Business: A guide to decision making in a complex global macro economy; Kogan Page Ltd; 1st edition
   Mehta, P.L(2013); Managerial Economics Analysis, Problems and Cases;: S. Chand & Co Publisher
2. Hirschey, Mark (2009), "Fundamentals of Managerial Economics", 9th edition, Cengage Learning.
3. Suma Damodaran(2010); "Managerial Economics", Oxford University Press.2nd Edition
4. G.S. Gupta,(2017) "Managerial Economics", Tata McGraw-Hill.2nd Edition

Reference Books:

1. DN Dwidvedi, Managerial Economics, Vikas, New Delhi
2. Dean,Joel: Managerial Economics, PHI., New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, Tata McGraw-Hill.2nd Edition
4. Mark Hirschey(2010), Managerial Economics: An Integrative Approach, Cengage Learning New Edition

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

MBA I Year I Semester

25MCMBATC04 FINANCIAL ACCOUNTING AND ANALYSIS

L	T	P	C
3	1	0	4

Pre-requisite: **None**

Course Description:

This course will acquaint the students with the language of accounting and develop the ability to read, analyze, interpret, and use accounting data as an aid to decision making. Emphasis is laid on analysis and utilization of financial and accounting data for planning, controlling,
problem solving and decision making in the financial area

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.

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. Narayanaswamy, R(2023),. Financial accounting - A management perspective, 7th edition, Tata McGraw-Hill.2nd Edition.
2. P C Tulsian, Bharat Tulsian, (2023); Financial Accounting Tushar Tulsian Edition
3. Maheshwari S.N. & Maheshwari S.K(2024)., "An Introduction to Accountancy", 14th Edition, Vikas Publishing House.

Reference Books:

1. S. P. Jain and K. L. Narang(2024); Financial Accounting, Kalyani Publishers.
2. Ashish K. Bhattacharya(2022); "Essentials of Financial Accounting", 6th Edition, , PHI, New Delhi.
3. Gupta R. L & Radhaswamy M(202); "Advanced Accountancy", 13th Edition, 2, Sultan Chand Publications

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

MBA I Year I Semester

25MCMBATC05 ENTREPRENUERSHIP AND DESIGN THINKING

L	T	P	C
2	0	0	2

Pre-requisite: **None**

Course Description:

Entrepreneurship and Design Thinking is a dynamic course that blends creative problem-solving with strategic business development. It introduces students to the principles of design thinking—empathy, ideation, prototyping, and testing—while cultivating an entrepreneurial mindset geared toward innovation and impact. Through hands-on projects, Case Studies, and Collaborative Exercises, Learners explore how to identify real-world challenges, generate user-centered solutions, and transform ideas into viable ventures. This course empowers aspiring entrepreneurs, designers, and change makers to think boldly, act iteratively, and build with purpose in today's fast-evolving world

Course Objectives:

1. Explain the core concepts, traits, and roles of entrepreneurs in economic development
2. Develop a comprehensive business plan integrating ethical and sustainable practices
3. Analyze various business models and evaluate funding options for venture growth
4. Apply design thinking principles to identify user-centric problems and opportunities
5. Construct innovative entrepreneurial solutions using iterative design thinking tools

UNIT I INTRODUCTION TO ENTREPRENEURSHIP 6 hours

Introduction to entrepreneurship: Definition, significance, features and motivation theories for entrepreneurs and key concepts. Historical perspectives and success stories in entrepreneurship -Role of science and technology in driving innovation and economic development: **Opportunity Identification and Evaluation** Evaluating market potential, customer needs, and competitive landscape -Techniques for assessing feasibility and viability of business ventures

UNIT II BUSINESS DEVELOPMENT PLAN AND ETHICAL ENTREPRENEURSHIP 6 hours

Crafting a Comprehensive Business Plan, Components of a Business Plan: Executive Summary, Market Analysis, Financial Projections, Operational Plan, Structuring and Formatting: Professional layout and documentation standards-Team Composition and Dynamics: Roles in start-ups (founders, advisors early hires), Psychological safety and trust-building, Hiring and Retention: Recruitment strategies for early-stage ventures, Incentivization: equity, benefits, and growth paths, Culture Creation: Innovation, collaboration, and learning, Preserving culture during scaling and transitions Ethical Entrepreneurship and Responsible Innovation, Ethical Considerations: Privacy, data security, and social impact, Stakeholder responsibility and transparency, Responsible Innovation: Environmental sustainability, Inclusivity and ethical design principles, Case Studies: Real-world dilemmas and decision-making frameworks.

UNIT III BUSINESS MODELS, FUNDING AND INVESTMENT STRATEGIES 6 hours

Understanding different types of business models and revenue streams - developing innovative business models -Lean start-ups methodology and iterative approach to business model refinement. **Market Analysis and Validation-**Techniques for conducting market research and Analysis-Customer segmentation, persona development, and value proposition Design-Lean experimentation and MVP (Minimum Viable Product) testing for market validation. **Funding and Investment Strategies-** Overview of funding options for ventures: Grants, equity financing, debt financing Pitching to investors: Crafting a pitch deck and delivering an effective pitch presentation-Due diligence process and negotiation strategies in securing investment

UNIT IV INTRODUCTION TO DESIGN THINKING 6 hours

Evolution and Critical Perspectives of Design Thinking - Open-mindedness; Developing Design Thinking Mindset; Principles of Design Thinking; Primer on Design Thinking; Advanced Standards and IDEO. Definition and Components of Empathy; Steps in Empathy process; Assessment tools; Roots of Empathy (Case studies) Innovation Creativity, Divergent and Convergent Thinking Models, Ideation Techniques - Role-play; Brainstorming; Analyzing; Synthesizing and integrating the ideas. Mind-mapping the experiences, Flaring & Focus; Impact of Visuals; Exploring resources, Timeline. and Competitive uniqueness; Building artifacts; Real time evaluation; Bringing idea to the life. Testing and feedback

UNIT V DESIGN THINKING APPLICATIONS IN ENTREPRENUERSHIP 6 hours

Design Thinking Mind-set for Entrepreneurs, Embracing ambiguity and failure, Bias toward action and experimentation, Reframing problems as opportunities, Empathy and User-Centric Discovery, Techniques: interviews, observation, immersion, Empathy maps and persona development, Identifying unmet needs and pain points, Opportunity Identification through Design Thinking, Problem-solution fit, Mapping stakeholder journeys, Defining a compelling problem statement, Case Studies and Applications, Real-world examples of start-ups using design thinking, Social entrepreneurship and inclusive innovation- Lessons from Creative Business Legends: CEOs of Alibaba, Facebook, Apple, Microsoft, Space-X etc.

Course Outcomes:

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

CO1: Demonstrate understanding of entrepreneurial traits, functions, and their impact on economic systems.

CO2: Design and present a viable business plan incorporating ethical values and sustainability principles.

CO3: Critically assess business models and appraise funding mechanisms for entrepreneurial ventures

CO4: Employ design thinking techniques to discover and define user-driven entrepreneurial challenges.

CO5: Generate and refine innovative solutions through iterative prototyping and feedback loops.

Text Books:

1. Tim Mazzarol & Sophie Roboud, (2019), Entrepreneurship and Innovation: Theory, Practice and Context, Springer Publications, USA
2. Hisrich, Peters, Shepherd, (2016), Entrepreneurship, 10th edition. McGraw Hill.
3. Tim Brown, (2009), Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business.
4. Roger L. Martin, (2009), The Design of Business: Why Design Thinking is the Next Competitive Advantage, Harvard Business Review Press; Third Edition.
5. Stanford University's Hasso Plattner Institute of Design(2018) “Design Thinking-A Practical Approach” proprietary material-2018, Stanford Tool Kit

Reference Books:

1. Kuratko, Hodgetts, (2014), Entrepreneurship - Theory, Process and Practice,10th edition. Cengage Learning
2. Eric Ries, (2011), The Lean Start-Up, Penguin Publishers, UK
3. "Action Research" by Eileen Ferrance, "Themes in Education" Northeast and Islands Regional Educational Laboratory Brown University.

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

MBA I Year I Semester

25MCMBATC06 HUMAN CAPITAL MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

Human Capital Management examines strategic and operational approaches to managing people as assets. Integrating HR, psychology, and leadership, it explores talent acquisition, development, retention, and optimization. Students engage with frameworks like analytics, engagement, and performance systems, emphasizing HCM's role in digital transformation, sustainability, and inclusive organizational growth.

Course Objectives:

1. To understand the HR Management's evolution from the 18th century
2. To explore HR functions—planning, recruitment, selection, training, appraisal, compensation, welfare
3. To examine objectives and factors of Human Resource Planning and evaluate its integration with other personnel functions
4. To explore the methodologies for job analysis, job description, and job specification
5. To evaluate training, compensation, and employee practices in Indian industry

UNIT I HUMAN RESOURCE MANAGEMENT 9 hours

Human Resource Management: Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM Historical Perspectives of HRM, Emergence of Modern Industrial Labour and Improvement, Different Eras of HRM, History of Modern HRM, Stages for the Growth of HR, 18th Century to the Modern Times, Industrial Revolution Era - Major functions of HRM - Principles of HRM.

UNIT II HUMAN RESOURCE PLANNING 9 hours

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP, Factors Affecting HRP, External Factors, Internal Factors, Different Levels of HRP, Prerequisites of HRP, HRP – Relationship with other Personnel Processes, Human Resource Planning Process, Essentials for Effective HRP, Advantages of HRP, Disadvantages of HRP

UNIT III JOB ANALYSIS, RECRUITMENT, SELECTION, PLACEMENT 9 hours

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description, Definitions of Job Description, Contents of Job Description, Stages of Job Description, Typical Sections of Job Description, Advantages of Job Description, Disadvantages of Job Description and Job Specification, Importance of Job Specification, Components of Job Specification. Job Specification, Advantages of Job Specification, Disadvantages of Job Specification, Difference Between Job Description and Job Specification and Role Analysis.

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

UNIT IV TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL AND COMPENSATION 9 hours

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods.

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India.

UNIT V EMPLOYEE WELFARE, EMPLOYEE GRIEVANCES AND DISCIPLINE 9 hours

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions.

Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees.

Course Outcomes:

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

CO1: Learners will explain HRM's evolution from industrial origins to strategic roles

CO2: Learners will analyze the objectives, processes, and influencing factors of HRP, and integrate HRP with other personnel processes for effective workforce management

CO3: Learners will perform job analysis using appropriate methods

CO4: Learners will develop training modules using systematic approaches

CO5: Learners will assess welfare, grievances, and discipline in Indian industry

Text Books:

1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition.
2. Pravin Durai; Human Resource Management, Pearson books, Copyright © 2012 Dorling Kindersley (India) Pvt. Ltd
3. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
4. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
5. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition. 03092024
6. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
7. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
8. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.
9. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
10. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
11. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)

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

M.B.A. I Year I Semester

25MCMBATC07 STATISTICAL ANALYSIS FOR BUSINESS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description: "Statistical Analysis for Business" provides a practical and comprehensive introduction to statistical analysis in business contexts. It teaches how to use SPSS software to manage data, perform descriptive and inferential statistics, visualize findings with charts and graphs, and conduct various analyses like hypothesis testing, correlation, and regression. The course is structured to build confidence in handling real business data, drawing meaningful insights, and supporting data-driven decision-making.

Course Objectives:

1. To understand fundamental concepts and principles of statistical analysis in business contexts.
2. To learn various statistical methods including probability concepts, distributions, and their applications in business decision-making.
3. To grasp the principles of statistical inference and hypothesis testing for business research.
4. To develop analytical skills in correlation, regression, and their interpretation in real-world business data.
5. To comprehend multivariate analysis techniques such as ANOVA, reliability testing, and factor analysis for complex business problems.

UNIT I INTRODUCTION TO BUSINESS STATISTICS AND DATA HANDLING 12 hours

Basic Statistical Concepts relevant to business, Data Measurement, Visualizing Data with Charts and Graphs: Frequency Distributions, Quantitative Data Graphs, Qualitative Data Graphs, Introduction to SPSS: Interface, Data View, Variable View, Descriptive Statistics: Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Range, Variance, Standard Deviation, CV)

Experiments

1. Data Entry & Descriptive Statistics in SPSS
2. Graphical Data Presentation in SPSS

UNIT II PROBABILITY CONCEPTS AND PROBABILITY DISTRIBUTIONS 12 hours

Introduction to Probability, Structure of Probability, Marginal, Union, Joint, and Conditional Probabilities, Additional Laws, Multiplication Laws, Conditional Probability, Random Variables: Discrete vs. Continuous, Discrete Distributions: Binomial, Poisson, Continuous Distributions: Normal Distribution & Application.

Experiments

1. Binomial Distribution Using SPSS
2. Poisson Distribution Using SPSS

UNIT III STATISTICAL INFERENCE AND HYPOTHESIS TESTING 12 hours

Sampling Methods and Sampling Distributions, Central Limit Theorem & Practical Implications, Point & Interval Estimation, Hypothesis Testing Process & Types of Errors, t-tests (One-sample, Independent, Paired), Chi-square Test for Independence & Goodness of Fit.

Experiments:

1. Chi-Square Test for Goodness of Fit
2. Chi-Square Test for Independence of Attributes
3. t-Test for Single Mean
4. t-Test for Difference of Means
5. Paired t-Test

UNIT IV CORRELATION AND REGRESSION ANALYSIS **12 hours**

Understanding and Interpreting Correlation (Pearson, Spearman), Scatterplots and Relationship Patterns, Simple Linear Regression: Model Building and Coefficients Interpretation, Multiple Regression: Basics and Applications in Business.

Experiments:

1. Correlation Analysis in SPSS
2. Simple Regression and Multiple Regression in SPSS.

UNIT V ANOVA, RELIABILITY TESTING, AND FACTOR-BASED ANALYSIS **12 hours**

Introduction to ANOVA, ANOVA-One-Way Classification, ANOVA-Two- Way Classification and Factor Analysis.

Experiments:

1. ANOVA-One-Way Classification
2. ANOVA-Two-Way Classification
3. Factor Analysis

Course Outcomes:

CO1: Explain and apply key statistical concepts including data measurement, descriptive statistics, and data visualization relevant to business. Understand and apply basic probability concepts and distributions, including binomial, Poisson, and normal distributions

CO2: Understand and utilize probability theories and probability distributions for decision-making under uncertainty.

CO3: Conduct and interpret hypothesis testing, including t-tests and chi-square tests, to draw conclusions from sample data.

CO4: Analyze relationships between variables using correlation and regression techniques and interpret their significance in business contexts.

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 using IBM SPSS (7th ed.). Routledge.

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

3. Digital Design, 6th Edition, M. Morris Mano, 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 Guide and 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 **Skill Enhancement Course - I**

25MCMBASC01 DATA ANALYTICS USING EXCEL AND GS

L	T	P	C
1	0	2	2

Pre-requisite: None

Course Description:

This course equips students with essential and advanced Microsoft Excel skills for data analytics. It covers workbook management, shortcut keys, formulas, functions, data visualization, and statistical analysis using the Analysis Tool Pak, enabling learners to efficiently organize, analyze, and present data for informed decision-making.

Course Objectives:

The main objectives of the course are to

1. Explain the basic interface, features, and functionalities of MS Excel for data entry and formatting.
2. Apply commonly used shortcut keys to enhance productivity and navigate Excel efficiently.
3. Analyze spreadsheet requirements to implement basic formulas and built-in functions for data computation.
4. Evaluate complex formula structures and nested functions to solve business-related analytical problems.
5. Design dynamic spreadsheets using advanced Excel tools such as data validation, and conditional formatting for decision support.

UNIT I GETTING STARTED WITH EXCEL **9 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.

EXPERIMENTS:

1. **Create & Protect Workbook**
2. **Import & Share Data**

UNIT II PERFORM FUNCTIONS WITH SHORTCUT KEYS **9 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. Excel Data Types.

EXPERIMENTS:

1. **Shortcut Keys & Special Selection**
2. **Create & Format an Excel Table**

UNIT III FORMULAS AND FUNCTIONS-1 **9 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.Data Entry Shortcuts.

EXPERIMENTS:

1. **Nested IF for Grading System**
2. **VLOOKUP**

UNIT IV FORMULAS AND FUNCTIONS-2 **9 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.

EXPERIMENTS:

1. **Pivot Table Analysis**
2. **Data Visualization with New Chart Types**

UNIT V MS-EXCEL ADVANCED 9 hours

Statistical Functions- Frequency, MEDIAN, MODE.SNGL, MODE.MUTL, STDEV.P(/.S), VAR.P(./S), CORREL, COVARIANCE.P(/.S), Complex Data Analysis using Tool Pack-Enabling Analysis Tool Pak in Excel, Descriptive Statistics in Excel, ANOVA in Excel-ANOVA: Single factor, t-Test following ANOVA.

EXPERIMENTS:

1. **Descriptive Statistics using Analysis Tool Pack**
2. **ANOVA: Single Factor**

Course Outcomes:

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

CO1: Describe the basic interface, features, and functions of MS Excel for data entry, formatting, and navigation.

CO2: Use shortcut keys and built-in functions to perform routine spreadsheet operations efficiently.

CO3: Analyze business data using formulas and logical functions to derive meaningful insights.

CO4: Evaluate spreadsheet models using advanced functions such as lookup, conditional logic, and error handling to solve business problems.

CO5: Design dynamic and interactive spreadsheets using advanced Excel tools like charts, and data validation for decision support.

Text Books:

1. **Winston, Wayne L(**2019**);** *Microsoft Excel Data Analysis and Business Modeling* (5th Edition), Microsoft Press,
2. **Frye, Curtis D (2022)** *Microsoft Excel 365 Step by Step*, Microsoft Press,
3. **Jelen, Bill & Alexander, Michael (**2021); *Excel 2021 Bible*, Wiley Publications

Reference Books:

1. **Walkenbach, John** (2018); *Excel 2019 Power Programming with VBA*, Wiley Publications
2. **Collie, Rob & Singh, Avichal** (2016.); *Power Pivot and Power BI: The Excel User's Guide to DAX, Power Query, Power BI & Power Pivot in Excel 2010–2016*, Holy Macro! Books,
3. **Proctor, Bernard L.**(2021); *Data Analysis with Microsoft Excel: Updated for Office 365*, Cengage Learning, 2021.
4. **Alexander, Michael(**2022); *Excel Dashboards and Reports*, Wiley,

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

MBA I Year II Semester

MBA I Year II Semester

25MCMBATC08 FINANCE FOR BUSINESS LEADERS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description: This course introduces the fundamental principles and practices of corporate financial management. It focuses on the primary goal of wealth maximization and the three core decisions of finance—investment (capital budgeting), financing (capital structure and cost of capital), and dividend policy. The course also covers the effective management of short-term working capital within the context of the Indian economic environment.

Course Objectives:

1. To establish the conceptual framework of financial management, its primary goals, and the application of the Time Value of Money.
2. To impart a working knowledge of the capital budgeting process, from cash flow estimation to project evaluation and risk analysis.
3. To analyze the role of leverage and apply capital structure theories to determine a firm's optimal financing mix.
4. To develop the skills to measure a firm's cost of capital (WACC) and to evaluate various dividend policy theories.
5. To provide a conceptual and analytical framework for the effective management of working capital

UNIT I INTRODUCTION TO FINANCIAL MANAGEMENT 9 hours

Meaning, nature, and scope of financial management - Evolution of the finance function and its contemporary role – The goal of the firm: the debate on Profit vs. Wealth vs. Welfare maximization; The Risk-Return trade off - The Time Value of Money (TVM): compounding, discounting, annuities and perpetuities (Simple Problems) - The core finance functions: the investment, financing, and dividend decisions – The agency problem, agency costs, and the debate on maximizing vs satisfying behavior.

UNIT II CAPITAL BUDGETING 9 hours

The Capital Budgeting Process and its significance - Estimation of Relevant Cash Flows - Capital Budgeting Techniques: Payback, Accounting Rate of Return, NPV, IRR, and PI (Problems); The NPV vs. IRR debate - Risk Analysis in Capital Budgeting: Sensitivity Analysis, Scenario Analysis, Risk-Adjusted Discount Rate (RADR) method, and Decision Tree Analysis

UNIT III CAPITAL STRUCTURE 9 hours

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit –Combined Financial and Operating Leverage (Problems) – Capital Structure Theories: Traditional approach, M.M. Hypotheses – without Taxes and with Taxes, Net Income Approach (NI), Net Operating Income Approach (NOI) – EBIT-EPS Analysis (Problems) - Factors determining capital structure.

UNIT IV COST OF CAPITAL AND DIVIDEND DECISION 9 hours

Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (WACC) based on Historical and Market weights (Problems) - Dividend Decisions: Dividend Policy and its types-Theories of dividend- Gordon model, Walter model, MM model- Forms of dividend.

UNIT V WORKING CAPITAL MANAGEMENT 9 hours

Definition and Objectives – Sources of Working Capital, Working Capital Policies– Factors affecting Working Capital requirements-Calculating Operating Cycle Period and Estimation of Working Capital Requirements (Problems) –Management of Cash: Preparation of Cash Budget; Cash management technique (Lock box, concentration banking), Receivables Management –Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Inventory Management (Very Briefly) – ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ (Basic Model).

Course Outcomes:

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

CO1: Practically understand the core principles of financial management, including the goal of wealth maximization and the Time Value of Money.

CO2: Develop the skill of evaluating capital investment projects using techniques like NPV, IRR, and risk analysis.

CO3: Develop the skill to analyze the impact of leverage and construct alternate capital structure plans for a firm.

CO4: Practically understand how to measure a firm's Cost of Capital (WACC) and analyze the impact of Dividend Decisions on value.

CO5: Develop a conceptual and analytical framework for managing a firm's working capital.

Text Books:

1. Ehrhardt & Brigham(2017) Financial Management: Theory and Practices, 15th Edition, Cengage.
2. Pandey, I.M(2015) Financial Management, 11th Edition, Vikas Publishing House, New Delhi.
3. Prasanna Chandra(2022), Financial Management: Theory & Practice, 11th Edition, McGraw Hill

Reference Books:

1. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F(2004), Financial Management, Pearson Education
2. Van Horne, James C(2001); Financial Management and Policy, Prentice Hall of India
3. Brigham & Houston(2019), Fundamentals of Financial Management, Thomson Learning, Bombay. Kishore, R., Financial Management, Taxman's Publishing House.

Online Learning Resources

1. https://nptel.ac.in/courses/110107144

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

MBA I Year II Semester

25MCMBATC09 MARKETING STRATEGY AND PLANNING

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

Marketing Strategy & Planning covers the analysis, formulation, and implementation of marketing strategies. Topics include market analysis, STP, product and pricing strategies, distribution planning, and integrated marketing communications, with emphasis on creating actionable marketing plans in dynamic environments.

Course Objectives:

1. To understand the fundamentals of marketing, its strategic role, and the process of developing a marketing plan.
2. To design product strategies and manage brands through their life cycle to achieve competitive advantage.
3. To develop and adapt pricing strategies to meet organizational objectives under varying market conditions.
4. To formulate effective sales and distribution channel strategies aligned with the go-to-market approach.
5. To plan and implement integrated marketing communication strategies for targeted customer engagement.

UNIT I MARKETING FOUNDATIONS & STRATEGIC FRAMEWORK **9 hours**

Introduction to Marketing: Nature, scope, and importance; core concepts; philosophies of marketing – Strategic Role of Marketing – Marketing Mix & Extended Ps in strategy formulation – Marketing Environment Analysis: India and global contexts; scanning tools (PESTEL, SWOT) – Market Segmentation, Targeting & Positioning (STP): Strategic basis for segmenting and selecting markets; positioning strategy and brand differentiation – Marketing Planning Process: Steps in developing a marketing plan (situation analysis, objectives, strategy, action programs, budgets, controls).

UNIT II PRODUCT STRATEGY & MANAGEMENT **9 hours**

Product Strategy: Levels of product; product mix and portfolio strategy – Product Life Cycle (PLC) as a Strategic Tool: Linking PLC stages to marketing strategy – Product Line & Brand Strategy: Decisions on product lines, brand equity, and brand extension – New Product Development (NPD): Strategic NPD process – Product Differentiation & USP Development – Packaging & Labelling: Strategic role in positioning and customer perception.

UNIT III PRICING STRATEGY & PLANNING **9 hours**

Strategic Objectives of Pricing – Pricing Methods & Models: Cost-based, value-based, competition-based (with simple problems) – Factors Influencing Pricing Decisions – Adapting Prices: Segmented, promotional, and geographical pricing – Price Changes: Initiating and responding strategically – Psychological & Dynamic Pricing – Legal & Ethical Issues in Pricing.

UNIT IV SALES, DISTRIBUTION & GO-TO-MARKET STRATEGY **9 hours**

Channel Strategy: Functions, flows, and levels – Channel Management: Selection, motivation, and conflict management – Retailing & Wholesaling Trends – Sales Force Strategy: Objectives, structure, size, and compensation – Sales Force vs. Sales Agency Decisions – Go-to-Market Planning: Integrating channels, partners, and sales teams into overall strategy.

UNIT V MARKETING COMMUNICATION STRATEGY & PLAN IMPLEMENTATION **9 hours**

Integrated Marketing Communications (IMC): Role in delivering value – 5 M's of Advertising (Mission, Money, Message, Media, Measurement) – Communication Mix Planning: Advertising, sales promotion, PR, direct marketing, events, content marketing – Digital & Social Media Strategies – Socially Responsible & Internal Marketing – Rural Marketing Strategy – Implementation & Control: Tracking KPIs, feedback loops, and adaptive strategy.

Course Outcomes:

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

CO1: Explain the nature, scope, and strategic importance of marketing; apply environmental scanning and STP in planning.

CO2: Formulate product and brand strategies, including NPD and differentiation, for competitive positioning.

CO3: Develop pricing plans using appropriate methods and adapt prices strategically in response to market dynamics.

CO4: Design sales force and channel management strategies to optimize market coverage and efficiency.

CO5: Create integrated marketing communication plans, incorporating digital, rural, and socially responsible 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. Kerin, Hartley, & Rudelius (2022). Marketing: The Core (9th ed.). McGraw Hill.
2. Lamb, Hair, & McDaniel (2020). Marketing (14th ed.). Cengage.
3. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing Management (6th ed.). McGraw Hill.

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

MBA I Year II Semester

25MCMBATC10 PRODUCTION AND OPERATIONS MANAGEMENT

L	T	P	C
3	1	0	4

Pre-requisite: **None**

Course Description:

This course introduces the fundamentals of Production and Operations Management, emphasizing the nature, scope, and strategic role of operations in manufacturing and services. Topics include facility and process design, production planning and control, productivity improvement, maintenance systems, materials management, and quality assurance techniques. The course equips students with analytical tools and decision-making skills to enhance operational efficiency
and competitiveness in organizations.

Course Objectives:

1. Understand the nature, scope, and evolution of Production and Operations Management and its role in organizations.
2. Analyze and design facilities, processes, and layouts for efficient operations.
3. Apply principles of production planning, scheduling, and control in different manufacturing systems.
4. Evaluate techniques of productivity improvement, work study, and maintenance management.
5. Integrate concepts of materials management and quality management to ensure operational excellence

UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT 12 hours

Nature, Scope, and Importance - Historical Evolution of Production and Operations - Types of Manufacturing Systems (Job, Batch, Mass, Continuous, Project) - Manufacturing vs. Service Operations - Role and Responsibilities of Production and Operations Manager – Decisions in Operations.

UNIT II FACILITIES AND PROCESS DESIGN 12 hours

Facility Location: Introduction, steps in location selection and factor affecting plant location decision, Multiple Location Theories and Layout Planning –Types of Layouts: Product, Process, Fixed position and combined layouts – Process Design: Manufacturing and Service Process Types- Material Handling: objectives, Principles and types – Product design process.

UNIT III PRODUCTION PLANNING AND CONTROL 12 hours

Production Planning and Control: Stages in PPC – Gantt chart – PPC in Mass, Batch, and Job Order Manufacturing, Lean Manufacturing -Aggregate Planning- Designing Product Layouts: Line balancing, computerized line balancing - Job sequencing algorithms Johnson's rule: Sequencing Jobs through Two Serial Processes

UNIT IV PRODUCTIVITY AND MAINTANANCE 12 hours

Productivity: Concept, Measurement, Factors Affecting Productivity - Job Design Approaches Work Study: Method Study and Work Measurement Techniques - Maintenance Management: Objectives and types) - Industrial Safety: Principles, Causes of Accidents, Safety Programs – ergonomics and workplace design

UNIT V MATERIALS AND QUALITY MANAGEMENT 12 hours

Materials Management: Functions, Costs Associated with Inventory - Inventory Control techniques: EOQ, ABC, VED, FSN, HML Analysis - Materials Requirement Planning - Just-In-Time (JIT) and Kanban System - Quality Management: Concepts of TQM, Quality Circles, Zero Defects Programme, Six Sigma - Statistical Quality Control (SQC): Control Charts, Acceptance Sampling – Introduction to ISO Standards

Course Outcomes:

By the end of the course students will be able to

CO1: Demonstrate knowledge of operations strategy and systems in both manufacturing and services.

CO2: Apply tools for facility location, layout design, and process planning to solve practical problems.

CO3: Develop production schedules and control mechanisms suitable for mass, batch, and job-order systems.

CO4: Implement productivity measurement, job design, and work study techniques for operational efficiency.

CO5: Use inventory models, TQM, Six Sigma, and modern quality tools to improve organizational competitiveness

Text Books:

1. Chary, S. N. (2020). Production and Operations Management (6th ed.). McGraw Hill Education India
2. Panneerselvam, R. (2012). *Production and Operations Management* (3rd ed.). PHI Learning Pvt. Ltd
3. Heizer, J., Render, B., & Munson, C. (2023). Operations Management: Sustainability and Supply Chain Management (14th ed., Global Edition). Pearson publication house
4. Mahadevan, B. (2015). Operations Management: Theory and Practice (3rd ed.). Pearson Education India

Reference Books:

1. Bedi, K. (2018). *Production and operations management* (3rd ed.). Oxford University Press
2. Goel, B. S. (2019). *Production operation management* (28th ed.). Pragati Prakashan
3. Stevenson, W. J. (2022). Operations Management (13th ed.). McGraw-Hill Education

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

MBA I Year II Semester

25MCMBATC11 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, Organizational Learning, The Experience Curve. Environment Analysis & Diagnosis. Balanced Scorecard, Sustainable Advantage and 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 firm's 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA I Year II Semester

25MCMBATC12 BUSINESS DATA ANALYTICS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description: This course blends theoretical understanding with hands-on exercises, enabling learners to handle real business datasets efficiently, perform trend analysis, build predictive models, and automate analysis processes using Excel tools. By the end, students will be confident in leveraging Excel for a wide variety of business analytics tasks, making data-driven decisions in marketing, finance, operations, and strategy.

Course Objectives:

1. To understand the importance of business analytics and Business Intelligence
2. To understand different types of Analytics and its applications.
3. To learn various statistical methods for data analysis, including probability concepts and distributions.
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 12 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 12 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

Experiments:

1. **Sales & Marketing Analytics: Analyse** 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:** Analyse billing, service usage, and insurance coverage using Excel Pivot Tables.

UNIT III STATISTICS FOR BUSINESS ANALYTICS 12 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.

Experiments:

1. Statistics with Excel: Explore descriptive and inferential statistics with graphical data representations.
2. What-if Analysis: Use Data Tables, Scenario Manager, and Goal Seek in Excel for decision-making.
3. Data Visualization: Create charts, Pivot Tables, and visualizations in Excel for data insights.

UNIT IV PREDICTIVE ANALYTICS WITH STATISTICS 12 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.

Experiments:

1. Build linear regression model for seasonal trends.
2. Time Series Analysis: Estimate trend, seasonality, and cycles using forecasting techniques.
3. Forecasting with Smoothing Models: Apply moving averages and exponential smoothing in predictions

UNIT V INTRODUCTION TO MACHINE LEARNING 12 hours

Types of machine learning – Supervised, Unsupervised Learning. Classification Techniques – K nearest Neighbour, Decision Tree – Clustering concept - k-means

Experiments:

1. Supervised Learning: Implement K-Nearest Neighbours
2. Unsupervised Learning: Perform clustering with K-Means

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. Jeffrey Camm, James Cochran(2019); Essentials of Business Analytics,
2. Levin, R. I., & Rubin, D. S. (2017). Statistics for Management (8th ed.). Pearson Education
3. Digital Design, 6th Edition, M. Morris Mano, Pearson Education.

Reference Books:

1. Ramesh Sharda, Dursun Delen, and Efraim Turban (2017) "Business Intelligence: A Managerial Perspective on Analytics," 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA I Year II Semester

25MCMBATC13 BUSINESS RESEARCH AND ECONOMETRICS

L	T	P	C
3	0	2	4

Pre-requisite: None

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– Role of Business Research in Managerial Decisions – Information needs of Business – Commonly used Technologies in Business Research such as Groupware, Neural Networks, CAM, CAD, ERP, SPSS – Steps involved in research process - 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: Correlation and Multiple regression

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), Multicollinearity.

Lab Experiment: Residual Tests (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, Unstructured Interviews, Face to face and Telephone Interviews) – Observational Surveys - Questionnaire Construction: (Organizing Questions, Structured and Unstructured Questionnaires, Guidelines) Multivariate Analysis – Logistic Regression, Discriminant Analysis and Cluster Analysis.

Lab Experiment: Logistic Regression, Discriminant Analysis and Cluster Analysis

UNIT IV TIME SERIES ANALYSIS 15 hours

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

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

UNIT V RESEARCH REPORT WRITING AND PLAGIARISM CHECK 15 hours

Research Report: (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- Handling Questions. Introduction to Plagiarism check – Ethics in Business Research – Subjectivity and Objectivity in research.

Course Outcomes:

At the end of this course students will be able to:

CO1: To prepare a research plan for Business decisions.

CO2: To employ Econometric Techniques for the Real Time Data.

CO3: To a data collection and analysis of Panel Data.

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. Residual Tests (Multicollinearity, Heteroscedasticity, Auto Correlation)
4. Logistic Regression
5. Cluster Analysis
6. Multiple Discriminant Analysis
7. Unit Root Test (Augmented Dicky Fuller Test)
8. Auto Regressive Moving Average (ARMA)
9. Auto Regressive Integrated Moving Average (ARIMA)
10. Vector Auto regression (VAR)
11. Autoregressive Conditional Heteroscedasticity (ARCH) and Generalized Autoregressive Conditional Heteroscedasticity (GARCH)
12. Exponential EGARCH and Threshold GARCH (TGARCH)

Text Books:

1. Richard I. Levin, David S. Rubin(1998) Statistics for Management, 7th Edition, Pearson Education

2. S.P. Gupta(2001) Business Statistics, Sultan Chand & Sons

3. James T. McClave, P. George Benson, Terry Sincich(2017) Statistics for Business and Economics, 13th Edition, Pearson Education

Reference Books:

1. N.D. Vohra (2017) Quantitative Techniques for Management, Tata McGraw Hill
2. David M. Levine, Kathryn A. Szabat, David F. Stephan(2019),: Business Statistics: A First Course, 8th Edition, Pearson
3. Paul Newbold, William Carlson, Betty Thorne,(2022) Statistics for Business & Economics, 8th Edition, Pearson Education

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

MBA I Year II Semester **Skill Enhancement Course - I**

25MCMBASC02 CORPORATE COMMUNICATION

L	T	P	C
1	0	2	2

Pre-requisite: **None**

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 9 hours

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

UNIT II DIMENSIONS OF CORPORATE COMMUNICATION 9 hours

Self Confidence – Self Esteem - Body language - Perception - Decision-making skills – Negotiating Skills – Positive Attitude - Qualities of a successful leader – Time management - Work ethics- Feedback on Communication in the Corporate Setting.

UNIT III CORPORATE EMPLOYABILITY QUOTIENT 9 hours

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

UNIT IV REPORT WRITING AND PRESENTATION SKILLS 9 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 9 hours

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

List of Exercises:

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 M.K. Sehgal & V. Khetrapal (2007); Business Communication; Excel Books

2 Rajendra Pal(2011).Business Communication; Sultan Chand & Sons Publication

3 P.D. Chaturvedi (2006); Business Communication; Pearson Education, 1st Edition

4 Andrews, Sudhir(1988); How to Succeed at Interviews. 21st (rep.) New Delhi. Tata McGraw-Hill

5 Heller, Robert (2002); Effective leadership. Essential Manager series. Dk Publishing

6 Joep Cornelissen(2023) Corporate communication: A Guide to Theory and Practice; Erasmus University Rotterdam, Netherlands

Mode of Evaluation: Continuous Internal Evaluation (Record) and End Semester Examination

MBA II Year I Semester

MBA II Year I Semester

25MCMBATC14 OPERATIONS RESEARCH

L	T	P	C
3	0	0	3

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, and CPM/ PERT techniques used for managerial decision making in different decision making in different decision environments

Course Objectives:

1. Introduce OR applications in management and formulate/solve Linear Programming Problems (LPP) using graphical and simplex methods.
2. Model and optimize transportation and assignment problems using initial basic feasible solutions (IBFS) and optimality tests.
3. Analyze two-person zero-sum games under pure/mixed strategies using dominance rules and algebraic solutions.
4. Develop replacement policies for assets with deteriorating efficiency or increasing costs under constant/variable money value.
5. Construct and analyze project networks using PERT/CPM for critical path identification and resource scheduling.

UNIT I INTRODUCTION TO OPERATIONS RESEARCH 9 hours

Introduction to applications of operations research in functional areas of Management. Linear Programming problem - Formulation and Graphical Solution of LPP, Simplex Algorithm, Problems on Simplex method.

UNIT II TRANSPORTATION AND ASSIGNMENT PROBLEMS 9 hours

Transportation problem-mathematical model, IBFS by North corner cell method, least cost cell method and Vogel's Approximation method, Optimal solution by MODI's method, Unbalanced transportation problems. Assignment problem, Hungarian's algorithm for solving Assignment problem, Maximization in Assignment Model, Unbalanced Assignment problems.

UNIT III GAME THEORY 9 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.

UNIT IV REPLACEMENT AND MAINTENANCE MODELS 9 hours

Introduction, types of failure, Replacement of items whose efficiency deteriorates with time: Replacement Policy for Items whose Running Cost Increases with Time and Value of Money Remains Constant during a Period, Replacement policy for items whose running cost increases with time but value of money changes with constant rate during a period

UNIT V PROJECT MANAGEMENT: PERT AND CPM 9 hours

Introduction, phases of project management, PERT/CPM Network Components and Precedence Relationships, rules for AOA Network Construction, Errors and Dummies in Network, Critical Path Analysis: Forward Pass Method (For Earliest Event Time), Backward Pass Method (For Latest Allowable Event Time), Float (Slack) of an Activity and Event, Critical Path.

Course Outcomes:

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

CO1: Students formulate LPPs from business scenarios and solve them using simplex algorithm to determine optimal resource allocation.

CO2: Students solve unbalanced transportation problems via Vogel's Approximation and MODI methods, and assignment via Hungarian algorithm.

CO3: Students compute optimal mixed strategies for games without saddle points, applying dominance to simplify payoff matrices.

CO4: Students determine optimal replacement times for items where running costs rise, considering time-value of money effects.

CO5: Students perform forward/backward passes on AOA networks to calculate floats, slacks, and project completion probabilities.

Text Books:

1. Operations Research: An Introduction (11th Edition, 2020) by Hamdy A. Taha
2. *Operations Research* (10th Edition, 2021) by Prem Kumar Gupta & D.S. Hira
3. *Quantitative Techniques for Managerial Decisions* (3rd Edition, 2024) by C.R. Kothari

Reference Books:

1. *Introduction to Operations Research* (11th Edition, 2022) by Frederick S. Hillier & Gerald J. Lieberman
2. *Operations Research: Applications and Algorithms* (4th Edition, 2023 reprint) by Wayne L. Winston

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

AUDIT COURSE

Audit Course – I

25MCMBAAC01 E-COMMERCE AND DIGITAL MARKETS

L	T	P	C
2	0	0	0

Pre-requisite: **None**

Course Description:

This course introduces the concepts, models, and technologies of e-commerce, covering B2B, B2C, C2C, P2P, and m-commerce. It explores e-commerce infrastructure, supply chain and CRM integration, ethical and legal issues, and e-markets, with emphasis on pre- and post- COVID-19 business strategies and trends. Students gain practical insights into designing and managing successful e-business solutions.

Course Objectives:

1. Introduce the concept of e-business and core e-commerce business models.
2. Explain the e-commerce framework and the key enablers.
3. Provide an overview of supply chain and retail transformation.
4. Discuss social, ethical, and legal issues.
5. Familiarize students with e-markets and digital payment systems.

UNIT I E – COMMERCE BUSINESS MODELS 6 hours

Introduction to E-Business: Origin and Need of E-Commerce; E-Commerce vs Traditional Commerce. **E-Commerce Framework**: Business and Technological Dimensions. **Value Chains in Electronic Commerce**. **E-Commerce Business Models**: B2C, B2B, C2C, P2P, M-Commerce. Emerging Models: Platforms, Marketplaces, Digital Ecosystems.

UNIT II E – COMMERCE ENABLERS 6 hours

Technology Enablers: Internet, Web, Mobile Platforms, Cloud. **Business Enablers**: Digital Payments, Logistics, Platforms. **E-Commerce Adoption**: Impact of Covid-19 on Digital Business Growth.

UNIT III SUPPLY CHAIN MANAGEMENT IN E – COMMERCE 6 hours

Supply Chain Basics: Digital Supply Chains; B2B E-Commerce and Collaborative Commerce. **Customer Relationship Management (CRM)**: Role in Digital Markets, Customer Experience and Retention. **Retail Transformation**: Omnichannel Retailing, Quick Commerce Models, Impact on Traditional Retail.

UNIT IV SOCIAL, POLITICAL, AND ETHICAL ISSUES 6 hours

Ethical, Social & Political Issues: dilemmas, social impact, political concerns. Privacy and Data Protection: data usage, security, compliance. Intellectual Property Rights (IPR): copyright, patents, trademarks, digital content ownership. Consumer Protection & Governance: rights in digital markets, policies, self-regulation.

UNIT V E-MARKETS 6 hours

E-Markets: E-Markets vs Traditional Markets; Success Factors of E-Markets. E-Procurement: Processes and Models (overview). E-Commerce Systems: Essential E-Commerce Processes; Clicks-and-Bricks Models. Digital Payment Systems: UPI, Wallets, Cards, BNPL; Security and Trust Issues. Emerging Trends: AI in E-Commerce; Blockchain Applications; Cross-Border E-Commerce.

Course Outcomes:

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, K. C., & Traver, C. G. (2021). *E-commerce 2021: Business, technology, and society* (16th ed.). Pearson.

2. Chaffey, D., Hemphill, T., & Edmundson-Bird, D. (2019). *Digital business and e-commerce management: Strategy, implementation and practice* (7th ed.). Pearson.

3. Bhanver, J., & Bhanver, K. (2017). Click!: The amazing story of India's e-commerce boom and where it's headed. Hachette India.

Reference Books:

1 Bhaskar, B. (2009). Electronic commerce: Framework, technologies and applications (3rd ed.). Tata McGraw Hill Education.

2 Erisman, P. (2017). Six billion shoppers: The companies winning the global e-commerce boom. Macmillan.

3 Kalakota, R., & Whinston, A. B. (2009). Electronic commerce: A guide. Pearson Education.

4 Bajaj, K. K., & Nag, D. (2008). E-commerce: The cutting edge of business. Tata McGraw-Hill

5 Chaffey, D. (2009). E-business and e-commerce management. Pearson Education.

Mode of Evaluation: Assignments and Mid Term Tests

Audit Course – I

25MCMBAAC02 MANAGING DIGITAL INNOVATION AND TRANSFORMATION

L	T	P	C
2	0	0	0

Pre-requisite: **None**

Course Description:

This course introduces strategies and technologies for digital transformation, covering business models, platform growth, process digitization, customer engagement, and IT delivery. It explores social media, cloud computing, value chain evolution, and technology-driven disruptions through case studies, while addressing innovation, virtual organization, and governance in the digital era.

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 6 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 6 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 6 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 6 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 6 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

Course Outcomes:

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

1. Thomas Hess (2022); Managing the Digital Transformation -A Guide to Successful Organizational Change; Springer Nature Link

Reference Books:

1. ByM. Affan Badar, Ruchika Gupta, Priyank Srivastava, Imran Alin, Elizabeth A. Cudney(2024) Handbook of Digital Innovation, Transformation, and Sustainable Development in a Post-Pandemic Era; CRC Press

2. Richard Pettinger, Brij B. Gupta, Alexandru Roja, and Diana Cozmiuc(2022); Handbook of Research on Digital Transformation Management and Tools, IGI Global Scientific Publications

Mode of Evaluation: Assignments and Mid Term Tests

Audit Course – I

25MCMBAAC03 MANAGEMENT INFORMATION SYSTEMS

L	T	P	C
2	0	0	0

Pre-requisite: **None**

Course Description: This course provides an overview of information systems in business, covering their components, resources, strategic roles, and applications. Topics include database management, systems development processes, and types of information systems across functional areas. Students will also explore IT-enabled business strategies, information security, ethical and global management challenges, with emphasis on using information systems for competitive advantage.

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 6 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 6 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 6 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 IN FUNCTIONAL DEPARTMENTS 6 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 6 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.

Course Outcomes:

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

Reference Books:

1. Gordon B. Davis & Margrethe H. Olson(2006); Management Information Systems, Tata McGrawHill,
2 W S Jawadekar (2009);Management Information Systems Text & Cases, Tata McGraw-Hill ,
3 James A. O brein(2009), Management Information Systems; Tata McGraw-Hill , 10/e,.
4 Dharminder and Sangeetha(2006) Management Information Systems, 1/e, Excel books,

Mode of Evaluation: Assignments and Mid Term Tests

Audit Course -1

25MCMBAAC04 BUSINESS PROCESS RE-ENGINEERING

L	T	P	C
2	0	0	0

Pre-requisite: **None**

Course Description:
Business Process Re-Engineering (BPR) focuses on radically redesigning organizational workflows to improve efficiency, quality, and responsiveness. The course covers BPR principles, tools, and change management strategies, enabling learners to analyze existing processes, identify inefficiencies, and implement transformative solutions aligned with strategic goals and technological advancements.

Course Objectives:

1. Understand the fundamentals and significance of Business Process Re-Engineering (BPR).
2. Analyze existing business processes and identify areas for improvement.
3. Apply BPR methodologies to redesign processes for enhanced performance.
4. Evaluate the impact of BPR on organizational structure, culture, and technology.
5. Design and implement BPR strategies in real-world business scenarios.

UNIT I INTRODUCTION TO BUSINESS PROCESS REENGINEERING 6 hours

Business process reengineering-an overview: Historical background Fundamentals of BPR Concepts and techniques. Changing business processes: the importance of technology as a driver for organization: Nature, significance and rationale of business process reengineering (BPR)

UNIT II PROCESS MAPPING AND ANALYSIS: 6 hours

Identifying core business processes- Process mapping techniques (Flowcharts, SIPOC, Value Stream Mapping)- Performance metrics and KPIs- Identifying bottlenecks and inefficiencies. Process redesign: Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.

UNIT III BPR METHODOLOGIES AND TOOLS 6 hours

Hammer and Champy's methodology -- Davenport's approach- Tools: ERP, Workflow Automation, Simulation - Case studies of successful BPR projects. BPR phases, Relationship between BPR phases. BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.

UNIT IV ORGANIZATIONAL IMPACT OF BPR 6 hours

Change management in BPR- Role of leadership and Communication-Cultural and structural Implications-Risk assessment and Mitigation-Redesigning processes for agility and Efficiency-Implementation planning- Monitoring and continuous improvement- **Change management:** Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change Typical BPR activities within phases: Change management, Performance management, and programme management.

UNIT V DESIGNING AND IMPLEMENTING BPR 6 hours

Redesigning processes for agility and efficiency - Implementation planning - Monitoring and continuous improvement- BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational -impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. The concept of the learning organization and its influence on systems development: restructuring the organization. The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organizations in the future.

Course Outcomes:

CO1: Define key concepts and principles of BPR. *(Remembering)*
CO2: Explain the role of BPR in business transformation. *(Understanding)*
CO3: Apply BPR tools and techniques to analyze business processes. *(Applying)*
CO4: Compare and evaluate different BPR models and strategies. *(Analyzing & Evaluating)*
CO5: Create innovative process designs and implementation plans. *(Creating)*

Text Books:

1. Omar El Sawy (2010), Business Process Re-engineering, Tata McGraw Hill
2. R. Srinivasan,(2011) Business Process Re-engineering, Tata McGraw Hill
3. Warner Winslow(1996) Strategic Business Process Transformation through BPR, , Tata McGraw Hill ,
4. R. Radhakrisnan(2008) Business Process Reengineering, Prentice Hall of India.
5. Harmon, P. (2007), Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers.
6. R. Anupindi et al. (2006), Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc.
7. Kock, N.F., 1999, Process Improvement and Organizational Learning: The Role of Collaboration Technologies, Idea Group.
8. Walford, R.B., 1999, Business Process Implementation for IT Professionals and Managers, Artech House.
9. Hammer, M. and Stanton, S.A., 1995, The Re-engineering Revolution, Harper Business.

Mode of Evaluation: Assignments and Mid Term Tests

Audit Course – 2

25MCMBAAC05 TOTAL QUALITY MANAGEMENT

L	T	P	C
2	0	0	0

Pre-requisite: **None**

Course Description:

This course introduces the foundations of Total Quality Management (TQM), its evolution, frameworks, and key contributors. It emphasizes principles of customer focus, employee involvement, supplier partnerships, and continuous improvement. Students learn tools and techniques including QC tools, Six Sigma, benchmarking, FMEA, QFD, DOE, and TPM. The course also covers implementation **practices** like Kaizen, 5S, JIT, Poka-Yoke, robust design, and ISO standards with case studies.

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 6 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 6 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 6 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 6 hours

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 6 hours

Steps, KAIZEN, 5S, JIT, POKAYOKE, I - Introduction to Robust Design, ISO Standards and Case studies.

Course Outcomes:

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 Books:

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 and Mid Term Tests

Audit Course – 2

25MCMBAAC06 MULTIMEDIA TECHNOLOGIES

L	T	P	C
2	0	0	0

Pre-requisite: **None**

Course Description:
This course introduces multimedia technologies, covering elements, applications, system architecture, and standards. It explains compression techniques and file formats for text, image, audio, and video data. Students learn about multimedia I/O devices, networks, protocols, and streaming technologies**.** The course also explores security, encryption, watermarking, and digital forensics with case studies.

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 6 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 6 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 6 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 6 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 6 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:

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 Books:

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 and Mid Term Tests

Audit Course – 2

25MCMBAAC07 DATA ANALYSIS USING R

L	T	P	C
2	0	0	0

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 6 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 6 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 6 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 IV PROFILING R CODE 6 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 V VECTOR AND VARIABLES 6 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.

Course Outcomes:

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 Books:

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 and Mid Term Tests

Audit Course – 2

25MCMBAAC08 INDIAN KNOWLEDGE SYSTEM

L	T	P	C
2	0	0	0

Pre-requisite: **None**

Course Description:

This course introduces the Indian Knowledge System (IKS)**,** its historical roots, philosophical schools, and scientific contributions. It explores linguistics, number systems, astronomy, mathematics, medicine, and sustainable technologies**.** Learners study human values, leadership, governance, art, architecture, and education systems like Nalanda and Gurukula. The course emphasizes the ethical, cultural, and global relevance of IKS**,** with renewed focus under NEP 2020**.**

Course Objectives:

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** **6 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** **6 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** **6 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 6 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.

UNIT V CULTURAL, EDUCATIONAL, AND ETHICAL DIMENSIONS OF INDIAN KNOWLEDGE SYSTEMS 6 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:

CO1: Describe the scope and interdisciplinary relevance of Indian Knowledge Systems in contemporary contexts.

CO2: Analyze foundational philosophical concepts such as *Pramāṇa*, *Dharma*, and *Rta* within Indian epistemology

CO3: Apply ancient Indian scientific principles to understand traditional practices in mathematics, astronomy, and medicine

CO4: Evaluate classical Indian texts to interpret perspectives on governance, society, and aesthetics.

CO5: 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 and Mid Term Tests

GENERIC ELECTIVE

MBA II Year I Semester **Generic Elective**

25MCMBAGC01 INTERNATIONAL BUSINESS

L	T	P	C
2	0	0	2

Pre-requisite: **None**

Course Description:

This course provides an overview of international business environment, global trade frameworks, financial systems, integration mechanisms, and organizational strategies in global markets. It equips students with conceptual understanding and practical insights required for managing international business operations.

Course Objectives:

1. To understand the global business environment and its dynamics.
2. To apply international trade theories and financial concepts in global business decisions.
3. To analyze regional trade agreements and global integration mechanisms.
4. To understand functional strategies in international marketing and HRM.
5. To evaluate the role of economic zones and policy frameworks in international trade.

UNIT I INTERNATIONAL BUSINESS ENVIRONMENT **6 hours**

Globalization – Forces and Dimensions – Theories of International Trade: Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, Product Life Cycle Theory, Porter's National Competitive Advantage – Country Risk Analysis – Sustainability and Ethics in Global Business.

UNIT II INTERNATIONAL FINANCIAL FRAMEWORK **6 hours**

Bretton Woods System – Balance of Trade and Balance of Payments – Foreign Exchange Market and Exchange Rate Mechanism – Risk Management in International Trade – Methods of Payment – Role of IMF and World Bank – Introduction to FinTech and SWIFT in Cross-Border Finance.

UNIT III GLOBAL BUSINESS INTEGRATION **6 hours**

Strategic Alliances – Types, Benefits and Challenges – Trade Regulatory Framework – Tariff and Non-Tariff Barriers – WTO and Major Trade Blocs – Foreign Direct Investment (FDI) and Modes – Supply Chain Risks and Global Disruptions.

UNIT IV ORGANIZING FOR INTERNATIONAL BUSINESS **6 hours**

International Human Resource Management – Staffing Policies – Expatriate Management – Developing Global Structures – International Marketing Strategies – Product Life Cycle in Global Markets – Digital International Marketing and Cross-Border E-Commerce.

UNIT V ECONOMIC ZONES AND POLICY FRAMEWORK **6 hours**

Foreign Trade Zones – Export Processing Zones – Special Economic Zones – Highlights of Current Foreign Trade Policy – Geopolitical Issues Affecting Trade – ESG Practices in Global Business.

Course Outcomes:

Upon Successful completion of the course, students will be able to
CO1: Analyze global business environments and trade theories.
CO2: Apply international financial concepts in cross-border decisions.
CO3: Evaluate trade agreements and global integration strategies.
CO4: Apply HR and marketing strategies in multinational contexts.
CO5: Assess policy frameworks and economic zones in international trade.

Text Books:

1. Hill, C. W. L., & Jain, A. K. (2023). *International business: Competing in the global marketplace* (14th ed.). McGraw Hill.
2. Subba Rao, P. (2023). *International business: Text and cases* (5th ed.). Himalaya Publishing House.

Reference Books:

1. Cherunilam, F. (2020). *International business: Text and cases* (6th ed.). PHI Learning.
2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2019). *International business: Environments and operations* (16th ed.). Pearson

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year I Semester **Generic Elective**

25MCMBAGC02 SUSTAINABLE DEVELOPMENT FOR MANAGERS

L	T	P	C
2	0	0	2

Pre-requisite: None

Course Description: This course introduces MBA students to the principles of sustainable development and examines the role of business in addressing environmental, social, and governance (ESG) challenges. It integrates strategy, innovation, ethics, and leadership perspectives to equip future managers with the tools to create long-term value aligned with global sustainability goals. The course aligns business strategy with the United Nations Sustainable Development Goals (SDGs) and emphasizes practical managerial applications.

Course Objectives:

1. Understand the concept and evolution of sustainable development.
2. Analyse sustainability challenges from a managerial perspective.
3. Evaluate ESG frameworks and sustainability reporting standards.
4. Develop sustainable business strategies.
5. Apply sustainability principles to real-world corporate decision-making.

UNIT I FOUNDATIONS OF SUSTAINABLE DEVELOPMENT 6 hours

Evolution of sustainable development, Brundtland Commission definition, Triple Bottom Line (People, Planet, Profit), Global sustainability challenges, UN Sustainable Development Goals (SDGs).

UNIT II BUSINESS & SUSTAINABILITY INTERFACE 6 hours

Business case for sustainability, Stakeholder theory, Shared value concept, Corporate Social Responsibility (CSR), Sustainable value chains.

UNIT III ESG, REPORTING & GOVERNANCE 6 hours

ESG frameworks and ratings, Sustainability reporting standards: GRI (Global Reporting Initiative), SASB Standards, Carbon footprint and climate disclosure, Role of board and governance in sustainability.

UNIT IV SUSTAINABLE STRATEGY & INNOVATION 6 hours

Circular economy, Sustainable business models, Green marketing & ethical consumption, Sustainable finance & impact investing, Innovation for sustainability.

UNIT V LEADERSHIP, ETHICS & FUTURE TRENDS 6 hours

Ethical leadership, Climate risk & resilience, Digitalization & sustainability, Sustainable supply chains, Future of responsible capitalism.

Course Outcomes:

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

CO1: Explain key sustainability concepts and global frameworks.
CO2: Interpret ESG metrics and sustainability disclosures.
CO3: Analyse case studies of sustainable enterprises.
CO4: Propose sustainability initiatives for organisations.
CO5: Integrate environmental and social considerations into business strategy.

Text Books:

1. **Epstein, M.J. & Buhovac, A.R. (2014).** *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental and Economic Impacts*. Berrett-Koehler Publishers.
2. **Laszlo, C. & Zhexembayeva, N. (2017).** *Embedded Sustainability: The Next Big Competitive Advantage*. Routledge.
3. **Sachs, J.D. (2015).** *The Age of Sustainable Development*. Columbia University Press.

Reference Books:

1. **Schaltegger, S., Lüdeke-Freund, F., & Hansen, E.G. (2016).** *Business Models for Sustainability*. Springer.
2. **United Nations (Latest Edition).** *Sustainable Development Goals Report*. United Nations Publications.

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

MBA II Year I Semester **Generic Elective**

25MCMBAGC03 BUSINESS ETHICS AND INTELLECTUAL PROPERTY RIGHTS

L	T	P	C
2	0	0	2

Pre-requisite: None

Course Description:
This course introduces students to the principles of business ethics, ethical decision-making, and corporate governance with special reference to the Indian business context. It examines ethical issues in functional areas of management and in the global business environment. The course also provides foundational knowledge of Intellectual Property Rights and their significance in business and legal compliance. Students gain an understanding of various types of IPR and their role in protecting innovation and intellectual assets.

Course Objectives:
1. To introduce the fundamental concepts of business ethics, values, ethical decision making, and Indian business traditions.
2. To familiarize ethical management practices, corporate governance principles, and ethical issues in Indian business.
3. To create awareness of ethical issues in functional areas of business and in the global business environment.
4. To provide basic knowledge of intellectual property rights and their relevance to business and legal compliance.
5. To introduce different types of intellectual property rights and their legal protection mechanisms.

UNIT I INTRODUCTION TO BUSINESS ETHICS 6 hours

Meaning of business ethics, importance of business ethics, personal ethics in business, professional ethics in business, values in business, ethics and law, Ethical Theories, ethics in workplace, ethical decision making, Indian business traditions.

UNIT II BUSINESS ETHICS AND CORPORATE GOVERNANCE 6 hours

Ethical management practices, corporate governance concept, objectives of corporate governance, issues in corporate governance, Indian model of corporate governance, development of Indian capital markets, ethical attitudes of managers, reasons for unethical practices, major Indian corporate scams.

UNIT III APPLIED BUSINESS ETHICS AND GLOBAL ENVIRONMENT 6 hours

Ethical decision making, stakeholder conflicts, factors influencing decisions, ethics in marketing, ethics in HRM, ethics in finance, globalization and business ethics, role of multinational companies, corporate social responsibility.

UNIT IV INTRODUCTION TO INTELLECTUAL PROPERTY RIGHTS 6 hours

Introduction to intellectual property, types of intellectual property, importance of IPR, regulatory and registration authorities, role of IPR in business, legal compliance, significance of IPR.

UNIT V TYPES OF INTELLECTUAL PROPERTY RIGHTS 6 hours

Copyrights basics, originality and ownership, reproduction rights, public performance rights, patents, patent ownership and transfer, trademarks, trademark registration, trade secrets, unfair competition, international IPR overview.

Course Outcomes:

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

CO1: Understanding of the meaning, importance, and role of ethics in business and workplace practices.

CO2: Explain corporate governance practices and identify the reasons for unethical behaviour and corporate scams

CO3: Apply ethical principles in marketing, HRM, finance, globalization, and corporate social responsibility.

CO4: Understand the concept, importance, and role of intellectual property rights in business.

CO5: Understand & identify various intellectual property rights such as copyrights, patents, trademarks, and trade secrets

Text Books:

1. Fernando, A. C. (2019). *Business ethics: An Indian perspective* (3rd ed.). Pearson Education.
2. Murthy, C. S. V. (2021). *Business ethics*. Himalaya Publishing House.
3. Subramanian, R. (2025). *Professional ethics* (3rd ed.). Oxford University Press.
4. Wadhera, B. L. (2016). *Law relating to intellectual property rights* (5th ed.). Universal Law Publishing.

Reference Books:

1. Balachandran, V., & Chandrasekaran. (2018). *Corporate governance, ethics and social responsibility* (3rd ed.). PHI Learning.
2. Gopalakrishnan, N., & Agitha, T. G. (2014). *Principles of intellectual property*. Eastern Book Company.
3. Kapoor, S. K. (2020). *Intellectual property law* (3rd ed.). Central Law Agency.
4. Rao, P. S. (2022). *Business ethics and corporate governance*. Himalaya Publishing House.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year I Semester **Generic Elective**

25MCMBAGC04 MANAGEMENT CONSULTING

L	T	P	C
2	0	0	2

Pre-requisite: None

Course Description:

This course provides a rigorous introduction to the Professional Services industry. Designed to equip students with the Consulting Toolkit, the curriculum follows the end-to-end Engagement Lifecycle—from Problem Architecture and Hypothesis-Driven Design to Insight Generation and Stakeholder Management. Students will learn to structure ambiguity using formal frameworks and deliver recommendations using Top-Down Communication principles found in top-tier strategy firms.

Course Objectives:

1. To map the global consulting ecosystem and the economic drivers of the Professional Services Firm (PSF).
2. To construct precise Engagement Charters and define problems using Issue Decomposition techniques.
3. To execute diagnostic phases using Structured Interviewing and Hypothesis Testing.
4. To design executive-level deliverables using the Minto Pyramid Principle and storyboard logic.
5. To apply the Trusted Advisor framework for managing client resistance and professional ethics.

UNIT I THE CONSULTING ECOSYSTEM AND FIRM ECONOMICS 6 hours

Industry Architecture: Strategy vs. Implementation vs. Boutique Advisory; **The PSF Model:** Understanding the "Leverage Pyramid" (Partner-Manager-Associate structure); **Firm Economics:** Drivers of profitability (Utilization Rates, Average Daily Rates, Billable Hours); **Career Trajectories:** The Analyst-to-Partner path and the "Up-or-Out" policy.

UNIT II ENGAGEMENT SCOPING AND PROBLEM ARCHITECTURE 6 hours

Problem Definition: Drafting the "Situation-Complication-Question" (SCQ) framework; **Scope Governance:** Defining "In-Scope" vs. "Out-of-Scope" boundaries to mitigate Scope Creep; **Hypothesis-Led Design:** The Inductive vs. Deductive reasoning approach; **Issue Structuring:** Introduction to MECE (Mutually Exclusive, Collectively Exhaustive) logic at a conceptual level.

UNIT III DIAGNOSTIC METHODOLOGIES 6 hours

Primary Data Acquisition: Conducting **Structured Expert Interviews** and Focus Groups; **Secondary Intelligence:** Leveraging Market Research and Benchmarking data; **Diagnostic Frameworks:** Strategic application of SWOT and PESTEL within a client advisory context; **Insight Synthesis:** Distinguishing between "Raw Observations" and "Strategic Insights" (The "So-What?" analysis).

UNIT IV COMMUNICATION ARCHITECTURE AND DELIVERABLES 6 hours

Narrative Strategy: Structuring the Storyline using the Minto Pyramid Principle (Top-Down Communication); **Deliverable Design:** Principles of Storyboard Creation and Ghost-Decks; **Visual Synthesis:** Effective data visualization and slide composition (The "Action Title" methodology); **The Executive Summary:** Crafting "Bottom-Line-Up-Front" (BLUF) summaries.

UNIT V STAKEHOLDER MANAGEMENT AND PROFESSIONAL ETHICS **6 hours**

Client Advisory: The **Trust Equation** (Credibility, Reliability, Intimacy, Self-Orientation); **Resistance Management:** Strategies for navigating organizational politics and client pushback; **Engagement Control:** Managing milestones and "Work-in-Progress" (WIP) meetings; **Professional Standards:** Confidentiality, Conflict of Interest, and the Code of Conduct.

Course Outcomes:

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

CO1: Analyze the economic drivers and organizational structures of Professional Services Firms.
CO2: Formulate hypothesis-driven problem statements and engagement scopes.
CO3: Apply structured diagnostic techniques to generate strategic insights.
CO4: Design executive-level deliverables using top-down narrative structures.
CO5: Evaluate strategies for building client trust and managing engagement risks.

Text Books:

1. **Block, P.** (2011). *Flawless consulting: A guide to getting your expertise used* (3rd ed.). Pfeiffer.
2. **Rasiel, E. M., & Friga, P. N.** (2001). *The McKinsey mind: Understanding and implementing the problem-solving tools and management techniques of the world's top strategic consulting firm*. McGraw-Hill.

Reference Books:

1. **Minto, B.** (2009). *The pyramid principle: Logic in writing and thinking*. Pearson Education.
2. **Maister, D. H.** (2003). *Managing the professional service firm*. Free Press.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year I Semester **Generic Elective**

25MCMBAGC05 PROJECT MANAGEMENT

L	T	P	C
2	0	0	2

Pre-requisite: **None**

Course Description:

This concise course equips students with the essential frameworks to initiate, plan, execute, and close projects effectively. Distinct from routine operations, this course focuses on managing unique, temporary endeavors. Students will master the Work Breakdown Structure (WBS) for planning, the Critical Path Method (CPM) for scheduling, and Earned Value Analysis (EVA) for cost control. It also provides a foundational understanding of Agile and Scrum methodologies widely used in the industry today.

Course Objectives:

1. To understand the Project Lifecycle and organizational structures for project delivery.
2. To apply the Work Breakdown Structure (WBS) to define project scope and responsibilities.
3. To analyze project timelines using Network Techniques and identify the Critical Path.
4. To evaluate project health using Earned Value Analysis (EVA) and Risk Assessment.
5. To explain the principles of Agile Management and the Scrum framework.

UNIT I PROJECT MANAGEMENT FRAMEWORK **6 hours**

Concepts: Project vs. Operations; The Triple Constraint (Scope, Time, Cost); Project Life Cycle phases (Initiation, Planning, Execution, Closing); **Organizational Structures:** Functional vs. Matrix vs. Projectized; **Project Initiation:** The Project Charter and Stakeholder Identification.

UNIT II PROJECT PLANNING AND SCOPE **6 hours**

Scope Management: Defining Scope and Scope Creep; **Work Breakdown Structure (WBS):** Concept, Decomposition, and WBS Dictionary; **Responsibility Assignment:** RACI Matrix (Responsible, Accountable, Consulted, Informed); **Resource Planning:** Resource Loading and Smoothing (Overview).

UNIT III PROJECT SCHEDULING (TIME MANAGEMENT) **6 hours**

Network Diagrams: AOA vs. AON; **Critical Path Method (CPM):** Forward Pass, Backward Pass, Calculation of Float/Slack, and Identification of Critical Path; **Schedule Compression:** Concepts of Crashing (Time-Cost Trade-off) and Fast Tracking.

UNIT IV MONITORING AND RISK MANAGEMENT **6 hours**

Project Monitoring: The S-Curve; **Earned Value Analysis (EVA):** Key metrics (Planned Value, Earned Value, Actual Cost), Performance Indices (CPI, SPI), and Cost Forecasting (EAC); **Risk Management:** Risk Identification, Risk Probability-Impact Matrix, and Response Strategies (Mitigate, Avoid, Transfer).

UNIT V AGILE PROJECT MANAGEMENT **6 hours**

Introduction to Agile: Waterfall vs. Agile; **The Agile Manifesto:** 4 Values and 12 Principles;
Scrum Framework: Roles (Product Owner, Scrum Master, Team), Events (Sprints, Daily Stand-up, Sprint Review), and Artifacts (Product Backlog, Sprint Backlog).

Course Outcomes:

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

CO1: Differentiate between project and operational work and select appropriate organizational structures.

CO2: Construct a Work Breakdown Structure (WBS) and RACI matrix to define scope.

CO3: Calculate project duration and float using the Critical Path Method (CPM).

CO4: Evaluate project cost and schedule performance using Earned Value Analysis (EVA).

CO5: Explain the roles and ceremonies within the Scrum framework for Agile projects.

Text Books:

1. Gray, C. F., & Larson, E. W. (2021). *Project management: The managerial process* (8th ed.). McGraw Hill Education.
2. Chandra, P. (2019). *Projects: Planning, analysis, selection, financing, implementation, and review* (9th ed.). McGraw Hill Education.
3. Meredith, J. R., & Mantel, S. J. (2019). *Project management: A managerial approach* (10th ed.). Wiley India.

Reference Books:

1. Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK guide)* (7th ed.). Project Management Institute.
2. Meredith, J. R., & Mantel, S. J., & Shafer, S. M. (2021). *Project management: A managerial approach* (11th ed.). Wiley.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

SPECIALIZATION COURSES

FINANCIAL MANAGEMENT

MBA II Year I Semester **Major**

25MCMBAFC01 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**

Risk & Return Analysis: Components of Return, Concept of Risk, Systematic vs. Unsystematic Risk, Measurement of Risk; Valuation of Securities: Bond Valuation, Equity Valuation Approaches

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

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- Fundamental Analysis Vs Technical Analysis.

UNIT IV VALUATION OF SECURITIES **9 hours**

Introduction to Portfolio Management Efficient market theory, efficient market hypothesis - Markowitz Portfolio Theory; Sharpe Single Index model and 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 - and Jenson's performance measures of portfolio evaluation.

Course Outcomes:

Upon Successful completion of the course, students will be able 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. Fischer, D. E., & Jordan, R. J. (2019). Security analysis and portfolio management (6th ed.). Pearson India.

2. Kevin, S. (2023). Security analysis and portfolio management (3rd ed.). PHI Learning.

3. Singh, S., & Yadav, S. S. (2021). Security analysis and portfolio management: A primer. Springer Singapore.

Reference Books:

1. Bodie, Z., Kane, A., & Marcus, A. J. (2021). Investments (12th ed.). McGraw-Hill Education.

2. Chandra, P. (2021). Investment analysis and portfolio management (6th ed.). McGraw Hill Education.

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

MBA II Year I Semester **Major**

25MCMBAFC02 FINANCIAL DERIVATIVES AND RISK MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides a comprehensive understanding of financial derivatives and their role in managing financial risk. It covers forward, futures, options, and swap contracts, pricing models, market participants, and regulatory frameworks. The course emphasizes practical applications of derivatives in corporate risk management and financial decision-making

Course Objectives:

1. To familiarize students with the structure, evolution, participants, and regulatory framework of the Indian and Global derivatives markets.
2. To provide students with a conceptual and analytical framework for pricing Forward and Futures contracts and understanding their settlement mechanisms.
3. To equip students with the skills to apply option pricing models (Black-Scholes & Binomial) and design profitable option strategies.
4. To familiarize students with the mechanics of Swaps (Interest Rate/Currency) and modern instruments like Credit Default Swaps (CDS).
5. To provide students with knowledge of risk measurement techniques (VaR) and the application of derivatives for corporate hedging.

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

Meaning, Evolution of Derivatives in India— Types of Financial Derivatives –Forwards –Futures – Options-Swaps –Functions and Economic Significance of Derivatives- Participants in Derivatives Markets-Spot Market vs Derivatives Market-Overview of Global and Indian Derivatives Markets-Regulatory Framework

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

Forward and Future: Meaning-Features-Forward Rate Agreements (FRAs)-Types of Financial Futures-Stock, Index, Interest rate – Currency futures. Pricing of Forward and Futures Contracts- Mark-to-Market - Clearing House and Settlement Mechanism- Forward vs Futures Contracts

UNIT III OPTIONS AND OPTION STRATEGIES **9 hours**

Option- Option- Types - Payoff and Profit Profiles-Factors Affecting Option Prices -Option Strategies-Option Pricing Models - Black–Scholes Model - Binomial Model.

UNIT IV SWAPS AND OTHER DERIVATIVE INSTRUMENTS **9 hours**

Swap – Types- Mechanism and Uses of Swaps -Credit Derivatives: Credit Default Swaps (CDS) - Credit Linked Notes-Weather and Energy Derivatives- Innovations in Derivatives Markets - Risks Associated with Derivative Instruments.

UNIT V RISK MANAGEMENT USING DERIVATIVES 9 hours

Risk Management Process and Policies - Role of Derivatives in Corporate Risk Management - Types of Financial Risk: Market Risk, Credit Risk, Liquidity Risk, Operational Risk. Risk Measurement Techniques: Value at Risk (VaR), Sensitivity Analysis. Hedging Techniques – Futures -Options -Swap.

Course Outcomes:

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

CO1: Outline the evolution, functions, and regulatory framework of the financial derivatives market in India

CO2: Calculate the pricing of Forward and Futures contracts and distinguish between their margin and settlement mechanisms.

CO3: Analyze option payoff profiles and determine option prices using Black-Scholes and Binomial models.

CO4: Examine the mechanism of Swaps and evaluate the utility of Credit Derivatives like CDS.

CO5: Evaluate financial risk using Value at Risk (VaR) and design hedging strategies using appropriate derivative instruments.

Text Books:

1. Hull, J. C. (2023). Options, futures, and other derivatives (11th ed.). Pearson Education.

2. Varma, J. R. (2020). Derivatives and risk management (3rd ed.). McGraw Hill Education (India).

3. Gupta, S. L. (2022). Financial derivatives: Theory, concepts and problems (2nd ed.). PHI Learning.

Reference Books:

1. Fabozzi, F. J., Neftci, S. N., & Choudhry, M. (2023). Financial instruments and markets (3rd ed.). Wiley.

2. McDonald, R. L. (2024). Derivatives markets (4th ed.). Pearson Education

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

MBA II Year I Semester **Major**

25MCMBAFC03 INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:
This course explores financial decision-making in a global context. It covers foreign exchange markets, parity theories, and currency risk management. Students learn to handle International Trade Finance, design hedging strategies, and evaluate cross-border investments using the Adjusted Present Value (APV) framework.

Course Objectives:
1. To familiarize students with international monetary system and balance of payments
2. To provide students with working knowledge of foreign exchange market and parity theories
3. To provide students with working knowledge framework of currency exposure and hedging strategies
4. To provide students with a conceptual and analytical framework of international trade finance and working capital management
5. To familiarize students with cross border investment decisions and the APV framework

UNIT I INTERNATIONAL FINANCIAL ENVIRONMENT AND MONETARY SYSTEM 9 hours

Nature and Scope of International Financial Management (IFM), Domestic vs. International FM, The Multinational Firm: Goals and Challenges; International Monetary System: Evolution from Gold Standard to Floating Exchange Rates, Role of IMF; Balance of Payments (BoP): Structure, Components (Current and Capital Account), and Disequilibrium.

UNIT II FOREIGN EXCHANGE MARKET AND PARITY THEORIES 9 hours

Structure and Participants of Forex Market, Spot vs. Forward Markets, Quotations: Direct, Indirect and Cross Rates, Bid-Ask Spread; Parity Conditions: Law of One Price, Purchasing Power Parity (PPP), Interest Rate Parity (IRP), International Fisher Effect (IFE); Arbitrage: Locational and Triangular.

UNIT III MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE AND RISK 9 hours

Concept of Risk vs. Exposure, Classification of Foreign Exchange Exposures: Transaction Exposure, Translation (Accounting) Exposure, and Economic (Operating) Exposure; Measurement of Exposure, Hedging Strategies: Forward Market Hedge, Money Market Hedge, Currency Futures and Options, Interest Rate Swaps and Currency Swaps.

UNIT IV INTERNATIONAL WORKING CAPITAL MANAGEMENT 9 hours

International Working Capital: Objectives and Challenges; International Cash Management: Centralized vs. Decentralized Cash Management, Netting Systems; Trade Finance: Export and Import Financing (Pre-shipment and Post-shipment), Payment Methods: Letters of Credit (L/C) and Bill of Exchange.

UNIT V INTERNATIONAL INVESTMENT AND CAPITAL STRUCTURE 9 hours

International Capital Structure: Cost of Capital (WACC) for MNCs, Capital Structure Decisions of MNCs; International Capital Budgeting: Parent vs. Project Cash Flows, Adjusted Present Value (APV) Framework, Adjusting for Political Risk; International Sources of Finance: Depository Receipts (ADR, GDR), Eurobonds, Foreign Currency Convertible Bonds (FCCB), FDI and Double Taxation (DTAA).

Course Outcomes:

Upon Successful completion of the course, students will be able to:
CO1: Analyze Balance of Payments and global economic trends.
CO2: Apply parity theories (PPP, IRP) to determine exchange rates.
CO3: Design hedging strategies for Transaction and Economic exposure.
CO4: Demonstrate mechanisms of International Trade Finance (L/C, Export Credit).
CO5: Evaluate international projects using APV and select funding sources (ADR/GDR).

Text Books:

1. Apte, P. G. (2020). International Financial Management (8th ed.). McGraw Hill Education.

2. Sharan, V. (2012). International Financial Management (6th ed.). PHI Learning.

3. Shailaja, G. (2014). International Finance (3rd ed.). Universities Press.

Reference Books:

1. Madura, J. (2021). International Financial Management (14th ed.). Cengage Learning.

2. Eun, C. S., & Resnick, B. G. (2022). International Financial Management (9th ed.). McGraw-Hill Education.

3 Siddaiah, T. (2010). International Financial Management. Pearson Education.

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

MBA II Year I Semester **Major**

25MCMBAFC04 FINANCIAL MARKETS AND INVESTMENT BANKING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course offers a comprehensive understanding of the Indian Financial System, covering Money and Capital Markets, trading mechanisms, and regulatory frameworks. It develops specialized skills in Investment Banking, focusing on Issue Management, Corporate Advisory, and Underwriting. Finally, it explores Global Capital Markets and emerging trends like Algo Trading to equip students for the modern financial services sector.

Course Objectives:

1. To analyze the Indian Financial System structure, Money Market instruments, and regulatory roles.
2. To explain Stock Exchange mechanisms, trading systems, and market indicators like SENSEX.
3. To apply SEBI regulations to Issue Management, IPO processes, and pricing mechanisms.
4. To evaluate Corporate Advisory strategies including Underwriting, M&A, and Debt Syndication.
5. To examine Global Capital Markets (ADR/GDR) and emerging trends like Algo Trading.

UNIT I THE FINANCIAL SYSTEM & MONEY MARKET 9 hours

Structure of Financial System: Formal vs. Informal sectors and role of Financial Intermediaries; **Regulators:** Role of RBI (Monetary Policy) versus SEBI (Capital Market regulation); **Money Market Ecosystem:** Features, Players, and liquidity management; **Instruments:** Call Money Market, Treasury Bills (T-Bills), Commercial Papers (CP), Certificates of Deposit (CD); **Rates:** Repo and Reverse Repo rates.

UNIT II THE CAPITAL MARKET & TRADING MECHANISM MARKET STRUCTURE 9 hours

Primary vs. Secondary Market; Structure and functions of BSE & NSE; **Trading System:** Screen-Based Trading System (SBTS), Clearing House operations, and Rolling Settlement (T+1); **Depositories:** Role of NSDL & CDSL and Depository Participants; **Market Indicators:** Construction and interpretation of SENSEX and NIFTY; **Derivatives:** Overview of Futures & Options as a market instruments.

UNIT III INVESTMENT BANKING & ISSUE MANAGEMENT INTRODUCTION 9 hours

Investment Banking vs. Commercial Banking; Structure (Front, Middle, Back Office); **Regulatory Framework:** SEBI (Merchant Bankers) Regulations 1992, Code of Conduct, and Capital adequacy; **Public Issues:** IPO and FPO norms (Profitability vs. QIB route); Process: DRHP preparation, Red Herring Prospectus, and Due Diligence; **Pricing:** Book Building Mechanism, Price Discovery, Cut-off price, and Green Shoe Option.

UNIT IV CORPORATE ADVISORY & SYNDICATION 9 hours

Intermediaries: Role of Registrars, Bankers to the Issue, and Syndicate Members; **Underwriting:** Types (Hard vs. Soft) and Devolvement liability; Corporate Actions: Buyback of Shares (Open market vs. Tender offer) and Delisting of Securities; **Private Placement:** QIP and Preferential Allotment;

Debt Syndication: Loan Syndication Process and Project Finance Appraisal (Technical, Economic, Financial).

UNIT V GLOBAL CAPITAL MARKETS & NEW AGE BANKING 9 hours

International Fundraising: American Depository Receipts (ADR), Global Depository Receipts (GDR), Indian Depository Receipts (IDR), and FCCBs; **ECB:** External Commercial Borrowings guidelines; **New Age Trends:** Introduction to Hedge Funds and Private Equity structures; **Technology:** Overview of Algorithm Trading and High-Frequency Trading (HFT); **Startups:** SME Exchanges and listing requirements.

Course Outcomes:

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

CO1: Analyze the structure of the Indian Financial System and the functions of Money Market instruments.

CO2: Explain the trading mechanisms of Stock Exchanges and interpret market indicators like SENSEX.

CO3: Apply SEBI regulations to execute the Issue Management process and Book Building pricing.

CO4: Evaluate corporate advisory strategies regarding Underwriting, Deal Syndication, and M&A.

CO5: Examine International Fundraising options (ADR/GDR) and the impact of Algorithmic Trading.

Text Books:

1. Pathak, B. V. (2024). The Indian Financial System: Markets, Institutions and Services (6th ed.). Pearson Education.
2. Giri, P. S. (2021). Investment Banking: Concepts, Analyses and Cases (4th ed.). McGraw Hill Education.

Reference Books:

1. Gurusamy, S. (2025). Merchant Banking and Financial Services (4th ed.). Vijay Nicole Imprints / McGraw Hill.
2. Machiraju, H. R. (2019). Merchant Banking: Principles and Practice (4th ed.). New Age International Publishers.
3. Liaw, K. T. (2012). The Business of Investment Banking (3rd ed.). John Wiley & Sons.

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

MBA II Year I Semester **Minor**

25MCMBABC01 CORPORATE TAX MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides working knowledge of corporate taxation in India for management professionals. It covers the corporate tax structure under the Income Tax Act 2025, computation of business income and tax liability, tax planning strategies, compliance procedures, and an overview of international taxation issues relevant to managerial decision-making.

Course Objectives:

1. To understand the legal framework, residential status, and tax structure applicable to companies under the Income Tax Act 2025.
2. To compute taxable income from business, capital gains, and other sources for corporate assessees.
3. To determine total taxable income, apply deductions, and calculate corporate tax liability including MAT.
4. To apply tax planning strategies and understand corporate tax compliance procedures.
5. To develop awareness of international taxation concepts relevant to multinational corporate operations.

UNIT I INTRODUCTION TO CORPORATE TAXATION 9 hours

Corporate taxation – Types of companies under the Income Tax Act 2025 – Assessee – Tax Year – Residential status of companies including Place of Effective Management (POEM) – Incidence of corporate tax – Corporate tax structure and rates – Surcharge and Health & Education Cess – Concessional tax regimes: 22% rate (Section 200) and 15% rate for new manufacturing companies (Section 201) – Minimum Alternate Tax (MAT): concept and applicability – Virtual Digital Assets (VDA): taxation at flat rate of 30%, TDS on VDA transfers.

UNIT II COMPUTATION OF TAXABLE INCOME OF COMPANIES 9 hours

Computation of income from business and profession – Capital gains with reference to corporate assessees – Income from other sources – Set-off and carry forward of losses – Deductions from gross total income applicable to companies – Computation of total taxable income – MAT: Book profit computation, revised rate of 14% (Finance Act 2026), IND AS adjustments, MAT credit mechanism.

UNIT III CORPORATE TAX LIABILITY AND INCENTIVES 9 hours

Computation of corporate tax liability (comprehensive problems) – Tax incentives for eligible Startups (Section 140 of ITA 2025) – Advance tax provisions – Tax Deducted at Source (TDS) and Tax Collected at Source (TCS) applicable to companies – Interest and penalties for non-compliance – No set-off of VDA losses against other income. (Problems using Excel)

UNIT IV TAX PLANNING AND MANAGEMENT OF CORPORATE TAX 9 hours

Corporate tax planning: objectives and methods – Tax planning vs tax avoidance vs tax evasion – General Anti-Avoidance Rule (GAAR): impermissible avoidance arrangements, commercial substance

test – Tax planning relating to capital structure decisions – Tax planning through mergers and demergers – E-filing and Faceless Assessment – Corporate tax compliance calendar.

UNIT V INTERNATIONAL TAXATION AND RECENT DEVELOPMENTS 9 hours

Concept of international taxation – Double taxation and methods of relief – Double Taxation Avoidance Agreements (DTAA): purpose and structure – Transfer pricing: meaning, arm's length principle, and overview of methods – Significant Economic Presence (SEP): concept and relevance for digital economy – Overview of Country-by-Country Reporting (CbCR) obligations for MNCs – Recent amendments under Finance Act 2026 (conceptual awareness).

Course Outcomes:

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

CO1: Explain the corporate tax framework, residential status rules, concessional regimes, and MAT applicability under the Income Tax Act 2025.

CO2: Compute the total taxable income of a company by applying provisions for business income, capital gains, set-off, carry-forward, and deductions.

CO3: Calculate corporate tax liability including MAT credit, advance tax, TDS/TCS, and startup incentives.

CO4: Apply tax planning strategies within legal provisions and demonstrate understanding of GAAR, compliance procedures, and e-filing.

CO5: Describe the concepts of DTAA, transfer pricing, and Significant Economic Presence relevant to cross-border corporate taxation.

Text Books:

1. Singhania, V. K., & Singhania, K. (2025). *Direct taxes law & practice (Professional ed.)*. Taxmann Publications.
2. Ahuja, G. K., & Gupta, R. (2026). *Direct taxes ready reckoner as per Income Tax Act, 2025 (1st ed.).* Commercial Law Publishers.
3. Taxmann's Editorial Board. (2026). Master guide to Income Tax Act, 2025 (37th ed.). Taxmann Publications.

Reference Books:

1. Dr. Girish Ahuja & Dr. Ravi Gupta (2025) *Direct Taxes Law & Practice (DTL) As Amended by Finance Act, 2025. 17th edition*. Commercial Law Publishers (India) Pvt
2. Taxmann's Editorial Board. (2026). Income Tax Act, 2025 (73rd ed.). Taxmann Publications. (As amended by Finance Act, 2026)

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year I Semester **Minor**

25MCMBABC02 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 provide students with a comprehensive understanding of the Indian Financial System, its constituents, and the various fund-based and fee-based financial services available in the economy.

Course Objectives:

1. To understand the structure and regulation of the Indian Financial System.
2. To analyze the functioning of Banking and Non-Banking institutions (NBFCs, Mutual Funds, Insurance).
3. To understand the mechanics of Money and Capital Markets.
4. To evaluate various Fund-based financial services (Leasing, Factoring, VC).
5. To gain working knowledge of Fee-based services (Merchant Banking, Credit Rating).

UNIT I FINANCIAL SYSTEM **9 hours**

Structure and Components of the Indian Financial System; Financial System and Economic Development; Regulatory Institutions: Role and functions of RBI, SEBI, IRDAI; Development Financial Institutions (DFIs): Functions of NABARD, SIDBI, EXIM Bank, and NHB; Evolution of IDBI and ICICI from DFIs to Universal Banks.

UNIT II BANKING AND NON-BANKING INSTITUTIONS **9 hours**

Banking System: Structure of Indian Banking (Public, Private, and Co-operative Banks), Banking Innovations (Core Banking, Digital Banking); Non-Banking Financial Companies (NBFCs): Structure and Regulation; Mutual Funds: Growth, Types of Funds, AMFI and SEBI Guidelines; Insurance: Overview of Life and General Insurance, Role of LIC and GIC, Entry of Private Players.

UNIT III FINANCIAL AND SECURITIES MARKETS **9 hours**

Money Market: Structure, Functions, and Instruments (Call Money, Treasury Bills, Commercial Paper, Certificate of Deposit); Capital Market: Primary Market (IPO Process, Book Building), Secondary Market (Stock Exchanges – NSE & BSE), Trading and Settlement Mechanism; Regulation: SEBI's role in investor protection and market regulation.

UNIT IV FUND-BASED SERVICES **9 hours**

Asset Financing: Leasing and Hire Purchase (Concepts, Difference, and Evaluation); Receivables Financing: Factoring (Types and Process) and Forfaiting; Venture Capital: Stages of Venture Capital Financing, Private Equity ecosystem in India; Housing Finance: Role of Housing Finance Companies (HFCs).

UNIT V FEE-BASED SERVICES **9 hours**

Merchant Banking: Functions, Issue Management (IPO/FPO), Underwriting Services; Credit Rating: Purpose, Rating Process, and Symbols (CRISIL, CARE, ICRA); Portfolio Management Services (PMS): Concept and Regulation; Depository Services: Role of NSDL and CDSL, Process of Dematerialization.

Course Outcomes:

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

CO1: Outline the structure of the Indian Financial System and the roles of key regulatory bodies like RBI, SEBI, and IRDAI.

CO2: Compare the functions and operational mechanisms of Banking institutions, NBFCs, Mutual Funds, and Insurance companies.

CO3: Examine the instruments of Money and Capital Markets and explain the trading and settlement mechanisms of Stock Exchanges.

CO4: Evaluate various Fund-based financial services such as Leasing, Factoring, and Venture Capital for corporate financing decisions.

CO5: Assess the utility of Fee-based services including Merchant Banking, Credit Rating, and Portfolio Management in the financial ecosystem.

Text Books:

1. Bhole, L. M., & Mahakud, J. (2017). Financial institutions and markets: Structure, growth and innovations (6th ed.). McGraw Hill Education.

2. Goel, S. (2023). Financial markets, financial institutions and financial services (2nd ed.). PHI Learning.

Reference Books:

1. Ramachandra, K. S., Chandrashekara, B., & Mariyappa, B. (2011). Indian financial system (2nd ed.). Himalaya Publishing House.

2. Khan, M. Y. (2013). Indian Financial System, Tata McGraw-Hill Education.

3 Appannaiah, H. R., Reddy, P. N., & Sharma, R. K. (2017). Financial markets and services (2nd ed.). Himalaya Publishing House.

4 Madura, J. (2012). Financial institutions and markets (1st Indian ed.). Cengage Learning.

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

MBA II Year I Semester **Minor**

25MCMBABC03 ENTREPRENEURIAL FINANCE

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:
This course addresses the unique financial challenges faced by high-growth startups and venture capital firms. It guides students through the complete venture lifecycle—from identifying funding needs and valuing pre-revenue companies to negotiating term sheets and planning exit strategies. The curriculum emphasizes practical skills in cap-table management, deal structuring, and navigating the complex ecosystem of angel investors and venture capitalists.

Course Objectives:

1. To examine the entrepreneurial financial landscape and distinguish the funding needs of startups from mature corporations.
2. To evaluate various sources of capital, including bootstrapping, angel investment, venture capital, and government schemes.
3. To apply qualitative and quantitative valuation methods to estimate the value of early-stage and pre-revenue ventures.
4. To analyze complex deal structures, term sheets, and the implications of dilution and control provisions for founders.
5. To formulate strategic exit plans and understand the mechanics of IPOs, acquisitions, and liquidation events.

UNIT I THE ENTREPRENEURIAL FINANCIAL LANDSCAPE 9 hours

Introduction: Distinction between Entrepreneurial Finance and Corporate Finance, The Investment Life Cycle; **Financial Planning:** Estimating Financial Needs, Understanding Cash Burn Rate and Runway; **Business Models:** Assessing Unit Economics (CAC vs LTV), Revenue Models, and Financial Feasibility Analysis; **The Ecosystem:** Role of Angels, VCs, Accelerators, and Government Grants (Startup India).

UNIT II SOURCES OF CAPITAL & FUNDING STRATEGY 9 hours

Early Stage: Bootstrapping techniques, Friends & Family, Crowdfunding (Equity vs. Reward-based); **Venture Capital:** Structure of a VC Fund, General Partners (GP) vs. Limited Partners (LP), Investment Thesis; **Debt Financing:** Venture Debt, Convertible Notes, SAFE (Simple Agreement for Future Equity) Notes; **Alternative Sources:** Government Schemes (Mudra, SIDBI), Corporate Venture Capital (CVC).

UNIT III NEW VENTURE VALUATION 9 hours

Conceptual Framework: The "Art and Science" of valuing pre-revenue companies, Pre-money vs. Post-money Valuation; **Qualitative Methods:** The Berkus Method, Scorecard Valuation Method, Risk Factor Summation Method; **Quantitative Methods:** Venture Capital Method (VC Method), First Chicago Method, Discounted Cash Flow (DCF) with high discount rates; **Dilution:** Understanding Equity Dilution and its impact on Founders.

UNIT IV DEAL STRUCTURING & TERM SHEETS 9 hours

The Term Sheet: Purpose, Binding vs. Non-binding clauses, "No-Shop" agreements; **Economic Terms:** Liquidation Preferences (1x, 2x, Participating vs. Non-participating), Anti-Dilution Provisions (Full Ratchet vs. Weighted Average), Option Pool shuffling; **Control Terms:** Board Composition, Veto Rights, Drag-along and Tag-along rights, Right of First Refusal (ROFR).

UNIT V EXITS, HARVESTING & DISTRESS 9 hours

Harvesting Strategy: Planning for Exit, Alignment of Founder and Investor goals; **Exit Routes:** Initial Public Offering (IPO) process and costs, Strategic Acquisition (M&A), Management Buyouts (MBO); **Distress:** Managing Financial Distress, Pivot vs. Shut-down decisions, Bankruptcy basics for startups

Course Outcomes:

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

CO1: Estimate the financial requirements of a new venture by analyzing cash burn rates, runways, and unit economics.

CO2: Compare and select appropriate funding sources (Equity, Debt, or Grants) based on the venture's stage and strategic goals.

CO3: Construct valuation models for pre-revenue startups using methods like the Venture Capital Method, Scorecard Method, and Risk Factor Summation.

CO4: Deconstruct a Venture Capital Term Sheet to negotiate favorable economic and control terms (Liquidation Preference, Anti-Dilution).

CO5: Design a comprehensive "Harvest Strategy" for investors and founders, evaluating the trade-offs between IPOs and M&A exits.

Text Books:

1. Leach, J. C., & Melicher, R. W. (2020). Entrepreneurial finance (7th ed.). Cengage Learning.
2. Feld, B., & Mendelson, J. (2019). Venture deals: Be smarter than your lawyer and venture capitalist (4th ed.). Wiley.

Reference Books:

1. Damodaran, A. (2009). The dark side of valuation: Valuing young, distressed, and complex businesses (2nd ed.). FT Press.
2. Metrick, A., & Yasuda, A. (2021). Venture capital and the finance of innovation (3rd ed.). Wiley.
3 Smith, J. K., Smith, R. L., & Bliss, R. T. (2011). Entrepreneurial finance: Strategy, valuation, and deal structure. Stanford University Press.

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

MBA II Year II Semester **Major**

25MCMBAFC25 BUSINESS VALUATION AND CORPORATE RESTRUCTURING

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides comprehensive knowledge on valuation of business entities and restructuring strategies adopted by firms to enhance shareholder value. It emphasizes valuation techniques, mergers and acquisitions, financial restructuring, and corporate revival strategies.

Course Objectives:

1. To understand the concepts, need, and process of business valuation.
2. To familiarize students with valuation methods for firms, equity, and assets.
3. To analyze mergers, acquisitions, and corporate restructuring strategies.
4. To examine financial restructuring, distress valuation, and turnaround strategies.
5. To evaluate regulatory, accounting, and strategic issues in corporate restructuring.

UNIT I INTRODUCTION TO BUSINESS VALUATION 9 hours

Meaning and significance of business valuation, value creation and valuation objectives, valuation standards and professional practices, types of value, factors influencing business value, valuation process, valuation challenges, role of valuation in strategic decisions.

UNIT II VALUATION APPROACHES AND METHODS 9 hours

Asset-based valuation methods, income-based valuation methods, discounted cash flow (DCF) valuation, dividend discount models, relative valuation techniques using multiples, valuation of start-ups and private companies, valuation adjustments and assumptions.

UNIT III MERGERS AND ACQUISITIONS 9 hours

Concept and types of mergers and acquisitions, motives for M&A, valuation in mergers and acquisitions, share exchange ratios, synergy valuation, methods of financing mergers, accounting treatment of mergers, takeover defences and SEBI takeover code.

UNIT IV CORPORATE RESTRUCTURING STRATEGIES 9 hours

Concept and scope of corporate restructuring, financial restructuring, capital restructuring, leverage restructuring, buybacks, spin-offs, divestitures, demergers, strategic alliances and joint ventures, role of restructuring in value enhancement.

UNIT V DISTRESS VALUATION AND CORPORATE REVIVAL 9 hours

Corporate distress and bankruptcy, valuation of distressed firms, turnaround strategies, business reorganization, insolvency resolution process, overview of Insolvency and Bankruptcy Code (IBC), role of resolution professionals, case studies on corporate revival.

Course Outcomes:

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

CO1: Understand the principles and importance of business valuation.
CO2: Apply appropriate valuation techniques for firms and equity.
CO3: Analyze valuation issues in mergers and acquisitions.
CO4: Evaluate corporate restructuring strategies for value creation.
CO5: Assess distress valuation and corporate turnaround decisions.

Text Books:

1. Chandra, P. (2011). Corporate valuation and value creation (2nd ed.). Tata McGraw Hill.

2. Damodaran, A. (2012). Investment valuation (3rd ed.). Wiley India.

3 Reed, S. F., Lajoux, A. R., & Nesvold, H. P. (2007). The art of M&A valuation (2nd ed.). McGraw Hill.

Reference Books:

1. Rosenbaum, J., & Pearl, J. (2013). Investment banking: Valuation, leveraged buyouts, and M&A (2nd ed.). Wiley.
2. Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2004). Takeovers, restructuring, and corporate governance (4th ed.). Pearson Education.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year II Semester **Major**

25MCMBAFC26 FINTECH AND DIGITAL ECONOMY

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides a strategic overview of the Indian FinTech landscape, focusing on the India Stack, UPI, and Neo-banking models. It demystifies Blockchain, Cryptocurrencies, and the Digital Rupee while exploring disruptions in WealthTech and InsurTech. Finally, it equips students with essential knowledge of the DPDP Act 2023 and cybersecurity frameworks shaping the future digital economy.

Course Objectives:

1. To introduce the "India Stack" architecture and the role of the JAM Trinity in driving financial inclusion.
2. To explain the architecture of the Unified Payments Interface (UPI) and the business models of Neo-Banks and Buy Now Pay Later (BNPL).
3. To demystify the concepts of Distributed Ledger Technology (DLT), Smart Contracts, and the strategic importance of the Digital Rupee (e₹).
4. To analyze disruptive models in Alternative Finance, including Peer-to-Peer (P2P) Lending, Robo-Advisory, and AI-driven InsurTech.
5. To discuss the regulatory landscape, focusing on Data Privacy (DPDP Act 2023), AML compliance, and the future impact of AI on Open Banking.

UNIT I INTRODUCTION & THE INDIA STACK 9 hours

Definition of FinTech; The **"India Stack" architecture** (Aadhaar, eKYC, UPI, Digilocker); Key drivers of FinTech growth in India; **FinTech Ecosystem:** TechFins (Google/Amazon) vs. FinTechs; Concept of Financial Inclusion (JAM Trinity).

UNIT II DIGITAL PAYMENTS & NEO-BANKING 9 hours

Overview of Indian Payment Systems (NEFT, RTGS, IMPS); **Unified Payments Interface (UPI):** Architecture, Role of NPCI, BHIM, and Merchant Discount Rate (MDR); **New Age Banking:** Neo-Banks vs. Challenger Banks; Digital Wallets and **Buy Now Pay Later (BNPL)** models.

UNIT III BLOCKCHAIN & CRYPTO ASSETS 9 hours

Blockchain Fundamentals: Distributed Ledger Technology (DLT) vs. Centralized ledgers; **Cryptocurrencies:** Bitcoin mechanics (Wallets, Mining basics), Ethereum and Smart Contracts; **Central Bank Digital Currency (CBDC):** The Digital Rupee (e₹) and its impact on banking.

UNIT IV ALTERNATIVE FINANCE (LENDING & WEALTH) 9 hours

Digital Lending: Peer-to-Peer (P2P) Lending models and Algorithm-based Credit Scoring; **WealthTech:** Robo-Advisory and Discount Broking models (e.g., Zerodha); **InsurTech:** Overview of disruption in the Insurance value chain and AI in Claims processing.

UNIT V REGULATION & FUTURE TRENDS RBI'S 9 hours

Regulatory Sandbox framework; **Data Privacy:** Key provisions of the DPDP Act 2023; **Risks:** Cyber Security challenges (Phishing, Identity theft) and AML compliance; **Future:** The impact of AI/ML on Fraud Detection and Open Banking.

Course Outcomes:

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

CO1: Analyze the components of the FinTech ecosystem and the impact of the India Stack on financial inclusion.

CO2: Evaluate the operational mechanisms of Indian Payment Systems (UPI) and the viability of Neo-Banking models.

CO3: Explain the fundamentals of Blockchain technology and distinguish between private Cryptocurrencies and CBDCs.

CO4: Examine the transformation of traditional financial services through Digital Lending, WealthTech, and InsurTech innovations.

CO5: Assess the compliance requirements under the DPDP Act 2023 and identify cybersecurity risks in digital finance.

Text Books:

1. Dheenadhayalan, V., & Vijai, C. (2024). FinTech: Revolutionizing the financial sector (1st ed.). Vijay Nicole Imprints.

2. Phadke, S. (2020). FinTech future: The digital DNA of finance (1st ed.). SAGE Publications India.

3 Chishti, S., & Barberis, J. (2016). The FINTECH book: The financial technology handbook for investors, entrepreneurs and visionaries (1st ed.). John Wiley & Sons.

Reference Books:

1. Madir, J. (Ed.). (2024). FinTech: Law and regulation (3rd ed.). Edward Elgar Publishing.

2. King, B. (2018). Bank 4.0: Banking everywhere, never at a bank. John Wiley & Sons.

3. Tapscott, D., & Tapscott, A. (2016). Blockchain revolution: How the technology behind bitcoin is changing money, business, and the world. Penguin.

4 Arslanian, H., & Fischer, F. (2019). The future of finance: The impact of FinTech, AI, and crypto on financial services. Palgrave Macmillan.

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

MBA II Year II Semester **Minor**

25MCMBABC19 STRATEGIC INVESTMENT AND FINANCING DECISION

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides an in-depth understanding of strategic financial management, focusing on value maximization, financial planning, investment, financing and dividend decisions, mergers and acquisitions, corporate valuation, and restructuring. It emphasizes shareholder value creation, risk analysis, and financial modeling using Excel for strategic decision-making.

Course Objectives:

1. **Understand** financial policy, strategic planning, and apply Excel-based financial modeling to strategic decision-making.
2. **Evaluate** firm performance using shareholder value creation measures such as EVA, MVA, and Market-to-Book Value.
3. **Analyze** investment decisions under risk and uncertainty using advanced capital budgeting and simulation techniques.
4. **Explain** the financial, earnings, and control implications of mergers and takeovers, including strategies and defenses.
5. **Apply** corporate valuation techniques and restructuring strategies to enhance firm value.

UNIT I INTRODUCTION TO FINANCIAL PLANNING & MODELING **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.

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.

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.

Course Outcomes:

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

CO1: Understand and explain strategic financial management concepts, financial policy, and strategic planning, and apply Excel-based financial modelling for managerial decision-making.

CO2: Analyze and evaluate shareholder value creation using EVA, MVA, and Market-to-Book Value, and assess their managerial implications.

CO3: Apply and assess advanced investment appraisal techniques under risk and uncertainty, including capital rationing, decision trees, and simulation models.

CO4: Examine and evaluate the financial and control implications of mergers and takeovers, including EPS impact, exchange ratios, and takeover defences.

CO5: Estimate and evaluate corporate value using cash flow–based valuation models and analyze restructuring strategies to enhance firm value

Text Books:

1. Pandey, I. M. (2025). Financial Management (13th ed.). Pearson Education.
2. Chandra, P. (2022). Financial Management: Theory and Practice (11th ed.). McGraw-Hill Education.
3. Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2022). Corporate Finance (13th ed.). McGraw-Hill Education

Reference Books:

1. Brigham, E. F., & Ehrhardt, M. C. (2021). Financial Management: Theory & Practice (16th ed.). Cengage Learning.
2. Van Horne, J. C., & Wachowicz, J. M. (2008). Fundamentals of Financial Management (13th ed.). Pearson Education.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year II Semester **Minor**

25MCMBABC20 SUSTAINABLE FINANCE

L	T	P	C
3	0	0	3

Pre-requisite: None

Course Description:

This course provides a comprehensive framework for understanding how sustainability issues impact financial decision-making. It covers the evolution of sustainable finance, global and Indian regulatory landscapes (SEBI/RBI), and financial instruments like Green Bonds. Students will learn to assess climate risks, measure ESG metrics, and evaluate impact investment strategies for long-term value creation.

Course Objectives:

1. To understand the fundamental concepts, economic principles, and global frameworks driving the shift toward sustainable finance.
2. To analyze the regulatory and reporting ecosystems, focusing on SEBI's BRSR framework and global risk disclosure standards.
3. To evaluate the mechanics and pricing of sustainable financial instruments, including Green Bonds and Carbon Markets.
4. To assess physical and transition climate risks using quantitative metrics and integrate them into financial valuation.
5. To formulate sustainable investment strategies and impact assessment models for institutional and corporate decision-making.

UNIT I FOUNDATIONS OF SUSTAINABLE FINANCE **9 hours**

Introduction: Definition, Evolution, Difference between Traditional Finance, Climate Finance and Sustainable Finance; **Macro Context:** Planetary Boundaries, Climate Science for Finance, Tragedy of the Horizon; **Global Frameworks:** UN Sustainable Development Goals (SDGs), Paris Agreement, Nationally Determined Contributions (NDCs); **Economic Principles:** Externalities, Internalizing Environmental Costs, Stranded Assets.

UNIT II REGULATORY LANDSCAPE & REPORTING **9 hours**

Indian Regulations: SEBI Business Responsibility and Sustainability Reporting (BRSR) Core Framework, RBI Framework for Green Deposits; **Risk Disclosures:** Task Force on Climate-related Financial Disclosures (TCFD) pillars (Governance, Strategy, Risk Management, Metrics); **Governance:** Greenwashing Risks, Role of Corporate Boards in Sustainability Governance.

UNIT III SUSTAINABLE FINANCIAL INSTRUMENTS **9 hours**

Debt Instruments: Green Bonds, Social Bonds, Concept of Greenium; **Carbon Markets:** Carbon Credits, Voluntary Carbon Markets (VCM), Cap-and-Trade Mechanisms; **Banking Instruments:** Green Loans, RBI Priority Sector Lending (PSL) for Renewable Energy; **Credit Risk:** Environmental Due Diligence in Credit Assessment.

UNIT IV CLIMATE RISK & METRICS **9 hours**

Risk Classification: Physical Risks (Acute, Chronic), Transition Risks (Policy, Market, Technology); **Emissions Measurement:** Scope 1, Scope 2, Scope 3 Emissions; Key Metrics: Weighted Average Carbon Intensity (WACI), Carbon Footprinting; **Valuation:** Impact of ESG Scores on Cost of Equity and Cost of Debt.

UNIT V SUSTAINABLE STRATEGY & IMPACT **9 hours**

Impact Investing: Definition, Core Principles, Social Return on Investment (SROI); **Strategic Models:** Circular Economy Financing (Product-as-a-Service), Supply Chain Sustainability; **Institutional Investors:** Role of Pension Funds and Sovereign Wealth Funds in Net Zero; **Future Trends:** FinTech and Data Analytics in ESG.

Course Outcomes:

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

CO1: Explain the macro-economic context of sustainability and distinguish between Traditional, Climate, and Sustainable Finance.

CO2: Interpret Indian (BRSR) and global regulatory standards to identify compliance requirements and governance risks.

CO3: Analyze the structure, features, and pricing mechanisms of Green Bonds, Green Loans, and Carbon Credits.

CO4: Apply climate risk assessment tools to calculate key metrics like Scope 3 emissions and Weighted Average Carbon Intensity (WACI).

CO5: Develop strategic impact investment proposals that align financial returns with measurable environmental and social goals.

Text Books:

1. Schoenmaker, D., & Schramade, W. (2019). Principles of sustainable finance. Oxford University Press.
2. Dadhich, G., & Atrey, R. R. (2023). Demystifying ESG: A practical guide. Taxmann Publications.

Reference Books:

1. Hill, J. (2020). Environmental, social, and governance (ESG) investing: A balanced analysis of the theory and practice of a sustainable portfolio. Academic Press.
2. Sachs, J. D. (2015). The age of sustainable development. Columbia University Press.

3 Thompson, S. (2021). Green and sustainable finance: Principles and practice. Kogan Page.

4 Weber, O., & Feltmate, B. (2016). Sustainable banking: Managing the social and environmental impact of financial institutions. University of Toronto Press.

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

SPECIALIZATION COURSES

HUMAN RESOURCE MANAGEMENT

MBA II Year I Semester **Major**

25MCMBAFC05 ANALYTICS FOR HUMAN RESOURCE PROFESSIONALS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

Identifying key HR variables for data analysis; utilizing MS Excel and SPSS to generate insightful reports and dashboards; applying descriptive statistics to inform strategic HR decisions; and mastering multivariate data analysis techniques—such as multiple regression, logistic regression, factor analysis, and cluster analysis—to optimize HR outcomes in retention, compensation, and training.

Course Objectives:

1. To identify key HR variables for data analysis.
2. To generate reports and dashboards using MS-Excel and SPSS.
3. To apply descriptive statistics for HR decisions.
4. To master multivariate techniques like multiple regression, logistic regression, factor analysis, and cluster analysis.
5. To leverage analytics for HR decisions in retention, compensation, and training.

UNIT I FOUNDATIONS OF HR DATA IDENTIFICATION AND PREPARATION 9 hours

Identifying key HR variables for data analysis, categorizing variables (demographic, performance, engagement), data sourcing strategies, cleaning and preprocessing techniques, ensuring data privacy and ethics.

Experiment: Perform descriptive statistics on IBM HR dataset in Excel/SPSS

UNIT II TOOLS FOR HR DATA MANIPULATION AND VISUALIZATION 9 hours

Proficiency in MS Excel for HR analytics, pivot tables and advanced formulas, conditional formatting and slicers; SPSS basics including data import, variable recoding, syntax scripting; Generating static and interactive reports, dashboards with key HR metrics.

Experiment: Perform pivot tables on IBM HR dataset in Excel

UNIT III DESCRIPTIVE STATISTICS FOR HR INSIGHTS 9 hours

Core descriptive statistics (mean, median, mode, variance, standard deviation), frequency distributions and histograms, skewness and kurtosis measures; Applying to HR decisions on workforce demographics, turnover trends, productivity benchmarks, satisfaction surveys.

Experiment: Using the below site draft a report on any topic
https://www.data.gov.in/catalog/national-career-service-ncs

UNIT IV INTRODUCTION TO MULTIVARIATE REGRESSION TECHNIQUES 9 hours

Learning multiple regression analysis for continuous outcomes, model building and diagnostics, multicollinearity checks; Logistic regression for binary HR decisions (e.g., promotion yes/no), odds ratios interpretation; Applications in compensation modelling, performance prediction.

Experiment: Make a presentation from any topic in the below

https://darwinbox.com/

UNIT V ADVANCED MULTIVARIATE METHODS AND HR APPLICATIONS 9 hours

Factor analysis for dimensionality reduction (e.g., employee satisfaction factors), reliability testing; Cluster analysis for segmentation (e.g., employee groups by retention risk), validation metrics; Integrating techniques for strategic HR decisions like talent retention, training program ROI, succession planning.

Experiment: Choose any dataset from the below and apply multiple linear regression
https://www.pewresearch.org/

Course Outcomes:

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

CO1: Identify key HR variables for robust data analysis and evidence-based HR decisions.
CO2: Use MS Excel and SPSS to produce reports and interactive dashboards for HR analytics.
CO3: Apply descriptive statistics to inform strategic decisions on performance and engagement.
CO4: Implement multiple regression and logistic regression to predict and improve employee retention.
CO5: Employ factor analysis and cluster analysis to refine compensation and training programs.

Text Books:

1. Edwards, M. R., & Edwards, K. (2024). *Predictive HR analytics: Mastering the HR metric* (3rd ed.). Kogan Page.
2. McNulty, K. (2021). *Handbook of regression modeling in people analytics: With examples in R and Python* (1st ed.). CRC Press.
3. Starbuck, C. (2023). *The fundamentals of people analytics: With applications in R* (1st ed.). Springer.

Reference Books:

1. McNulty, K. (2026). *Handbook of regression modelling in people analytics: With examples in R, Python and Julia* (2nd ed.). Routledge.
2. Fitz-enz, J., & Mattox, J. R., II. (2014). *Predictive analytics for human resources*. Wiley.

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

MBA II Year I Semester **Major**

25MCMBAFC06 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 Unorganized 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 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:

Upon Successful completion of the course, students will be able 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 analyze the various chapters in the industrial relations code, 2020

Text Books:

1. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial relations, trade unions and labour legislation* (3rd ed.). Pearson Education India.
2. Srivastava, S. C. (2026). *Industrial relations and labour laws* (9th ed.). Vikas Publishing House.
3. Venkataratnam, C. S., & Dhal, M. (2017). *Industrial relations: Text and cases* (2nd ed.). Oxford University Press.

Reference Books:

1. Ministry of Labour and Employment. (2020). *The code on wages, 2019* (Act No. 29 of 2019). Government of India. https://labour.gov.in/code-wages
2. Ministry of Labour and Employment. (2020). *The industrial relations code, 2020* (Act No. 35 of 2020). Government of India. https://labour.gov.in/industrial-relations-code

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

MBA II Year I Semester **Major**

25MCMBAFC07 LEADERSHIP AND TEAM MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course examines leadership as a dynamic process, including self-development skills, power and influence, ethics, traits, behaviours, motivation, performance, groups, teams, and developing others. It covers situational contingencies, change, the dark side of leadership, team effectiveness, virtual/multicultural teams, and coaching.

Course Objectives:

1. Define leadership processes, traits, behaviors, ethics, and situational contingencies.
2. Develop personal leadership skills via self-assessment, power, influence, and motivation.
3. Evaluate group dynamics, team effectiveness, and performance outcomes.
4. Apply contingency theories to leadership, change, and dark-side challenges.
5. Lead virtual/multicultural teams, coaching, and process interventions.

UNIT I DEVELOPING THE LEADER **9 hours**

Leadership as a Process, Leader Development, skills for developing oneself as a leader, Skills for developing others

UNIT II LEADER CHARACTERISTICS **9 hours**

Leadership Ethics and Traits, leadership Attributes, Leadership Behavior, Power and Influence

UNIT III FOLLOWER, GROUP, AND SITUATIONAL DYNAMICS **9 hours**

Motivation, satisfaction, and performance. Groups, teams and leadership, The Situation, Contingency theories of Leadership

UNIT IV ADVANCED LEADERSHIP PERSPECTIVES **9 hours**

Leadership and Change, The dark side of Leadership, Teams: conceptual foundations, Team effectiveness

UNIT V LEADING AND BUILDING TEAMS **9 hours**

Leading teams: Enhancing teamwork within the group: The leader's role in team-based organizations, Leader actions that foster teamwork, the leader-member exchange model and teamwork, understanding team processes and Team Coaching, Virtual teams, managing multicultural teams, Building great teams

Course Outcomes:

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

CO1: Articulate leadership processes, traits, behaviours, and contingencies.

CO2: Develop skills for ethical power, influence, and leader growth.

CO3: Analyse motivation, satisfaction, performance, and team dynamics.

CO4: Apply situational, contingency theories to change and diversity.

CO5: Evaluate dark-side risks, coaching, and high-performance teams.

Text Books:

1. Lussier, R. N., & Achua, C. F. (2023). *Leadership: Theory, application, & skill development* (7th ed.). Cengage Learning.
2. Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). SAGE Publications.
3. Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.

Reference Books:

1. Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). SAGE Publications.
2. Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.

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

MBA II Year I Semester **Major**

25MCMBAFC08 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:

Upon Successful completion of the course, students will be able 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. Aswathappa, K., & Dash, S. (2023). *Human resource management: Text and cases* (10th ed.). McGraw Hill.
2. Schuler, R. S., & Jackson, S. E. (2006). *Strategic human resource management* (2nd ed.). Wiley.
3. Werner, J. M. (2022). *Human resource development: Talent development* (8th ed.). Cengage Learning.

Reference Books:

1. Srinivasan, R. (2025). *Strategic management: The Indian context* (7th ed.). PHI Learning.
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 Education.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester Examinations

MBA II Year I Semester **Minor**

25MCMBABC04 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. Aguinis, H. (2024). *Performance management* (5th ed.). SAGE Publications.
2. Henderson, R. I. (2006). *Compensation management in a knowledge-based world* (10th ed.). Pearson.
3. Rao, T. V. (2024). *Appraising and developing managerial performance*. Niruta Publications.

Reference Books:

1. Thorpe, R., & Homan, G. (Eds.). (2000). *Strategic reward systems*. Financial Times/Prentice Hall.
2. Rao, T. V., & Chawla, N. (2024). *Performance management: Path to growth and excellence* (1st ed.). Routledge.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year I Semester **Minor**

25MCMBABC05 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. Bhattacharyya, D. K. (2025). *Organizational structure and design: Text and cases* (1st ed.). Routledge India.
2. Singh, K. (2010). *Organisation change and development* (2nd ed.). Excel Books India.

Reference Books:

1. Palmer, I., Dunford, R., & Buchanan, D. A. (2026). *Managing organizational change: A multiple perspectives approach* (5th ed.). McGraw Hill.
2. French, W. L., Bell, C. H., Jr., & Vohra, V. (2017). *Organization development: Behavioral science interventions for organization improvement* (6th ed.). Pearson Education.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester Examinations

MBA II Year I Semester **Minor**

25MCMBABC06 ANALYTICS IN HUMAN RESOURCE MANAGEMENT

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

Identifying key HR variables for data analysis; utilizing MS Excel and SPSS to generate insightful reports and dashboards; applying descriptive statistics to inform strategic HR decisions; and mastering multivariate data analysis techniques—such as multiple regression, logistic regression, factor analysis, and cluster analysis—to optimize HR outcomes in retention, compensation, and training.

Course Objectives:

1. To identify key HR variables for data analysis.
2. To generate reports and dashboards using MS-Excel and SPSS.
3. To apply descriptive statistics for HR decisions.
4. To master multivariate techniques like multiple regression, logistic regression, factor analysis, and cluster analysis.
5. To leverage analytics for HR decisions in retention, compensation, and training.

UNIT I FOUNDATIONS OF HR DATA IDENTIFICATION AND PREPARATION **9 hours**

Identifying key HR variables for data analysis, categorizing variables (demographic, performance, engagement), data sourcing strategies, cleaning and preprocessing techniques, ensuring data privacy and ethics.

Experiment: Perform descriptive statistics on IBM HR dataset in Excel/SPSS

UNIT II TOOLS FOR HR DATA MANIPULATION AND VISUALIZATION **9 hours**

Proficiency in MS Excel for HR analytics, pivot tables and advanced formulas, conditional formatting and slicers; SPSS basics including data import, variable recoding, syntax scripting; Generating static and interactive reports, dashboards with key HR metrics.

Experiment: Perform pivot tables on IBM HR dataset in Excel

UNIT III DESCRIPTIVE STATISTICS FOR HR INSIGHTS **9 hours**

Core descriptive statistics (mean, median, mode, variance, standard deviation), frequency distributions and histograms, skewness and kurtosis measures; Applying to HR decisions on workforce demographics, turnover trends, productivity benchmarks, satisfaction surveys.

Experiment: Using the below site draft a report on any topic

https://www.data.gov.in/catalog/national-career-service-ncs

UNIT IV INTRODUCTION TO MULTIVARIATE REGRESSION TECHNIQUES **9 hours**

Learning multiple regression analysis for continuous outcomes, model building and diagnostics, multicollinearity checks; Logistic regression for binary HR decisions (e.g., promotion yes/no), odds ratios interpretation; Applications in compensation modelling, performance prediction.

Experiment: Make a presentation from any topic in the below

https://darwinbox.com/

UNIT V ADVANCED MULTIVARIATE METHODS AND HR APPLICATIONS **9 hours**

Factor analysis for dimensionality reduction (e.g., employee satisfaction factors), reliability testing; Cluster analysis for segmentation (e.g., employee groups by retention risk), validation metrics; Integrating techniques for strategic HR decisions like talent retention, training program ROI, succession planning.

Experiment: Choose any dataset from the below and apply multiple linear regression

https://www.pewresearch.org/

Course Outcomes:

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

CO1: Identify key HR variables for robust data analysis and evidence-based HR decisions.
CO2: Use MS Excel and SPSS to produce reports and interactive dashboards for HR analytics.
CO3: Apply descriptive statistics to inform strategic decisions on performance and engagement.
CO4: Implement multiple regression and logistic regression to predict and improve employee retention.
CO5: Employ factor analysis and cluster analysis to refine compensation and training programs.

Text Books:

1. Edwards, M. R., & Edwards, K. (2024). *Predictive HR analytics: Mastering the HR metric* (3rd ed.). Kogan Page.
2. McNulty, K. (2026). *Handbook of regression modelling in people analytics: With examples in R, Python and Julia* (2nd ed.). Routledge.
3. Starbuck, C. (2023). *The fundamentals of people analytics: With applications in R* (1st ed.). Springer.

Reference Books:

1. Fitz-enz, J., & Mattox, J. R., II. (2014). *Predictive analytics for human resources*. Wiley.
2. McNulty, K. (2021). *Handbook of regression modelling in people analytics: With examples in R, Python and Julia*. Routledge.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester Examinations

MBA II Year II Semester **Major**

25MCMBAFC27 REMOTE WORKFORCE MANAGEMENT AND HYBRID WORK MODELS

L	T	P	C
3	0	0	3

Course Description: This course introduces the concepts, models, benefits, challenges, and practices of remote and hybrid workforce management. It covers digital technologies, cybersecurity, communication, collaboration, and infrastructure required for effective remote work. The course develops skills in designing hybrid work policies, managing performance, employee engagement, well-being, and organizational culture. It also explores emerging trends such as AI, automation, global talent, sustainability, and the future of hybrid work

Course Objectives

1. To Understand the concepts, types, benefits, challenges, and legal aspects of remote and hybrid work.
2. To Identify the key technologies and infrastructure required to support remote work.
3. To Apply appropriate principles to design effective hybrid work policies.
4. To Apply performance, engagement, well-being, and culture practices for remote teams.
5. To Evaluate emerging trends and strategic challenges in remote and hybrid workforce management.

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 the course student will be able to:

CO1: Explain the key concepts, types, benefits, and challenges of remote and hybrid work.

CO2: Identify suitable digital tools and technologies for managing remote teams.

CO3: Apply suitable practices to develop effective hybrid work policies.

CO4: Apply performance, engagement, and well-being strategies to manage remote employees effectively.

CO5: Evaluate future trends and strategic issues in remote and hybrid workforce management**.**

Textbooks

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
4. Payal Kumar, Anirudh Agrawal & Pawan Budhwar (Eds.), *Work from Home: Multi-level Perspectives on the New Normal*. Palgrave Macmillan.

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, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year II Semester **Major**

25MCMBAFC28 LABOUR ECONOMICS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:
This course examines labour market models, agents, and scope; labour supply (measurement, curve, non-market sector); demand (technology, productivity); equilibrium (wages, minimum wages, monopsony); human capital (schooling returns, training); discrimination (race, caste, gender); unions (wages, strikes); HR processes (hiring, turnover, efficiency wages); Indian market overview.

Course Objectives:
1. Understand labour market agents, supply, demand, and equilibrium.
2. Analyze human capital, schooling returns, training, and mobility.
3. Evaluate discrimination forms, measures, race, caste, gender.
4. Examine unions, strikes, wages, HR processes like screening, retention.
5. Apply economics to HR issues, absenteeism, turnover, Indian market.

UNIT I FUNDAMENTALS OF THE LABOUR MARKET **9 hours**

Model of Labour Market, agents in a labour market, Scope, Labour supply, Measuring Labour Force, Labour Supply Curve, Non-Market sector, Labour demand, Technology and Demand for Labour, Production Function, Productivity, Labour Market Equilibrium, Market structure and wage determination, Minimum Wages, Monopoly and Monopsony.

UNIT II HUMAN CAPITAL **9 hours**

Education and earning, Wage and Schooling, Return to Schooling, On the Job Training, Investment in Skills, Labour Mobility.

UNIT III LABOUR MARKET IMPERFECTIONS **9 hours**

Labour Market Discrimination, Forms of Discrimination, Measures of Discriminations, Race, Caste and Gender, Economics of Trade Union, Unions, Strikes, Union Wage Effects.

UNIT IV ECONOMICS OF HR PROCESSES **9 hours**

Hiring Standards, Screening, Signaling, Turnover, Retention Strategies, Bidding for employees, Job Design, Performance Evaluation & Reward, Employment Relationship, Tournaments, Efficiency Wages.

UNIT V APPLICATIONS AND INDIAN CONTEXT **9 hours**

Applying Economic Logic in HR, The logic of benefits and costs, Absenteeism, Employee Turnover, Health and wellness, Employee engagement, Staffing utility, Value of job performance, Training programmes, Overview of Indian Labour Market.

Course Outcomes:

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

CO1: Understand labour market models, supply, demand, equilibrium, and wage determination mechanisms.

CO2: Analyse human capital theory, returns to education/training, and labour mobility.

CO3: Identify and measure discrimination by race, caste, gender, and its impacts.

CO4: Evaluate trade unions' roles, strikes, and wage effects in labour markets.

CO5: Apply economic principles to HR processes and Indian labour market dynamics.

Text Books:

1. Borjas, G. J. (2020). *Labor economics* (8th ed.). McGraw-Hill.

2. Ehrenberg, R. G., & Smith, R. S. (2021). *Modern labor economics: Theory and public policy* (14th ed.). Routledge.

3. Papola, T. S. (2021). *Labour market in India: Crisis and change*. Academic Foundation.

Reference Books:

1. Borjas, G. J. (2023). *Labor economics* (9th ed.). McGraw Hill.

2. Ehrenberg, R. G., & Smith, R. S. (2024). *Modern labor economics: Theory and public policy* (15th ed.). Routledge.

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

MBA II Year II Semester **Minor**

25MCMBABC21 DIVERSITY, EQUITY AND INCLUSION

L	T	P	C
3	0	0	3

Course Description:

This course introduces the fundamental concepts of Diversity, Equity, Inclusion, and Belonging in personal, organizational, and societal contexts. It examines different dimensions of diversity, unconscious bias, stereotypes, equity, inclusive communication, and workplace inclusion. The course develops students' understanding of DEI strategies, policies, leadership practices, measurement, and implementation. It also explores global DEI perspectives, technology and algorithmic bias, ESG integration, and future trends in creating inclusive organizations.

Course Objectives

1. To Understand the basic concepts of Diversity, Equity, Inclusion, Belonging, bias, and intersectionality.
2. To Explain the major dimensions of diversity and the importance of cultural sensitivity.
3. To Apply inclusive communication and behaviour to promote equity and inclusion.
4. To Develop basic DEI strategies, policies, and initiatives for organizations.
5. To Evaluate emerging global DEI challenges and future approaches for sustainable inclusion.

UNIT I FOUNDATIONS OF DIVERSITY, EQUITY, AND INCLUSION 9 Hours

Definitions of Diversity, Equity, Inclusion, Belonging, Historical context and evolution of DEI, Identity, intersectionality, and privilege, Stereotypes, biases, and micro aggressions, Importance of DEI in personal, organizational, and societal contexts, The business, ethical, and social case for DEI, Unconscious bias and its impact on decision-making.

UNIT II DIMENSIONS OF DIVERSITY 9 Hours

Core and Secondary Dimensions of Diversity, Race and Ethnicity, Gender and Sexual Identity, Age and Generational Diversity, Disability and Neurodiversity, Religion, Belief Systems, and Spirituality, Socioeconomic Status and Class, Language, Accent, and Communication Styles, National Origin and Immigration Status, Intersectionality and overlapping identities, Cultural competence and sensitivity, Microaggressions and their effects

UNIT III EQUITY AND INCLUSIVE COMMUNICATION AND BEHAVIOUR 9 Hours

Equity vs. Equality: Definitions and distinctions, Structural and institutional discrimination, Privilege, power dynamics, and allyship, Policies and practices that perpetuate inequity (e.g., hiring, pay gaps, accessibility), Strategies for fostering inclusion in workplaces, education, and communities, Inclusive leadership and accountability, Employee Resource Groups (ERGs) and support systems, Conflict resolution and addressing resistance to DEI efforts

UNIT IV DEI IN ACTION – STRATEGIES AND IMPLEMENTATION 9 Hours

Designing DEI Training and Learning Programs, Developing DEI policies, training, and initiatives, Measuring progress: Metrics and accountability frameworks, Case studies of successful DEI programs, Sustaining long-term change and continuous learning, Technology, Data, and Innovation in DEI

UNIT V GLOBAL AND FUTURE PERSPECTIVES ON DEI 9 Hours

DEI across cultures and international contexts, Technology and algorithmic bias, Environmental justice and DEI, Emerging DEI trends (neurodiversity, aging workforce, etc.), Sustaining long-term change and accountability, Integrating DEI into ESG Frameworks, Future-Proofing DEI Initiatives

Course Outcomes (COs)

At the end of the course student will be able to:

CO1: Identify the key concepts and importance of Diversity, Equity, and Inclusion.

CO2: Explain different dimensions of diversity and their impact on individuals and organizations.

CO3: Apply inclusive communication and behaviour to address inequity and promote inclusion.

CO4: Design basic DEI initiatives and measures to support an inclusive workplace.

CO5: Evaluate global and emerging DEI issues and suggest approaches for sustainable inclusion.

Textbooks

1. Diversity, Equity and Inclusion for Business & Management – Sally Everett & Ian Hill, SAGE (2025)

2.Bell, M. P. (2021). Diversity in Organizations. Cengage.

3.Ross, H. J. (2014). Everyday Bias. Rowman & Littlefield

4.Banaji, M. R., & Greenwald, A. G. (2016). Blindspot: Hidden Biases of Good People. Delacorte Press.

5. Diversity, Equity, and Inclusion at Work – George B. Cunningham, Routledge (2024)

Reference Books

1.Sweeney, C., & Bothwick, F. (2016). Inclusive Leadership. Kogan Page.

2.Brown, J. (2017). Inclusion: Diversity, The New Workplace & The Will to Change. Purpose Driven Publishing.

3.Page, S. E. (2017). The Diversity Bonus. Princeton University Press.

4.Harvard Business Review DEI Series (e.g., “Why Diversity Programs Fail”)

5.Seramount (seramount.com) – Global DEI reports and insights

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

MBA II Year II Semester **Minor**

25MCMBABC22 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 analyse 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. Pattanayak, B. (2020). *Human resource management* (6th ed.). PHI Learning.

2. Mamoria, C. B., & Gankar, S. V. (2023). *Personnel management: Text and cases* (31st ed.). Himalaya Publishing House.

3. Fisher, C. D., Schoenfeldt, L. F., & Shaw, J. B. (2020). *Human resource management* (6th ed.). Wiley India.

Reference Books:

1. Jyothi, P., & Venkatesh, P. (2012). *Human resource management* (2nd ed.). Oxford University Press.

2. Rao, P. L. (2004). *Comprehensive human resource management*. Excel Books.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester

SPECIALIZATION COURSES

MARKETING MANAGEMENT

MBA II Year I Semester **Major**

25MCMBAFC09 CONSUMER BEHAVIOUR AND CRM

L	T	P	C
3	0	0	3

Pre-requisite:

Course Description:

This course introduces the fundamentals of consumer behaviour and the factors influencing buying decisions. It examines psychological, social, and cultural influences on consumers and explores decision-making models. The course also covers consumer research, CRM concepts, and emerging digital and ethical issues.

Course Objectives:

1. To introduce the fundamentals of consumer behaviour, changing consumption patterns, and motivation processes.
2. To explain the psychological determinants of consumer behaviour, including perception, learning, personality, and attitudes.
3. To examine the influence of consumer values, lifestyle, culture, and social groups on buying behaviour.
4. To analyze consumer decision-making processes and models of buyer behaviour in individual and organizational contexts.
5. To familiarize students with consumer research methods, CRM concepts, and emerging digital and ethical issues.

UNIT I FOUNDATIONS OF CONSUMER BEHAVIOUR 9 hours

Introduction to Consumer Behaviour – Nature, Scope and Importance – Changing Patterns of Consumer Behaviour – Market Segmentation in Consumer Behaviour – Dimensions of Consumerism – Motivation: Process and Types – Theories of Motivation – Consumer Involvement

UNIT II PSYCHOLOGICAL DETERMINANTS OF CONSUMER BEHAVIOUR 9 hours

Consumer Perception and Imagery – Perception Formation – Learning Theories – Consumer Learning Process – Personality Theories – Self-Concept and Consumption – Attitude Formation and Attitude Change

UNIT III VALUES, LIFESTYLE, AND SOCIAL INFLUENCES 9 hours

Consumer Values – Lifestyle Analysis – AIO Classification – VALS Typology – Application of Lifestyle in Marketing – Culture and Subculture – Reference Groups and Opinion Leadership

UNIT IV CONSUMER DECISION MAKING AND BEHAVIOUR MODELS 9 hours

Types of Consumer Buying Behaviour – Consumer Decision-Making Process – Black Box Model – Models of Buyer Behaviour – Models of Industrial Buying Behaviour – Diffusion of Innovation – Online vs Offline Consumer Behaviour

UNIT V CONSUMER RESEARCH, CRM, AND EMERGING TRENDS 9 hours

Dimensions of Consumer Behaviour Research – Role of Marketing Research in Consumer Behaviour – Introduction to Customer Relationship Management (CRM) – e-CRM and Social CRM – AI and Big Data in Consumer Behaviour – Consumer Profiling and Personalization – Data Privacy, Ethics, and Digital Trust

Course Outcomes:

CO1: Explain the fundamentals of consumer behaviour and changing consumption patterns.

CO2: Analyze psychological determinants such as motivation, perception, learning, personality, and attitudes.

CO3: Examine the influence of values, lifestyle, culture, family, and reference groups on consumer behaviour.

CO4: Apply consumer decision-making models to interpret individual and organizational buying behaviour.

CO5: Evaluate consumer research approaches, CRM practices, and ethical issues related to digital data and privacy.

Text Books:

1. Schiffman, L. G., Kanuk, L. L., & Kumar, S. R. (2015). Consumer behavior (11th ed.). Pearson Education.
2. Loudon, D. L., & Bitta, A. J. D. (2002). Consumer behavior: Concepts and applications (4th ed.). Tata McGraw-Hill.
3. Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2017). Customer relationship management: Emerging concepts, tools, and applications. McGraw-Hill Education.

Reference Books:

1. Kumar, S. R. (2019). Consumer behaviour: The Indian context (Concepts and cases) (2nd ed.). Pearson Education India.
2. Solomon, M. R. (2021). Consumer behaviour: Buying, having, and being (14th ed.). Pearson/PHI Learning.

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

MBA II Year I Semester **Major**

25MCMBAFC10 DIGITAL MARKETING STRATEGY

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) - Website Planning and Conceptualization: Developing website using CMS(Wordpress) and AI -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 – Search Engine marketing and 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 - SEO tools and Audit.

UNIT III 25MCMBAEC30 SOCIAL MEDIA MARKETING **9 hours**

Introduction to social media marketing: need and importance, formulating social media marketing strategy - Social media profile creation and optimization -Impact and benefits of social media in business - AI in social media marketing – types of online Advertisements - Online advertisement platforms: Face book ads, LinkedIn ads, Google ads, content network ads – Advertising payment models: PPV, PPC, PPA - Email marketing strategy- Ephemeral Content Strategy

UNIT IV SOCIAL MEDIA ANALYTICS **9 hours**

Facebook advertising: Facebook Ad Manager, Campaign Objectives, 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 marketing - Affiliate marketing - Google AdWords and

Google AdSense - WhatsApp Business - Integration of AI in Analytics.

UNIT V ONLINE REPUTATION AND CONTENT MANAGEMENT 9 hours

Online Reputation and Brand management: Role of ORM, Tools to monitor online brand reputation, online communication best practices, AI-Powered ORM, - Digital content strategy and governance: Types of Digital Content, process of content management, types of digital content management, Content Governance, Content Management System and Tools, Content Personalization via AI - Mobile Marketing and business applications - Ethics in digital marketing.

Course Outcomes:

Upon Successful completion of the course, students will be able 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.
3. Puneet Singh Bhatia (2023). Fundamentals of Digital Marketing (3rd Edition). Pearson Education.

Reference Books:

1. Philip Kotler, Hermawan Kartajaya & Iwan Setiawan (2021). Marketing 5.0: Technology for Humanity. Wiley.
2. Simon Kingsnorth (2022). Digital Marketing Strategy: An Integrated Approach to Online Marketing (3rd Edition). Kogan Page.

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

MBA II Year I Semester **Major**

25MCMBAFC11 RETAIL BUSINESS 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:

CO1: Analyze the fundamentals of retailing, the role of retailers in distribution channels, the Indian retail industry, retail environment, and different types of retail formats.

CO2: Analyze retail market strategies, target markets, retail formats, competitive positioning, location decisions, pricing strategies, and retail performance metrics.

CO3: Apply appropriate retail promotion and communication methods, including advertising, sales promotion, public relations, personal selling, promotional budgeting, retail databases, and customer service.

CO4: Evaluate retail store operations and merchandise management practices, including store layout, space management, merchandising, procurement, pricing, inventory management, visual merchandising, and store brands.

CO5: Evaluate emerging trends and technologies in retailing, including online retailing, e-tailing, technology-enabled retail operations, retailing of services, and future opportunities and challenges in the retail sector.

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, Continuous Assessment, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major**

25MCMBAFC12 SUSTAINABLE MARKETING STRATEGY AND CIRCULAR BUSINESS MODELS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:
Integration of the student's marketing knowledge accumulated from previous Marketing courses. Emphasis on developing and implementing marketing strategies to solve problems in a sustainable manner. Integration of marketing functions to form strategic decisions and to create marketing plans appropriate to sustainable business.

Course Objectives:
1. To be able to understand the importance of sustainable marketing strategy in organizations
2. Recognize global challenges for sustainable products and corporate action
3. Identify the role that sustainability marketing plays for global companies and sustainability branding campaigns
4. Understand the relationship between Sustainability and Circular Economy
5. To identify and design Circular Business models to make business sustainable

UNIT I INTRODUCTION TO SUSTAINABILITY MARKETING 9 hours

Introduction to Strategy and Sustainability- Sustainable marketing's role in a global framework-Sustainability Opportunities-Strategic Management of the Marketing Mix-Branding and Signalling Strategies-Creating value through sustainability-Holistic Approach to Sustainability-Collaborations and opportunities-Implementation of Sustainable Marketing

UNIT II SUSTAINABILITY MARKETING ENVIRONMENT 9 hours

Marketing Environment and Company Analysis- Segmentation, Targeting and positioning (STP)-Legal Positioning of Sustainability- United Nations Agneda- SDGs-National Green Tribunal-Energy conservation act- ISO26000-ISO14000-Role of sustainability Marketing in Global Framework-Segmentation, Targeting, and Positioning Strategies-Sustainable Product Development-Green Packaging-Consumer Education and Engagement

UNIT III SUSTAINABILITY MARKETING AND IMPLEMENTATION STRATEGIES 9 hours

Ecological Economics: 3 Principles of Circular Economy-Corporate Environment Responsibility-Drives and challenges-Climate Change-Carbon Trading-Green Financing-Green Financial Incentives by UNEP-Green Design Tools-Green Energy Management-Eco Labelling- Customer perception on Green Businesses

UNIT IV CIRCULAR ECONOMY CONCEPT AND FRAMEWORK 9 hours

Introduction to Circular Economy -concepts-Benefits-The 5 Rs of Circular Economy-Production and Operations in Circular Economy-Waste Management-Circular Economy Principles to redesign the Products- Creating awareness on CE-Alternative and sustainable energies in Business

UNIT V CIRCULAR BUSINESS MODELS AND SUSTAINABILITY 9 hours

Circular Business Models-Types of circular business models-Value creation – Circular supply model-Resource Recovery Model-Product Life-extension Model-Sharing Models-Product Service System model-Designing Circular Business Models-Resource Loops-Implementation of Models-Supply chain Model-Brand Building by top companies by adopting Circular Economy Models-Latest Trends in Circular Economy.

Course Outcomes:

CO1: Explain the strategic role of sustainable marketing and identify opportunities for creating holistic value in a global framework.

CO2: Analyze the sustainability marketing environment, including legal frameworks (SDGs, ISO), and formulate STP strategies for green products.

CO3: Evaluate implementation strategies such as Green Financing, Carbon Trading, and Eco-labelling to drive Corporate Environmental Responsibility.

CO4: Apply the framework of Circular Economy (5 Rs) to redesign products, manage waste, and integrate alternative energy in operations.

CO5: Design and construct Circular Business Models to achieve resource recovery and sustainable value creation.

Text Books:

1. Singh, A. K., & Mahanta, P. (2021). Green marketing and sustainable development. Mittal Publications.
2. Carvill, M., Butler, G., & Evans, G. (2021). Sustainable marketing: How to drive profits with purpose (1st ed.). Bloomsbury Business.
3. Sario, A. U. H. (2025). Circular economy business models: Design, implementation, and value creation. Repro Books.

Reference Books:

1. Weetman, C. (2020). A circular economy handbook: How to build a more resilient, competitive and sustainable business (2nd ed.). Kogan Page.
2. Mark Peterson (2021). Sustainable Marketing: A Holistic Approach. SAGE Publications.

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

MBA II Year I Semester **Minor**

25MCMBABC07 ADVERTISING AND BRAND MANAGEMENT

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course integrates Advertising and Brand Management with a focus on core principles and practical applications. It emphasizes strategic communication, creative advertising, media planning, brand positioning, and ethical practices while incorporating key emerging trends such as digital advertising, influencer marketing, AI, and sustainable branding.

Course Objectives:

1. To understand the fundamentals, role, and evolving nature of advertising in the modern business environment.
2. To develop creative and analytical skills for advertising copy creation and media decision-making.
3. To learn methods for measuring advertising effectiveness and managing sales promotion ethically.
4. To understand the concepts of brand identity and brand positioning in competitive markets
5. To analyze brand equity, brand extension strategies, and brand performance management

UNIT I ADVERTISING FUNDEMENTALS AND TRENDS **9 hours**

Concept, evolution, importance, objectives, and types of advertising - Advertising planning framework - Economic, social, and ethical aspects of advertising - Integrated Marketing Communication (IMC) - Digital transformation in advertising - Artificial intelligence and data-driven advertising - Rural advertising and rural consumer behavior - Influencer and content-driven advertising

UNIT II ADVERTISING COPY AND MEDIA DECISIONS **9 hours**

Elements and types of advertising copy - Creative appeals and execution styles - Advertisement layout and visualization - Methods of advertising copy testing - Media objectives and media planning - Factors influencing media selection - Traditional, digital, social, and mobile media - Reach, frequency, continuity, selectivity, and media cost efficiency

UNIT III ADVERTISING EFFECTIVENESS AND SALES PROMOTION **9 hours**

Measuring advertising effectiveness - Pre-testing and post-testing methods - Role and structure of advertising agencies - Sales promotion concepts, objectives, and types - Consumer, trade, and sales force promotion tools - Sales promotion strategies: cross promotion, surrogate selling, bait and switch - Ethical and legal aspects of advertising and promotion - ASCI guidelines

UNIT IV BRAND IDENTITIY AND POSITIONING **9 hours**

Concept and significance of branding - Types of brands - Brand identity elements and identity systems - Brand awareness and brand image - Brand failures and brand rejuvenation - Brand positioning and repositioning strategies - Segmentation, targeting, and positioning (STP) in branding - Points of parity and points of difference - Digital brand identities and AI-supported branding tools Unit Objective.

UNIT V BRAND EQUITY, EXTENSION, AND PERFORMANCE **9 hours**

Brand equity concept and importance - Types of brand equity with focus on customer-based brand equity - Keller's CBBE model - Measuring and managing brand equity - Brand extension: concept, types, merits and demerits - Rebranding strategies - Brand portfolio management - Measuring brand performance - Brand storytelling - Ethical issues in branding

Course Outcomes:

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

CO1: Explain core advertising concepts, planning processes, and contemporary trends including digital and AI-driven advertising.

CO2: Evaluate effective advertising copy and design appropriate media plans.

CO3: Measure advertising effectiveness and apply sales promotion strategies within ethical and legal frameworks.

CO4: Apply brand identity and positioning concepts to build and manage strong brands.

CO5: Analyze brand equity, brand extension decisions, and brand performance metrics

Text Books:

1. Belch, G. E., & Belch, M. A. (2020). Advertising and promotion: An integrated marketing communications perspective (12th ed.). McGraw Hill Education.
2. Keller, K. L. (2023). Strategic brand management: Building, measuring, and managing brand equity (6th ed.). Pearson Education.
3. Batra, R., Myers, J. G., & Aaker, D. A. (2008). Advertising management (5th ed.). Pearson Education / Prentice Hall of India.

Reference Books:

1. Kazmi, S. H. H., & Batra, S. (2013). *Advertising and sales promotion* (4th ed.). Excel Books.
2. Kapferer, J.-N. (2012). *The new strategic brand management: Advanced insights and strategic thinking* (5th ed.). Kogan Page.

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

MBA II Year I Semester **Minor**

25MCMBABC08 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, transition process and AI matrix, Customer value and Role of AI in Value Delivery Process, Transforming marketing 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 AN 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 the course students will be able to demonstrate

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. (2017). Artificial intelligence for marketing: Practical applications (1st ed.). John Wiley & Sons.
2. Gentsch, P. (2019). AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots (1st ed.). Palgrave Macmillan/Springer.
3. King, K. (2022). Using artificial intelligence in marketing: How to harness AI and maintain the competitive edge (2nd ed.). Kogan Page.

Reference Books:

1. Hosanagar, K. (2020). A human's guide to machine intelligence: How algorithms are shaping our lives and how we can stay in control (Reprint ed.). Viking.
2. Venkatesan, R., & Lecinski, J. (2021). The AI marketing canvas: A five-stage road map to implementing artificial intelligence in marketing (1st ed.). Stanford Business Books.

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

MBA II Year I Semester **Minor**

25MCMBABC09 SERVICES MARKETING

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course provides a comprehensive understanding of the unique challenges and opportunities in marketing services compared to physical goods. It focuses on the extended marketing mix (7Ps), the role of technology in service delivery, and the measurement of service quality. Students will learn to design service blueprints, manage customer expectations, and apply these strategies across diverse Indian sectors like healthcare, finance, and tourism.

Course Objectives:

1. To familiarize students with the fundamental characteristics of services, the tangibility spectrum, and the growth of the service economy in India.
2. To provide an understanding of buyer behavior in services, specifically focusing on the zone of tolerance and customer experience management (CXM).
3. To enable students to design and implement the extended services marketing mix, including service blueprinting and physical evidence.
4. To equip students with tools for measuring and improving service quality using the GAP and SERVQUAL models.
5. To apply marketing concepts to specialized service industries such as financial services, healthcare, and professional consultancy.

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 BEHAVIOR AND 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 SERVICES MARKETING MIX 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 CUSTOMER EXPECTATIONS AND 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 SERVICE SECTOR 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. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services marketing: Integrating customer focus across the firm (7th ed.). McGraw Hill Education.

2. Lovelock, C., Wirtz, J., & Chatterjee, J. (2011). Services marketing: People, technology, strategy (7th ed.). Pearson Education India.

3 Verma, H. V. (2011). Services marketing: Text and cases (2nd ed.). Pearson Education India.

Reference Books:

1. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. K. (2017). Service management: Operations, strategy, information technology (9th ed.). McGraw Hill Education.

2. Hoffman, K. D., & Bateson, J. E. (2017). Services marketing: Concepts, strategies & cases (5th ed.). Cengage Learning.

Mode of Evaluation: Assignments, Continuous Assessment, Mid Term Tests and End Semester Examinations.

MBA II Year II Semester **Major**

25MCMBAFC29 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 SALESFORCE 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 the course student will be able to

CO1: Explain the key concepts and functions of sales management and apply different selling approaches.

CO2: Analyse market potential and develop effective sales forecasts, budgets, and quotas theories and

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. Panda, T. K., & Sahadev, S. (2020). Sales and distribution management (3rd ed.). Oxford University Press.

2. Havaldar, K. K., & Cavale, V. M. (2020). Sales and distribution management: Text and cases (3rd ed.). McGraw Hill Education.

3 Gupta, S. L. (2018). Sales and distribution management: Text and cases: An Indian perspective (3rd ed.). Excel Books.

Reference Books:

1. Chunawalla, S. A. (2021). Distribution and sales management (Revised ed.). Himalaya Publishing House.

2. Jobber, D., & Lancaster, G. (2019). Selling and sales management (11th ed.). Pearson Education.

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

MBA II Year II Semester **Major**

25MCMBAFC30 MARKETING RESEARCH AND ANALYTICS

L	T	P	C
3	0	0	3

Pre-requisite: **None**

Course Description:

This course introduces students to marketing research and analytics from a managerial perspective. It covers the marketing research process, data collection, customer and market analysis, performance measurement, and decision-making using analytics. Emphasis is on interpreting data, generating insights, and applying findings to strategic marketing decisions, without requiring programming or advanced statistics.

Course Objectives:

1. Understand the role and scope of marketing research and analytics in decision-making.
2. Learn to design research studies and collect data effectively.
3. Analyze customer, market, and campaign data for managerial insights.
4. Evaluate marketing performance using metrics, dashboards, and reports.
5. Apply data-driven insights ethically to support strategic marketing decisions.

UNIT I INTRODUCTION TO MARKETING RESEARCH 9 hours

Nature, role and scope of marketing research - Marketing research process - Problem identification & research objectives - Qualitative research methods: focus groups, depth interviews, observation - Ethics in marketing research - Role of research agencies & consultants

UNIT II RESEARCH DESIGN, DATA COLLECTION & REPORTING 9 hours

Introduction to sampling – methods of sampling: probability & non-probability - Questionnaire design and measurement scales - Online surveys and field research - Data preparation: coding, editing, validation – Research Report preparation and presentation

UNIT III MARKETING ANALYTICS FOR CUSTOMER INSIGHTS 9 hours

Introduction to marketing analytics and types – Customer segmentation and profiling – Customer Life time value – RFM and Loyalty Analysis – Application of analytics in marketing decision making – Introduction to CRM analytics

UNIT IV MARKETING PERFORMANCE AND DIGITAL ANALYTICS 9 hours

Sales and revenue analysis - Market share and brand performance metrics - Campaign evaluation: ROI, ROMI, CPA - Digital and social media analytics: web traffic, engagement, conversion - Dashboard interpretation for managerial decisions

UNIT V MARKETING DECISIONS THROUGH ANALYTICS 9 hours

Forecasting concepts with simple examples – A/B Testing and experimentation – promotion and segmentation analytics – story telling and insights presentation

Course Outcomes:

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

CO1: Conduct and interpret marketing research for real-world problems.
CO2: Segment and profile customers using analytical insights.
CO3: Evaluate marketing campaigns and performance metrics.
CO4: Use analytics to support marketing strategy and decision-making.
CO5: Demonstrate ethical and responsible use of marketing data.

Text Books:

1. Naresh K. Malhotra & Satyabhushan Dash (2020). Marketing Research: An Applied Orientation (7th Edition). Pearson India.
2. Stephan Sorger (2013). Marketing Analytics: Strategic Models and Metrics. Admiral Press.
3 Joseph F. Hair Jr., David J. Ortinau, & Dana E. Harrison (2021). Essentials of Marketing Research (5th Edition). McGraw Hill.

Reference Books:

1. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. K. (2022). Service management: Operations, strategy, information technology (10th ed.). McGraw Hill.
2. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, & David J. Reibstein (2021). Marketing Metrics: The Managerial's Guide to Measuring Marketing Performance (4th Edition). Pearson.

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

MBA II Year II Semester **Minor**

25MCMBABC23 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 AND 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 OPTIMIZATIONS 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 the course students will be able to demonstrate

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. Tuten, T. L., & Solomon, M. R. (2020). Social media marketing (4th ed.). Sage Publications.

2. Barker, M., Barker, D. L., Bormann, N. F., Roberts, M. L., & Zahay, D. (2017). Social media marketing: A strategic approach (2nd ed.). Cengage Learning.

3. Bhatia, P. S. (2019). Fundamentals of digital marketing (2nd ed.). Pearson Education India.

Reference Books:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation and practice (7th ed.). Pearson Education.

2. Zahay, D. (2021). Digital marketing management: A handbook for the current (or future) strategist (2nd ed.). Business Expert Press.

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

MBA II Year II Semester **Minor**

25MCMBABC24 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:
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 SUPPLYCHAIN **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 SUPPLY CHAIN **9 hours**

Role and importance of forecasting in supply chains – Components of demand forecasting – Forecasting methods: qualitative and 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 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 AND SOURCING DECISIONS IN SUPPLY CHAIN **9 hours**

Role of transportation in supply chain performance – Modes of transportation and selection criteria – Designing and planning transportation 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:

Upon Successful completion of the course, students will be able 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. Chopra, S., Meindl, P., & Kalra, D. V. (2023). Supply chain management: Strategy, planning, and operation (7th ed.). Pearson Education India.

2. Christopher, M. (2023). Logistics & supply chain management: Creating value-adding networks (6th ed.). FT Publishing International.

3. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: Cases and concepts. Macmillan India.

Reference Books:

1. Shah, J. (2016). Supply chain management: Text and cases (2nd ed.). Pearson Education India.

2. Agrawal, D. K. (2003). Textbook of logistics and supply chain management. MacMillan India.

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

SPECIALIZATION COURSES

STRATEGIC MANAGEMENT

MBA II Year I Semester **Major**

25MCMBAFC13 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year I Semester **Major**

25MCMBAFC14 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year I Semester **Major**

25MCMBAFC15 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. 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. 2. R.M.Shivastava, "Management Policy & Strategic Management", Himalaya PublishingHouse, Mumbai.

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

MBA II Year I Semester **Major**

25MCMBAFC16 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year I Semester **Minor**

25MCMBABC10 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year I Semester **Minor**

25MCMBABC11 COMPETING THROUGH BUSINESS MODEL

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 analyse 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 Frankenberger, Michaela CSIK. (2014). The Business Model Navigator. FTPublishing Financial Times.

Reference Books:

1. David Watson. (2014). Business Model: Investing in Companies and Sectors with StrongCompetitive Advantages. Harrimon House

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

MBA II Year I Semester **Minor**

25MCMBABC12 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 analyse 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Major**

25MCMBAFC31 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: Analyse 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Major**

25MCMBAFC32 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Minor**

25MCMBABC25 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: Analyse 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Minor**

25MCMBABC26 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, Continuous Assessment, Mid Term Tests and End Semester Examination

SPECIALIZATION COURSES
ANALYTICS

MBA II Year I Semester **Major**

25MCMBAFC17 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 neighbours.

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 neighbour 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, Cloud-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: Perform image analytics with deep network embedding using orange data mining.

Experiment 4.1: Time Series Analysis and Forecasting using ARIMA model in orange data mining.

UNIT V DECISION 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:

Upon Successful completion of the course, students will be able 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. Russell, S. J., & Norvig, P. (2021). Artificial Intelligence: A Modern Approach (4th ed.). Pearson Education.
3. Chollet, F. (2021). Deep Learning with Python (2nd ed.). Manning Publications.

Reference Books:

1 Provost, F., & Fawcett, T. (2013). Data science for business: What you need to know about data mining and data-analytic thinking (1st ed.). O'Reilly Media.
2 Davenport, T. H. (2018). The AI advantage: How to put the artificial intelligence revolution to work (1st ed.). MIT Press.

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

MBA II Year I Semester **Major**

25MCMBAFC18 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 **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:

1.1 Create a Simple Bar Chart on Sales Forecasts using Power BI

1.2 Build an Interactive Dashboard for Region-wise Sales using Power BI

UNIT II VISUALIAZATION PLOTS **9 hours**

Color scales, Directory of visualizations, visualizing amounts, visualization distributions: Histograms & density plots, empirical cumulative distributions and q-q plots.

Experiments:

2.1 Inferring Accurate Trends for Flight Prices Using Power BI

2.2 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:

3.1 Comparative Visualization of Temperature Distributions Using Box, Violin, and Density Plots

3.2 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:

4.1 Predicting High Crime Trends Using Power BI with Proper Color Coding and Titles

4.2 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.

Experiments:

5.1 Predicting High Crime Trends Using Power BI with Proper Color Coding and Titles

5.2 Designing a Multi-Panel Crime Dashboard with Small Multiples and Redundant Coding in Power BI

Course Outcomes:

Upon Successful completion of the course, students will be able 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

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

MBA II Year I Semester **Major**

25MCMBAFC19 SQL FOR BUSINESS ANALYTICS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course equips business analysts with practical SQL skills to explore, analyze, and interpret data from relational databases in domains such as retail, banking, and human resources. It focuses on writing efficient queries, joins, subqueries, and window functions to compute business metrics, analyze trends, and support decision-making. The course emphasizes translating business questions into SQL-driven insights and integrating query outputs with analytical and visualization tools.

Course Objectives:

1. Introduce relational databases and basic SQL querying for business data exploration in retail, banking, or HR schemas.
2. Teach joins and aggregates to compute business metrics like campaign effectiveness and profitability.
3. Develop skills in subqueries, CASE logic, and views for analytical derivations like customer tiers or risk flags.
4. Enable period-over-period analysis using window functions for trends, rankings, and churn in timeseries data.
5. Integrate SQL with tools like Excel/Power BI for end-to-end business problem-solving and query optimization.

UNIT I SQL FOUNDATIONS FOR MANAGERS 9 hours

Business data and relational databases: tables, primary/foreign keys, basic schema of a retail/Banking/HR database, SQL environment: connecting to DB (MySQL / PostgreSQL / SQL Server), using GUI client, Basic SQL: SELECT, WHERE, ORDER BY, DISTINCT, basic filters, simple expressions.

Experiments:

1. Exploring a Retail Sales Database
2. Customer Segments Snapshot

UNIT II JOINS AND BUSINESS METRICS 9 hours

Content focus (concepts): INNER, LEFT, RIGHT, FULL joins between fact and dimension tables, Aggregate functions: COUNT, SUM, AVG, MIN, MAX., GROUP BY, HAVING, basic performance considerations.

Experiments:

1. Marketing Campaign Effectiveness
2. Branch-wise Profitability Dashboard Backend

UNIT III ADVANCED QUERYING FOR ANALYTICS 9 hours

Subqueries (in SELECT, FROM, WHERE), correlated subqueries, CASE expression for conditional logic and derived categories (e.g., Gold/Silver/Bronze customers), Views for reusable analytical logic.

Experiments:

1. Customer Lifetime Value (CLV) Approximation
2. Credit Risk / Delinquency Flags

UNIT IV WINDOW FUNCTIONS AND TIME-SERIES 9 hours

Window functions: ROW_NUMBER, RANK, DENSE_RANK, LAG, LEAD, moving averages, Partitioning by customer/region/product for period-over-period analysis, Business time-series use cases (MoM/YoY sales, churn, cohort performance).

Experiments:

1. Sales Trend and Growth Analysis
2. Employee Retention and Churn

UNIT V END-TO-END BUSINESS ANALYTICS PROJECT 9 hours

Query optimization basics for analysts (indexes conceptually, avoiding unnecessary subqueries), Integrating SQL outputs with Excel/Power BI/Tableau for dashboards, Translating business problem - data questions-SQL queries-insights.

Experiments:

1. Retail/OTT Case - Revenue and Churn Story
2. Capstone Mini-Project (Group)

Course Outcomes:

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

CO1: Students execute SELECT, WHERE, ORDER BY, and DISTINCT queries on sample databases like retail sales to generate customer segment snapshots

CO2: Students apply INNER/LEFT joins, GROUP BY, HAVING, and aggregates (COUNT, SUM) to build branchwise profitability dashboards.

CO3: Students create views with correlated subqueries and CASE expressions to approximate CLV or delinquency metrics

CO4: Students use ROW_NUMBER, LAG/LEAD, and partitioning to analyze sales growth or employee retention cohorts

CO5: Students optimize queries for a capstone project on revenue/churn, translating business questions into dashboard-ready insights.

Text Books:

1. SQL for Data Analytics (4th Edition, 2025) by Upom Malik, Matt Goldwasser, and Benjamin Johnston:
2. SQL Queries for Mere Mortals (4th Edition, 2018/updated reprints) by John L. Viescas:
3. SQL Cookbook (3rd Edition, 2020) by Anthony Molinaro

Reference Books:

1. SQL in 10 Minutes, Sams Teach Yourself (4th Edition, 2019/2025 reprints) by Ben Forta
2. SQL for Data Analysis: Advanced Techniques for Transforming Data into Insights (2025) by Cathy Tanimura

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

MBA II Year I Semester **Major**

25MCMBAFC20 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. Introduce fundamental concepts of Data Science and analytics to support managerial decision-making in business contexts.
2. Develop foundational proficiency in Python-based tools for handling, exploring, and analyzing business data.
3. Enable students to preprocess, clean, and transform real-world datasets to ensure data quality and reliability.
4. Familiarize students with core data science models, including regression, classification, and clustering, for business problem-solving.
5. Cultivate the ability to visualize, interpret, and communicate data-driven insights effectively through charts and dashboards.

UNIT I INTRODUCTION TO DATA SCIENCE AND PYTHON **9 hours**

Introduction to Data Science and its importance - Data Science vs Business Analytics, Data Science and Big data, The life cycle of Data Science, Descriptive, Diagnostic, Predictive, and Prescriptive Analytics. Introduction to Python: Data types, variables, and operators, Control structures: loops and conditional statements, Functions.

Experiments:

1. Program to demonstrate data types, variables, and basic operations.

2. Program using conditional statements and loops

UNIT II INTRODUCTION TO NUMPY AND PANDAS **9 hours**

Numpy: Ndarrays, Vectorized operations, Broadcasting, and Statistical methods (Mean, Median, Std Dev) Pandas: Series and DataFrames, Indexing, Slicing, and Filtering.

Experiments:

1. Matrix manipulation and statistical analysis using NumPy.

2. Reading data from excel and basic exploration (EDA) using Pandas.

UNIT III DATA PREPROCESSING & CLEANING **9 hours**

Data Cleaning and Preparation: Handling Missing Data, Removing Duplicates, Outliers detection and handling. Data Transformation: Merging/Joining datasets, GroupBy operations, Pivot Tables, Transforming Data Using a Function or Mapping, Replacing Values. String Manipulation: Vectorized String Functions in pandas.

Experiments:

1. End-to-end data cleaning on a dataset.

2. Combining multiple datasets and performing group-wise analysis.

UNIT IV DATA SCIENCE MODELS – REGRESSION, CLASSIFICATION AND VISUAL ANALYSIS 9 hours

Simple Linear Regression, Multiple Linear Regression, Scatter plots for relationships, interpretation of regression results for business decision-making. Logistic Regression, Model Evaluation for Classification: Confusion Matrix, Performance Metrics (Accuracy, Precision, Recall, F1-Score), ROC Curve and AUC

Experiments:

1. Perform regression analysis on a sales dataset.
2. Churn Prediction using logistic regression visualize the confusion matrix using seaborn heatmap

UNIT V CLUSTERING, SEGMENTATION, AND DATA STORYTELLING 9 hours

Clustering concepts and business applications, K-Means clustering, choosing number of clusters, Visualization of Clusters, Communicating insights using charts and dashboards

Experiments:

1. Customer segmentation using k-means clustering.
2. Create a simple dashboard that visually summarizes sales performance.

Course Outcomes:

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

CO1: Explain fundamental data science concepts and analytical approaches relevant to managerial and business decision-making.

CO2: Apply Python-based libraries such as NumPy and pandas to perform data handling, manipulation, and exploratory data analysis.

CO3: Prepare and clean datasets by handling missing values, outliers, and data inconsistencies for effective analysis.

CO4: Analyze business problems using appropriate data science models, including regression, classification, and clustering techniques.

CO5: Interpret and communicate analytical results using visualizations and dashboards to support evidence-based managerial decisions.

Text Books:

1. VanderPlas, J. (2016). Python data science handbook: Essential tools for working with data. O'Reilly Media.

2. Igual, L., & Seguí, S. (2024). Introduction to data science: A Python approach to concepts, techniques and applications. Springer.

3. Grus, J. (2015). Data science from scratch: First principles with Python. O'Reilly Media.

Reference Books:

1. Provost, F., & Fawcett, T. (2013). Data science for business. O'Reilly Media.
2. Cady, F. (2017). The data science handbook. John Wiley & Sons.
3. Burns, S. (2019). Fundamentals of data science. Amazon KDP.

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

MBA II Year I Semester **Minor**

25MCMBABC13 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:

1. Strategic R&D KPI Dashboard with Drill-Downs
2. 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:

1. White Space Mapping Using Patent Class Overlays
2. 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:

1. Multi-Source Horizon Scanning and Opportunity Mapping
2. 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:

1. Innovation Risk-Return Portfolio Analysis Using Excel Solver
2. 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:

1. Product Launch Scorecard Using Analytic Hierarchy Process (AHP)
2. Lifecycle-Based Marketing Spend Optimization

Course Outcomes:

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

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

Reference Books:

1. WIPO. Patent Analytics Guide. World Intellectual Property Organization.
2. 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**

25MCMBABC14 PREDICTIVE ANALYTICS AND MODELING

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course introduces the principles and applications of predictive analytics for managerial decision-making using SPSS. It focuses on data preparation, regression, classification, segmentation, and forecasting techniques to analyze real-world business problems. Emphasis is placed on model interpretation, evaluation, and ethical use of analytics to support evidence-based business decisions.

Course Objectives:

1. Provide a comprehensive understanding of predictive analytics concepts and their role in managerial and business decision-making.
2. Develop proficiency in preparing, classifying, and transforming business data using SPSS for predictive modeling.
3. Enable students to apply appropriate statistical and predictive techniques to analyze real-world business problems.
4. Equip students with the ability to evaluate predictive models using diagnostic measures and interpret results for managerial insight.
5. Foster the ability to communicate data-driven insights effectively through statistical summaries and model-based interpretations.

UNIT I INTRODUCTION TO PREDICTIVE ANALYTICS **9 hours**

Role of predictive analytics in business decision-making; types of analytics (descriptive, diagnostic, predictive, prescriptive); predictive analytics vs business analytics and machine learning (conceptual distinction); CRISP-DM framework for predictive analytics projects; data measurement scales (nominal, ordinal, interval, ratio); descriptive vs inferential statistics; ethical considerations in predictive analytics including bias, fairness, and data privacy.

Experiments:

1. Variable Classification, Labeling, and Recoding in SPSS
2. Descriptive analysis and reporting using frequency tables, cross-tabulation, and charts

UNIT II SCALE RELIABILITY AND MULTIVARIATE EXPLORATION **9 hours**

Concepts of reliability and validity in business research; internal consistency of measurement scales; introduction to multivariate analysis; exploratory factor analysis (EFA) for data reduction and construct identification; correlation analysis for understanding relationships among variables.

Experiments:

1. Reliability analysis of a Likert-scale questionnaire using Cronbach's Alpha
2. Exploratory factor analysis to identify key dimensions in a customer or brand perception dataset

UNIT III REGRESSION TECHNIQUES IN PREDICTIVE MODELING 9 hours

Simple and multiple linear regression; interpretation of regression coefficients and goodness-of-fit measures (R^2 and adjusted R^2); assumptions of regression (normality, linearity, homoscedasticity); multicollinearity and variance inflation factor (VIF); stepwise and hierarchical regression; managerial interpretation of regression results.

Experiments:

1. Multiple regression analysis to predict employee performance or sales revenue
2. Regression diagnostics and residual analysis to validate model assumptions

UNIT IV CLASSIFICATION AND SEGMENTATION TECHNIQUES 9 hours

Binary logistic regression; interpretation of logit coefficients and odds ratios; model fit and evaluation measures (Wald test, Hosmer-Lemeshow test, classification accuracy); decision tree models using CHAID and CRT methods in SPSS; cluster analysis using hierarchical and K-means methods; comparison of classification and segmentation techniques.

Experiments:

1. Logistic regression to predict customer churn
2. Decision tree analysis using CHAID or CRT for customer profiling and classification

UNIT V FORECASTING AND CATEGORICAL PREDICTIONS 9 hours

Multinomial logistic regression for multi-category outcomes; components of time-series data (trend, seasonality, cyclical and irregular components); forecasting techniques including moving averages and exponential smoothing; ARIMA models for business forecasting.

Experiments:

1. Multinomial logistic regression for predicting product or brand choice
2. Time-series forecasting using ARIMA in SPSS

Course Outcomes:

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

CO1: Explain predictive analytics concepts, frameworks, and ethical considerations relevant to business applications.

CO2: Prepare and transform datasets by correctly classifying, labeling, and recoding variables using SPSS for analytical purposes.

CO3: Apply regression, classification, clustering, and forecasting techniques to solve business-oriented predictive problems.

CO4: Evaluate predictive models using appropriate statistical and diagnostic measures and interpret their implications for managerial decisions.

CO5: Present and communicate predictive analytics results clearly using statistical outputs and analytical interpretations to support evidence-based decision-making.

Text Books:

1. Kuhn, M., & Johnson, K. (2018). Applied predictive modeling. Springer Science & Business Media.
2. Sekaran, U., & Bougie, R. (2012). Research methods for business (5th ed.). Wiley India.

Reference Books:

1. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2012). Business research methods: A South Asian perspective (8th ed.). Cengage Learning.
2. Cooper, D. R., Schindler, P. S., & Sharma, J. K. (2012). Business research methods (11th ed.). Tata McGraw-Hill.
3. Bryman, A., & Bell, E. (2011). Business research methods (3rd ed.). Oxford University Press.

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

MBA II Year I Semester **Minor**

25MCMBABC15 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, Knowledge Discovery in Databases (KDD) Process, Data Mining Techniques (Classification, Regression, Clustering, Association), Introduction to Big Data, Big Data Characteristics, Holistic View of a Big Data System, Limitations of Traditional Analytics vs Big Data Analytics.

Experiments:

- Discover frequent patterns using Orange Data Mining.
- Cluster analysis with Orange's K-Means widget.

UNIT II DATA ANALYTICS LIFE CYCLE **9 hours**

Overview of Big Data Business Analytics, Role of Data Scientists, Analytics Lifecycle (Data Collection, Preparation, Modeling, Evaluation, Deployment), Analytics deliverables, Introduction to Python ecosystem for analytics (Tensorflow, NumPy, pandas), basics of data quality and preprocessing.

Experiments:

- Perform Hierarchical Clustering using Orange data mining.
- Principle Component Analysis using Orange data mining.

UNIT III INTRODUCTION TO HADOOP & BIG DATA STORAGE **9 hours**

Need for distributed file systems, Hadoop distributed environment, HDFS architecture, Data ingestion and storage, Common Hadoop commands, Anatomy of file read/write, YARN architecture, Introduction to Cloud Big Data platforms.

Experiments:

- Understand the commands of Hadoop with help of Ubuntu and VirtualBox.
- Check the health and consistency of files and blocks stored in HDFS.

UNIT IV NOSQL AND DISTRIBUTED DATABASES 9 hours

Introduction to NoSQL databases, NoSQL data models (Key-Value, Document, Column-Family, Graph), Role of NoSQL in Big Data, Introduction to MongoDB (Document DB) and Apache Cassandra (Column-Family DB), basics of querying NoSQL databases.

Experiments:

- Creating a document-oriented database using MongoDB.
- Implementing a column-family store using Cassandra (cqlsh).

UNIT V BIG DATA ANALYTICS APPLICATIONS & EMERGING TRENDS 9 hours

Introduction to Apache Spark, Spark Architecture and RDDs, Spark SQL and DataFrames, Real-time analytics concepts, Text Analytics and Social Media Analytics, Sentiment Analysis case study, Fraud Detection in Finance, Ethical, privacy, and governance issues in Big Data analytics.

Experiments:

- Real-time data analysis simulation for housing data with Orange data mining.
- Sentiment Analysis on book excerpts text using Orange data mining.

Course Outcomes:

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

CO1: Understand fundamentals of data mining and Big Data concepts.

CO2: Apply the analytics lifecycle to real-world business problems.

CO3: Manage and process large datasets using Hadoop and NoSQL systems.

CO4: Implement basic analytical models using modern frameworks and tools.

CO5: Analyze real-time and unstructured data for decision support.

Text Books:

1. Han, J., Kamber, M., & Pei, J. Data Mining: Concepts and Techniques, Elsevier, Latest Edition.

2. White, T. *Hadoop: The Definitive Guide*, 4th Edition, O'Reilly.

3. Kaushik, V., *Big Data Analytics: Technologies and Applications*, Wiley.

Reference Books:

1. Chambers, B., & Zaharia, M. *Spark: The Definitive Guide*, O'Reilly.

2. Rajaraman, A., & Ullman, J. *Mining of Massive Datasets*, Cambridge Press.

3. Rubin, V., & Rubin, R. *Big Data: Real-World Use Cases and Applications*.

Mode of Evaluation: Assignments, Lab experiments/Records, Mid-Term Tests, Continuous Internal Evaluation (Record), and End-Semester Examination.

MBA II Year II Semester **Major**

25MCMBAFC33 APPLIED MACHINE LEARNING USING PYTHON

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course introduces applied machine learning techniques using Python to solve real-world business problems. It emphasizes data preparation, supervised and unsupervised learning, model evaluation, and interpretation for managerial decision-making. The course focuses on practical implementation and ethical use of machine learning models to support data-driven business strategies.

Course Objectives:

1. Introduce fundamental concepts of machine learning and their application to business decision-making.
2. Develop the ability to prepare, transform, and engineer features from business data using Python-based tools.
3. Enable students to apply supervised and unsupervised machine learning algorithms to solve real-world business problems.
4. Equip students with skills to evaluate, compare, and interpret machine learning models using appropriate performance metrics.
5. Foster ethical awareness and the ability to communicate machine learning insights effectively to managerial stakeholders.

UNIT I INTRODUCTION TO MACHINE LEARNING AND BUSINESS CONTEXT **9 hours**

Introduction to machine learning and its role in business analytics; machine learning vs predictive analytics vs artificial intelligence; types of machine learning—supervised, unsupervised, and semi-supervised learning; machine learning workflow (problem definition, data preparation, model building, evaluation, and deployment); business use cases of machine learning in marketing, HR, finance, and operations; ethical considerations in machine learning including bias, fairness, and explainability.

Experiments:

1. Mapping a real-world business problem to a machine learning task (classification or prediction)
2. Loading a dataset in Python and performing basic exploratory analysis

UNIT II DATA PREPARATION AND FEATURE ENGINEERING **9 hours**

Importance of data quality in machine learning; handling missing values and outliers; encoding categorical variables; feature scaling and normalization; feature selection and feature creation; train-test split and cross-validation concepts.

Experiments:

1. Cleaning and transforming a business dataset using pandas and scikit-learn
2. Encoding categorical variables and scaling features for model readiness

UNIT III SUPERVISED LEARNING: REGRESSION AND CLASSIFICATION 9 hours

Supervised learning concepts; linear regression and regularized regression (Ridge and Lasso); classification algorithms—logistic regression, k-nearest neighbors (KNN), and decision trees; bias-variance trade-off; model evaluation metrics for regression and classification.

Experiments:

1. Predicting sales or revenue using linear and regularized regression models
2. Customer churn or loan default prediction using logistic regression

UNIT IV UNSUPERVISED LEARNING AND ENSEMBLE METHODS 9 hours

Unsupervised learning concepts; clustering techniques—K-means and hierarchical clustering; cluster evaluation and business interpretation; ensemble learning concepts—bagging and boosting; random forest and gradient boosting (conceptual and applied); importance of model comparison.

Experiments:

1. Customer segmentation using K-means clustering
2. Comparing decision tree and random forest performance on a business dataset

UNIT V MODEL EVALUATION, INTERPRETABILITY, AND BUSINESS APPLICATIONS 9 hours

Model evaluation and validation techniques; confusion matrix, precision, recall, F1-score, ROC-AUC; overfitting and underfitting; model interpretability techniques (feature importance, partialdependence); deploying machine learning models for business decision support; limitations and ethical implications of machine learning.

Experiments:

1. Comparing multiple machine learning models using performance metrics
2. Explaining model predictions using feature importance and visualizations

Course Outcomes:

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

CO1: Explain machine learning concepts, workflows, and ethical considerations relevant to business analytics applications.

CO2: Prepare and preprocess datasets by handling missing values, encoding variables, and engineering features using Python.

CO3: Apply supervised and unsupervised machine learning techniques to analyze and model business data.

CO4: Evaluate and interpret machine learning models using suitable metrics and model explanation techniques.

CO5: Communicate machine learning results clearly and responsibly to support data-driven managerial decision-making.

Text Books:

1. Géron, A. (2022). Hands-on machine learning with Scikit-Learn, Keras, and TensorFlow (2nd ed.). O'Reilly Media.
2. Murty, M. N., & Ananthanarayana, V. S. (2024). Machine learning: Theory and practice. Universities Press.

Reference Books:

1. Raschka, S., & Mirjalili, V. (2017). Python machine learning (2nd ed.). Packt Publishing.
2. Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. O'Reilly Media.
3. Mitchell, T. M. (1997). Machine learning. McGraw-Hill Education.

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

MBA II Year II Semester **Major**

25MCMBAFC34 BUSINESS MODELING 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 modeling 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 MODELING 9 hours

Introduction to Business Modeling, multiple regression, incorporating qualitative factors into multiple regression, winters method & the forecast sheet, Ratio-to-moving average forecast method.

Experiments:

1. Time Series Forecasting using Winters Method and Forecast Sheet
2. Multiple Regression with Qualitative Factors

UNIT II MODELLING MACHINE LIFE AND SIMULATING CONCEPTS 9 hours

Introduction to Monte Carlo Simulation, calculating an optimal bid, Simulating Stock prices & asst-allocation, Pricing Stock options.

Experiments:

1. Monte Carlo Simulation for Stock Price Modeling
2. Optimal Bidding Using Simulation

UNIT III DETERMINING CUSTOMER VALUE AND QUEUING THEORY CONCEPTS 9 hours

The economic order quantity inventory model, Inventory modeling with uncertain demand, Queuing theory: The mathematics of Waiting in line,

Experiments:

1. EOQ and Inventory Modeling with Uncertain Demand
2. 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

Experiments:

1. Optimal Product Mix using Excel Solver
2. Workforce Scheduling Optimization
3. Solver to solve transportation or distribution problems

UNIT V TRAVELING SALESPERSON PROBLEM AND DEMAND CURVE CONCEPTS 9 hours

Warehouse location and the GRG Multistart and Evolutionary Solver engines, Penalties, estimating a demand curve, non-linear pricing.

Experiments:

1. Warehouse Location Optimization Using GRG Multistart Solver
2. Estimating a demand curve
3. Non-linear Pricing Strategy Simulation

Course Outcomes:

Upon Successful completion of the course, students will be able 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 Modeling*, 6th Edition, Microsoft Press, 2021. ISBN: 978-1509305889
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
2. **Dheeraj Kumar Prajapati**, *Advanced Excel for Productivity*, BPB Publications, 2019. ISBN: 978-9387284517
3. **Richard A. Bailey**, *Design of Comparative Experiments*, Cambridge University Press, 2008. ISBN: 978-0521691744

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

MBA II Year II Semester **Minor**

25MCMBABC27 SOCIAL MEDIA AND WEB ANALYTICS

L	T	P	C
2	0	2	3

Pre-requisite: **None**

Course Description:

This course provides an in-depth understanding of social media and web analytics for business decision-making. It focuses on analyzing social networks, digital campaigns, web performance, and user behavior using analytical tools and metrics. Emphasis is placed on interpreting insights, evaluating digital strategies, and applying analytics ethically in real-world business contexts.

Course Objectives:

1. Introduce the concepts, tools, and significance of social media and web analytics in contemporary business environments.
2. Enable students to understand social networks, online user behavior, and digital engagement metrics.
3. Develop the ability to analyze social media campaigns and web performance using analytical and visualization tools.
4. Equip students with skills to evaluate digital marketing effectiveness through metrics, KPIs, and analytics reports.
5. Foster ethical awareness and responsible use of digital data in social media and web analytics applications.

UNIT I INTRODUCTION TO SOCIAL MEDIA ANALYTICS 9 hours

Social media landscape and platforms; need and importance of social media analytics; applications of social media analytics in small and large organizations; use of social media analytics in marketing, branding, customer engagement, and reputation management. Introduction to social networks: nodes, ties, communities, and influencers (managerial perspective); basic network measures for individuals and networks; information visualization for social media insights.

Experiments

1. Mapping a social network and identifying influencers using Gephi
2. Analysis of Facebook Page Insights or sample social media engagement dataset

UNIT II SOCIAL NETWORKS AND ONLINE BEHAVIOR 9 hours

Link analysis and network evolution (conceptual); social contexts—affiliation, identity, and communities; understanding online user behavior; introduction to web analytics tools; clickstream analysis; A/B testing concepts; online surveys and user feedback analysis; introduction to text analytics for short social media content.

Experiments

1. Web clickstream analysis using sample website data
2. A/B testing simulation for webpage or campaign performance

UNIT III SOCIAL MEDIA METRICS, CAMPAIGNS, AND TEXT ANALYTICS 9 hours

Social media metrics and parameters; audience demographics analysis; reach, impressions, and engagement metrics; post-performance analysis; social media campaign planning, monitoring, and evaluation; introduction to sentiment analysis and opinion mining; collecting and analyzing social media data; visualization and interpretation of social media insights across platforms (Facebook, Instagram, Twitter/X, LinkedIn, YouTube).

Experiments

1. Sentiment analysis on Twitter or sample social media text data
2. Instagram or multi-platform campaign engagement analysis

UNIT IV WEB ANALYTICS AND DIGITAL PERFORMANCE MEASUREMENT 9 hours

Web analytics concepts and evolution; data collection methods; qualitative vs quantitative web analytics; business analysis using web data; key performance indicators (KPIs) and goal setting; components of an effective web analytics strategy; web analytics reports and dashboards; interpretation of web traffic and user behavior data.

Experiments

1. KPI dashboard creation using Google Looker Studio
2. Competitor website analysis using tools such as SimilarWeb or Ubersuggest

UNIT V SEARCH ANALYTICS AND USER EXPERIENCE 9 hours

Search engine optimization (SEO) fundamentals; search behavior and intent analysis; keyword analysis; non-linear and mobile media consumption; user engagement and usability analysis; content management systems; user-generated content; online ethics, privacy, and security; user-centered design principles; introduction to search and traffic visualization techniques.

Experiments

1. SEO audit using Screaming Frog or Ubersuggest
2. Keyword performance and trend analysis using Google Trends

Course Outcomes:

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

CO1: Explain the role of social media and web analytics in supporting data-driven marketing and business decisions.

CO2: Analyze social networks, user behavior, and engagement patterns using appropriate analytical techniques.

CO3: Apply social media and web analytics tools to measure, monitor, and evaluate digital campaigns and online performance.

CO4: Interpret web and search analytics metrics, KPIs, and dashboards to assess digital strategy effectiveness.

CO5: Communicate analytical insights responsibly while considering ethical, privacy, and usability concerns in digital platforms.

Text Books:

1. Matthew Ganis & Avinash Kohirkar (2016) , Social Media Analytics, IBM Press
2. Avinash Kaushik (2010), Web Analytics 2.0, Wiley
3. Seema Gupta (2021), Digital Marketing: Strategy, Implementation and Practice, Pearson Education India

Reference Books:

1. Marshall Sponder (2011), Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics, McGraw-Hill Education
2. Siddhartha Chatterjee (2020), Digital and Social Media Marketing, PHI Learning

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

MBA II Year II Semester **Minor**

25MCMBABC28 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 and FMCG operations; key supply chain stakeholders; role of analytics in Plan-Source-Make-Deliver-Return processes; types of supply chain data (POS, ERP, distributor, e-commerce); importance of real-time data; key supply chain KPIs such as fill rate, OTIF, COGS, stock-outs, and inventory turns.

Experiments:

1. KPI dashboard creation using pivot tables and charts
2. Data cleansing and preparation for distributor sales data

UNIT II DEMAND FORECASTING AND FORECAST ERROR METRICS 9 hours

Demand forecasting challenges; moving average and exponential smoothing methods; Holt-Winters method; trend and seasonality decomposition; regression-based forecasting; demand sensing concepts; forecast error metrics such as MAPE, MAD, and RMSE.

Experiments:

1. Sales forecasting using Holt-Winters and Excel Forecast Sheet
2. Regression-based demand forecasting using Excel ToolPak

UNIT III INVENTORY AND TRANSPORTATION ANALYTICS 9 hours

ABC and XYZ classification of SKUs; EOQ, safety stock, and reorder point models; inventory optimization under uncertainty; transportation analytics; route optimization concepts; network design basics; bullwhip effect analysis.

Experiments:

1. ABC-XYZ SKU classification and analysis
2. Inventory and transportation optimization using Solver and Scenario Manager

UNIT IV MULTI-LOCATION DISTRIBUTION AND WORKFORCE OPTIMIZATION 9 hours

Resource allocation and linear programming; product mix optimization; workforce scheduling; multi-echelon distribution network basics; production scheduling and line balancing using Excel Solver.

Experiments:

1. Optimal product mix and workforce scheduling using Solver
2. Multi-location distribution cost optimization

UNIT V CUSTOMER-DRIVEN SUPPLY CHAIN AND MARKETING ANALYTICS 9 hours

Customer segmentation using RFM analysis; basket analysis using association rules; promotion lift and ROI measurement; price elasticity and demand modeling; visual storytelling using dashboards, heatmaps, and funnel charts for supply chain decision-making.

Experiments:

1. RFM-based customer segmentation using Excel
2. Market basket analysis and promotion ROI evaluation using Excel add-ins and What-If analysis

Course Outcomes:

Upon Successful completion of the course, students will be able 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. Liu, K. Y. (2022). Supply Chain Analytics: Concepts, Techniques and Applications. Springer.

2. Bhattacharya, R., & Bhattacharyya, A. M. (2022). Supply Chain Analytics: Strategies, Models and Solutions. SAGE Publications India Pvt. Ltd.

3. Singla, V. (2022). Supply Chain Analytics: Principles and Applications. Routledge.

Reference Books:

1. Vijayaraghavan, T. A. S. (2021). Supply Chain Analytics. Wiley India.
2. Vandeput, N. (2021). Demand Forecasting Best Practices. Manning Publications.
3. Chopra, S., & Meindl, P. (2019). Supply Chain Management: Strategy, Planning, and Operation (7th ed.). Pearson Education.

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**

25MCMBAFC21 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, Continuous Assessment, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major**

25MCMBAFC22 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 and Investments –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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year I Semester **Major**

25MCMBAFC23 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 identify the 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- protectionof 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- Principleof 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 foreign currency-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, Continuous Assessment, Mid Term Tests and End Semester Examination.

MBA II Year I Semester **Major**

25MCMBAFC24 PRINCIPLES AND PRACTICES 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. 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. 2. Insurance Institute of India – IC 45- General Insurance Underwriting Mode of Evaluation:

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

MBA II Year I Semester **Minor**

25MCMBABC16 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, Continuous Assessment, Mid Term Tests and End Semester Examinations

MBA II Year I Semester **Minor**

25MCMBABC17 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year I Semester **Minor**

25MCMBABC18 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Major**

25MCMBAFC35 FINTECH 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Major**

25MCMBAFC36 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, bancassurance, 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 bancassurance 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Minor**

25MCMBABC29 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, Continuous Assessment, Mid Term Tests and End Semester Examination

MBA II Year II Semester **Minor**

25MCMBABC30 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, Continuous Assessment, Mid Term Tests and End Semester Examination

Open Elective

MBA II Year II Semester **Open Elective**

25MCMCAOC01 EMERGING TECHNOLOGIES FOR BUSINESS

L	T	P	C
2	0	0	2

Pre-requisite: **None**

Course Description:

This course provides a high-level overview of the technologies driving "Business 4.0." It focuses on the managerial implications of IoT, Blockchain, and Automation without delving into technical engineering. The goal is to equip future managers with the vocabulary and strategic insight to navigate a digital business landscape.

Course Objectives:

1. To identify the key pillars of Industry 4.0 and the value of data.
2. To understand the basic architecture and business potential of the Internet of Things (IoT).
3. To explain the concept of the "Trust Economy" through Blockchain and Digital Assets.
4. To explore how immersive tech (AR/VR) and automation are changing operations.
5. To discuss the ethical challenges and future trends of a connected world.

UNIT I INDUSTRY 4.0 & DATA **6 hours**

Industry 4.0 - Overview of Cyber-Physical Systems (CPS) – **Data Economy -** "Data as an Asset" – Big Data basics (3Vs) – **Cloud Computing -** Business difference between IaaS, PaaS, and SaaS – CAPEX vs. OPEX shift.

UNIT II IOT & CONNECTIVITY **6 hours**

IoT Basics - Sensors, Network, Insight cycle – **Applications -** Smart Supply Chain (Asset Tracking) – Smart Cities (Overview) – **Connectivity -** 5G impact on business speed – Industrial IoT (IIoT) vs. Consumer IoT.

UNIT III BLOCKCHAIN & TRUST **6 hours**

Blockchain - Concept of Distributed Ledger (DLT) – Decentralization benefits – **Applications -** Smart Contracts (Digital Agreements) – Supply Chain Transparency – **Digital Assets -** Basics of Cryptocurrency and NFTs.

UNIT IV AUTOMATION & IMMERSIVE TECH **6 hours**

Immersive Tech - Business use cases for AR (Retail) and VR (Training) – **Automation -** Robotic Process Automation (RPA) in office tasks – **3D Printing -** Impact on inventory and logistics.

UNIT V ETHICS & FUTURE TRENDS **6 hours**

Tech Ethics - Algorithmic Bias and Privacy concerns – **Future Trends -** Quantum Computing (Managerial Overview) – **Cyber Risks -** Vulnerabilities in a connected enterprise – **Human-Machine Collaboration.**

Course Outcomes:

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

CO1: Define the core components of Industry 4.0 and Cloud strategies.
CO2: Illustrate how IoT creates value in supply chains and operations.
CO3: Explain the strategic importance of Blockchain for trust and transparency.
CO4: Identify opportunities for automation and immersive tech in business.
CO5: Recognize the ethical and security implications of emerging technologies.

Text Books:

1. Schwab, K. (2017). *The fourth industrial revolution* (1st ed.). Crown Business.
2. Marr, B. (2020). *Tech trends in practice: The 25 technologies that are driving the 4th industrial revolution* (1st ed.). Wiley.
3. Hassan, N. (2022). *Emerging technologies for business professionals* (1st ed.). Cengage Learning India.

Reference Books:

1. Tapscott, D., & Tapscott, A. (2018). *Blockchain revolution: How the technology behind bitcoin is changing money, business, and the world* (1st ed.). Penguin Books.
2. Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the world* (1st ed.). Harvard Business Review Press.
3. Ross, A. (2016). *The industries of the future* (1st ed.). Simon & Schuster.

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

MBA II Year II Semester **Open Elective**

25MCMCAOC02 ARTIFICIAL INTELLIGENCE FOR BUSINESS

L	T	P	C
2	0	0	2

Pre-requisite: **None**

Course Description:

This course focuses on the "Application Layer" of AI. It is designed to help managers identify high-value AI opportunities, use Generative AI tools (like LLMs) for productivity, and manage the risks associated with automated decision-making. No coding is required.

Course Objectives:

1. To distinguish between AI, Machine Learning, and Deep Learning concepts.
2. To utilize Generative AI and prompt engineering for business tasks.
3. To understand the "Buy vs. Build" strategy for AI adoption.
4. To survey AI applications in Marketing, Finance, and HR.
5. To analyze the ethical and regulatory risks (Responsible AI).

UNIT I AI FUNDAMENTALS **6 hours**

Definitions - AI vs. ML vs. DL – **Types -** Narrow AI vs. General AI – **The AI Lifecycle -** Data -> Model -> Insight – **No-Code AI -** Overview of accessible AI tools for managers.

UNIT II GENERATIVE AI (GenAI) **6 hours**

GenAI Basics - Introduction to LLMs (ChatGPT, Gemini) – **Prompt Engineering -** Context, Instruction, and Output formats – **Productivity -** Using AI for drafting, summarizing, and ideation.

UNIT III AI STRATEGY **6 hours**

Strategic Choice - Buy vs. Build decision – **Readiness -** Data availability and culture – **Project Management -** Measuring ROI of AI projects – Managing expectations.

UNIT IV FUNCTIONAL APPLICATIONS **6 hours**

Marketing - Personalization and Chatbots – **Finance -** Fraud detection and Algo-trading overview – **HR -** Automated screening and employee engagement analysis.

UNIT V ETHICS & GOVERNANCE **6 hours**

Responsible AI - Fairness and Transparency – **Risks -** Algorithmic Bias and Hallucinations – **Regulation -** Overview of EU AI Act and Digital Privacy laws – **Future of Work.**

Course Outcomes:

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

CO1: Explain the basic terminology and lifecycle of Artificial Intelligence.

CO2: Apply prompt engineering techniques to solve managerial problems.

CO3: Evaluate the strategic fit of AI solutions for a given business problem.

CO4: Identify practical AI use-cases across key business functions.

CO5: Discuss the ethical challenges and governance needs of AI systems.

Text Books:

1. Mitchell, M. (2019). *Artificial intelligence: A guide for thinking humans* (1st ed.). Farrar, Straus and Giroux.
2. Davenport, T. H. (2018). *The AI advantage: How to put the AI revolution to work* (1st ed.). MIT Press.
3. Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction machines: The simple economics of artificial intelligence* (1st ed.). Harvard Business Review Press.

Reference Books:

1. Daugherty, P. R., & Wilson, H. J. (2018). *Human + machine: Reimagining work in the age of AI* (1st ed.). Harvard Business Review Press.
2. Lee, K. F. (2018). *AI superpowers: China, Silicon Valley, and the new world order* (1st ed.). Houghton Mifflin Harcourt.
3. Chui, M., & Malhotra, S. (2024). *Generative AI for business leaders* (1st ed.). Harvard Business Review Press.

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

MBA II Year II Semester **Open Elective**

25MCHUMOC03 CYBER SECURITY FOR MANAGERS

L	T	P	C
2	0	0	2

Pre-requisite: **None**

Course Description:

This course provides a managerial perspective on cybersecurity, emphasizing Governance, Risk, and Compliance (GRC). It covers the essentials of the threat landscape, privacy laws (DPDP Act), and the manager's role in maintaining a secure culture.

Course Objectives:

1. To identify digital assets and common cyber threats.
2. To interpret the implications of the DPDP Act and other privacy laws.
3. To understand the CIA Triad and risk assessment basics.
4. To recognize the importance of human factors in security (Social Engineering).
5. To outline the steps for incident response and business continuity.

UNIT I THREAT LANDSCAPE **6 hours**

Digital Assets - What to protect (Data, IP) – **Threats -** Phishing, Ransomware, and Malware overview – **Dark Web -** Basics of the underground data economy.

UNIT II REGULATIONS **6 hours**

Privacy Laws - India's DPDP Act 2023 (Key Managerial Aspects) – GDPR overview – **Compliance -** Role of Data Fiduciaries – IT Act 2000 basics.

UNIT III RISK GOVERNANCE **6 hours**

The CIA Triad - Confidentiality, Integrity, Availability – **Risk Management -** Impact vs. Likelihood – Cyber Insurance – **Vendor Risk -** Supply chain vulnerabilities.

UNIT IV DEFENSE & CULTURE **6 hours**

Defense Strategies - Multi-Factor Authentication (MFA) – Zero Trust basics – **Human Factor -** Social Engineering psychology – **Policy -** Managing BYOD (Bring Your Own Device) risks.

UNIT V INCIDENT RESPONSE **6 hours**

Response - The "Golden Hour" concept – **BCP/DR -** Business Continuity Planning vs. Disaster Recovery – **Crisis Comms -** Managing public relations during a breach.

Course Outcomes:

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

CO1: Categorize common cyber threats and their business impact.

CO2: Explain the managerial obligations under the DPDP Act.

CO3: Conduct a basic risk assessment using the CIA Triad.

CO4: Develop strategies to mitigate human-error risks in security.

CO5: Formulate a basic roadmap for incident response and continuity.

Text Books:

1. Srivastava, S. (2025). *Cyber security for management professionals* (1st ed.). Notion Press.

2. von Solms, R., & von Solms, B. (2020). *Cyber security for managers* (1st ed.). Stylus Publishing.

3 Tipton, H. F., & Krause, M. (2021). *Information security management handbook* (7th ed.). CRC Press.

Reference Books:

1. Fitzgerald, T. (2021). *CISO compass: Navigating cybersecurity leadership strategies with insights from pioneers* (2nd ed.). CRC Press.

2. Hypponen, M. (2022). *If it's smart, it's vulnerable* (1st ed.). Wiley.

3. Aiken, M. (2016). *The cyber effect: A pioneering cyberpsychologist explains how human behavior changes online* (1st ed.). Spiegel & Grau.

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

MBA II Year II Semester **Open Elective**

25MCHUMOC01 PSYCHOLOGY FOR MANAGERS

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Pre-requisite: **None**

Course Description:

This course introduces the psychological factors that influence economic and managerial decisions. It explores why stakeholders (employees, customers, investors) often behave irrationally and provides frameworks like "Nudging" to improve decision outcomes.

Course Objectives:

1. To contrast Rational Choice Theory with Behavioral Reality.
2. To identify key cognitive biases such as Anchoring and Confirmation Bias.
3. To understand the principles of Nudge Theory and Choice Architecture.
4. To apply basic Game Theory concepts to strategic interactions.
5. To examine behavioral applications in marketing and finance.

UNIT I DECISION MAKING BASICS **6 hours**

Two Systems - System 1 (Intuitive) vs. System 2 (Logical) – **Rationality -** Bounded Rationality concept – **Perception -** How context framing alters value perception.

UNIT II HEURISTICS & BIASES **6 hours**

Heuristics - Availability Heuristic – **Key Biases -** Anchoring Effect in pricing – Confirmation Bias in management – Sunk Cost Fallacy – Loss Aversion.

UNIT III NUDGE THEORY **6 hours**

Nudge Basics - Libertarian Paternalism – **Choice Architecture -** Importance of Defaults and Opt-out policies – **Designing Nudges -** Ethical considerations (Nudge vs. Sludge).

UNIT IV GAME THEORY **6 hours**

Strategic Play - Nash Equilibrium overview – **Cooperation -** The Prisoner's Dilemma – **Fairness -** The Ultimatum Game and its business implications.

UNIT V MANAGERIAL APPLICATIONS **6 hours**

Finance - Herd behavior in markets – **Marketing -** The Decoy Effect and Social Proof – **Negotiation -** Reciprocity and Commitment principles.

Course Outcomes:

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

CO1: Describe the difference between intuitive and logical decision-making.

CO2: Recognize common cognitive biases in real-world business scenarios.

CO3: Propose simple "nudges" to influence behavior ethically.

CO4: Predict outcomes in basic competitive situations using game theory.

CO5: Apply behavioral insights to marketing and financial decision-making.

Text Books:

1. Thaler, R. H., & Sunstein, C. R. (2021). *Nudge: The final edition* (2nd ed.). Penguin Books.

2. Ariely, D. (2010). *Predictably irrational: The hidden forces that shape our decisions* (Revised and expanded ed.). HarperCollins.

3 Kahneman, D. (2011). *Thinking, fast and slow* (1st ed.). Farrar, Straus and Giroux.

Reference Books:

1. Cialdini, R. B. (2021). *Influence, new and expanded: The psychology of persuasion* (5th ed.). Harper Business.

2. Thaler, R. H. (2015). *Misbehaving: The making of behavioral economics* (1st ed.). W. W. Norton & Company.

3. Halpern, D. (2015). *Inside the nudge unit: How small changes can make a big difference* (1st ed.). Ebury Press.

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