

PONDICHERRY UNIVERSITY



MBA (BUSINESS ADMINISTRATION)

Course Structure & Syllabi 2026-27

[Affiliated Colleges]

**Approved in Board of Studies
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School of Management**

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COURSE STRUCTURE OF MBA PROGRAMME IN PONDICHERRY UNIVERSITY

SEMESTER – I			SEMESTER – II		
Subject	Credit	Marks	Subject	Credit	Marks
Management Process & Organisational Behaviour	4	100	Financial Management	4	100
Managerial Economics	4	100	Marketing Management	4	100
Accounting for Managers	4	100	Operations Management	4	100
Business Environment & Business Law	4	100	Human Resources Management	4	100
Business Statistics & Research Methodology	4	100	Business Information Systems	4	100
Communication Skills Workshop	2	50	Selling & Negotiation Skills Workshop	2	50
Excel for Business Intelligence Lab	2	50	Operations Research Lab	2	50
Personality Development Workshop	2	50	Career Development Workshop	2	50
			Minor Project (2 Weeks)	2	50
Total	26	650	Total	28	700
SEMESTER – III			SEMESTER – IV		
Subject	Credit	Marks	Subject	Credit	Marks
Strategic Management	4	100	Entrepreneurship	4	100
Business Ethics & Corporate Governance	4	100	Business Valuation Lab	2	50
Summer Projects (8 Weeks) (80 Marks for Report + 70 Marks for Viva)	4	150	Functional Electives (5)	15	500
Functional Electives (5)	15	500			
Total	27	850	Total	21	650

Total Number of Credits	102
Total Marks	2850
Total Number of theory papers	23
Total Number of Skills development workshop	4
Total Number of Lab	3
Number of Projects	2

PONDICHERRY UNIVERSITY VISION

“Societal transformation through progressive education, impactful research and continuous innovation for Sustainable growth”

PONDICHERRY UNIVERSITY MISSION

1. Fostering excellence in education, innovation and entrepreneurship to create change agents for inclusive growth.
2. Encouraging inter-disciplinary studies and research to embrace the changing dimensions of the society and industry.
3. Providing academic and research facilities with ambience that conform to global benchmarks.
4. Partnering with national and international institutions for leveraging synergies.
5. Engaging communities through extension activities for neighbourhood development.
6. Supporting policy development and practices through continuous engagement with stakeholders.

VISION & MISSION OF THE DEPARTMENT

VISION

To serve as an enabler of societal transformation through management education and research that match global benchmarks by providing access, resources and opportunities with a pan-Indian appeal and global relevance.

MISSION

To deploy globally competent resources in terms of people, infrastructure and partners in order to develop trained management executives and entrepreneurs who will serve as agents of societal transformation in various spheres of life through management education, research, training and cultural integration

PROGRAM OUTCOMES (POs)
&
PROGRAM SPECIFIC OUTCOMES (PSOs) OF MBA PROGRAMME

PROGRAM OUTCOMES (POs)

PO1	<p><i>Application of Management Theories and Practices</i></p> <p>Ability to conceptualize, organize and resolve complex business or corporate issues by applying Management Theories and Practices.</p>
PO2	<p><i>Critical Thinking and Communication Skills</i></p> <p>Analyze and solve business issues/complexities to make effective decisions and communicate the outcomes with clarity to the stakeholders.</p>
PO3	<p><i>Leadership and Ethics</i></p> <p>Nurturing leadership qualities and inculcating ethical behaviour to be socially responsible managers.</p>
PO4	<p><i>Environment and Sustainability</i></p> <p>Understand and analyse global, economic, legal and environmental aspects of Business to provide professional management solutions to ensure sustainable development.</p>
PO5	<p><i>Contribution in Team Environment</i></p> <p>Ability to lead themselves and contribute in team-based environment to achieve Organizational goals effectively.</p>

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1	<p>Knowledge in Managerial functions</p> <p>Graduates will understand and apply the theoretical knowledge in the functional areas of management.</p>
PSO2	<p>Social Responsibility</p> <p>Graduates will understand the importance of the social responsiveness and their contribution towards societal building.</p>

SEMESTER I		
S.No	Course Name	Pg No
1	Management Process & Organisational Behaviour	19
2	Managerial Economics	22
3	Accounting for Managers	25
4	Business Environment & Business Law	28
5	Business Statistics & Research Methodology	30
6	Communication Skills Workshop	33
7	Excel for Business Intelligence Lab	35
8	Personality Development Workshop	40
SEMESTER II		
S.No	Course Name	Pg No
1	Financial Management	45
2	Marketing Management	48
3	Operations Management	52
4	Human Resources Management	55
5	Business Information Systems	58
6	Selling & Negotiation Skills Workshop	61
7	Operations Research Lab	63
8	Career Development Workshop	65
9	Minor Project (2 Weeks)	11

SEMESTER III		
S.No	Course Name	Pg No
1	Strategic Management	70
2	Business Ethics & Corporate Governance	73
3	Summer Projects (8 Weeks) (80 Marks for Report + 70 Marks for Viva)	

SEMESTER IV		
S.No	Course Name	Pg No
1	Entrepreneurship	78
2	Business Valuation Lab	81

ELECTIVES (SEMESTER III AND SEMESTER IV)		
FINANCE ELECTIVES		
S.No	Course Name	Pg No
1	ADVANCED DATA ANALYSIS	89
2	BANK FINANCIAL MANAGEMENT	92
3	BANKING AND INDIAN FINANCIAL SYSTEMS	95
4	BLOCKCHAIN FOR BUSINESS	98
5	CORPORATE COMPLIANCE MANAGEMENT	101
6	CORPORATE FINANCE	104
7	DIRECT TAXES LAW AND PRACTICE	107
8	ENVIRONMENTAL ACCOUNTING AND COSTING	109
9	FINANCIAL ENGINEERING	112
10	FINANCIAL SERVICES MANAGEMENT	116
11	GLOBAL FINANCIAL MARKETS	119
12	INDIAN ECONOMIC POLICY ENVIRONMENT	122
13	INDIAN FINANCIAL FRAMEWORK	125
14	INTERNATIONAL FINANCE	127
15	MERGERS & ACQUISITIONS	130
16	RISK MANAGEMENT AND INSURANCE	133
17	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	136
18	STRATEGIC COST MANAGEMENT	139

19	INTERNATIONAL FINANCIAL REPORTING STANDARDS FOR SMALL AND MEDIUM BUSINESS ENTITIES	142
20	BEHAVIORAL FINANCE	147
21	FINANCIAL ANALYTICS	150
22	CORPORATE REPORTING AND DISCLOSURE	153
23	ACCOUNTING ANALYTICS	157
24	PROJECT MANAGEMENT	160
25	MANAGEMENT CONTROL SYSTEMS	163

ELECTIVES (SEMESTER III AND SEMESTER IV)		
HUMAN RESOURCE MANAGEMENT ELECTIVES		
S.No	Course Name	Pg No
1	ADVANCED ORGANIZATION BEHAVIOUR	166
2	COMPENSATION MANAGEMENT	169
3	CROSS CULTURE BUSINESS MANAGEMENT	171
4	GLOBAL HR PRACTICES	174
5	HR ANALYTICS	177
6	HUMAN RESOURCES INFORMATION SYSTEM	180
7	INDUSTRIAL RELATIONS & LABOUR LEGISLATION	182
8	KNOWLEDGE MANAGEMENT	184
9	MANAGEMENT OF CHANGE & DEVELOPMENT	186
10	QUALITY PERFORMANCE MANAGEMENT	188
11	STRATEGIC HUMAN RESOURCE DEVELOPMENT	190
12	STRESS MANAGEMENT	193
13	TRAINING AND DEVELOPMENT	195
14	INTERPERSONAL RELATIONSHIP MANAGEMENT	197
15	TALENT PLANNING AND ACQUISITION	199

ELECTIVES (SEMESTER III AND SEMESTER IV)		
MARKETING ELECTIVES		
S.No	Course Name	Pg No
1	BRAND MANAGEMENT	202
2	CONSUMER BEHAVIOUR	204
3	CUSTOMER RELATIONSHIP MANAGEMENT	207
4	INTEGRATED MARKETING COMMUNICATION	209
5	INTERNATIONAL MARKETING	211
6	INTERNET MARKETING	213
7	MARKETING OF HIGH-TECH PRODUCTS & INNOVATIONS	215
8	MARKETING RESEARCH	217
9	PRODUCT DEVELOPMENT AND MANAGEMENT	219
10	RETAIL MANAGEMENT	221
11	SALES AND DISTRIBUTION MANAGEMENT	223
12	SERVICES MARKETING	225
13	SOCIAL MEDIA MARKETING	227
14	STRATEGIC MARKETING	229
15	CONSUMER NEUROSCIENCE AND NEUROMARKETING	231
16	INTERNATIONAL BRAND COMMUNICATION	233
17	RURAL MARKETING	235
18	DIGITAL MARKETING	237
19	BUSINESS to BUSINESS MARKETING	239
20	MARKETING ANALYTICS	241
ELECTIVES (SEMESTER III AND SEMESTER IV)		
OPERATIONS ELECTIVES		
S.No	Course Name	Pg No
1	ADVANCED PRODUCTION MANAGEMENT	244
2	COMPUTER INTEGRATED MANUFACTURING SYSTEMS	246

3	COMPUTER SIMULATION	248
4	FUNDAMENTALS OF SIX SIGMA	250
5	INNOVATION AND PRODUCT DEVELOPMENT	252
6	SERVICE OPERATIONS MANAGEMENT	254
7	SUPPLY CHAIN ANALYTICS	256
8	SUPPLY CHAIN MANAGEMENT	258
9	TOTAL QUALITY MANAGEMENT	260
10	QUALITY MANAGEMENT	262
ELECTIVES (SEMESTER III AND SEMESTER IV)		
SYSTEMS ELECTIVES		
1	BUSINESS INTELLIGENCE	265
2	DATABASE MANAGEMENT SYSTEMS	267
3	DECISION SUPPORT SYSTEMS	269
4	E -COMMERCE	271
5	OBJECT-ORIENTED PROGRAMMING WITH C++	273
6	SOFTWARE ENGINEERING	275
7	SOFTWARE PROJECT MANAGEMENT	277
8	SYSTEMS ANALYSIS AND DESIGN	279
9	VISUAL BASIC FOR BUSINESS APPLICATIONS	281
10	ADVANCED EXCEL	283
ELECTIVES (SEMESTER III AND SEMESTER IV)		
ELECTIVES – INNOVATION AND ENTREPRENEURSHIP		
1	CREATIVITY AND INNOVATION MANAGEMENT	286
2	NEW PUBLIC MANAGEMENT	288
3	ENTREPRISE, ENTREPRENEURSHIP & NEW BUSINESS VENTURING	290
4	BUSINESS MODEL INNOVATION	292
5	FAMILY BUSINESS MANAGEMENT	294
6	ENTREPRENEURIAL MARKETING	296

7	ENTREPRENEURIAL FINANCE	298
8	SOCIAL ENTREPRENEURSHIP	300
9	STARTUP MANAGEMENT & NEW VENTURE CREATION	302
10	PERSONAL FINANCE	304
11	SMALL BUSINESS MANAGEMENT	306
12	DESIGN THINKING WORKSHOP	308
13	MICRO FINANCE	310
14	NGO MANAGEMENT	312

A DEGREE PROGRAMME

REGULATIONS FOR THE MBA PROGRAMME OFFERED IN THE UNIVERSITY DEPARTMENT

- 1. Eligibility for the Programme:** Bachelor's degree in any discipline with a minimum of 50 % of marks. All SC/ST candidates who have passed the qualifying examination are eligible to apply for PG admission, irrespective of the percentage of marks obtained in the qualifying examination when except otherwise specified.
- 2. Admission Procedure:** Admission will be based on the Central Universities Entrance Test (CUET) with the **CUET Test Paper code COQP12**.
- 3. Duration of the Course: 2 Years.**
- 4. Examination:** End semester examination is under CBCS Scheme. The complete evaluation is made 100% internal. The faculty member who teaches the subject will set the question paper and evaluate the answer scripts, enter the marks in University specified repository takes the print out and brings to the Programme Committee meeting for approval.

Since it is single valuation, re-valuation system is being introduced. Within 7 days of announcing the provisional results, the students, if deemed necessary may apply for re-valuation along with the challan for prescribed re-valuation fee. After receiving the applications, their answer scripts will be photocopied, dummy number is given and sent to Dean's office for further processing. Dean will send those scripts to external examiner for re-valuation. The marks awarded by the external examiner is final.

- 5. Proportion of marks between internal assessment and end-semester evaluation for courses is 40:60 respectively, while it is fully internal for the workshop and lab courses.**
- 6. Guidelines for awarding mark for project works:**

a. Minor Project / Entrepreneurship Project (2 WEEKS):

It will be done during the winter vacation after first semester.

Marks for the Project Viva will be awarded by the Examiner **50 Marks**

A Single Member Panel (examiner) will be appointed by the Project Co Ordinator.

b. Summer Project (8 Weeks)

It will be done during the summer vacation after first Year.

There will be a mid-term review after 4 weeks

Marks for the Project awarded by the Guide **80 Marks**

A single member panel (examiner) will be appointed by the project Co-ordinator.

Marks for Presentation and Question & Answer Session **70 Marks**

7. Passing Requirement: The student should have a minimum of 40% marks in End Semester Examination and a minimum total of 50 % marks in Internal and End Semester Examination put together in theory subjects. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.

7. Question paper pattern:

Time: 3 Hours

Maximum Marks: 60

PART A: 15 Marks

Answer All Questions (No choice)

The number of questions to be announced is decided by the course teacher

PART B: $5 \times 7 = 35$ Marks

Question 6A or Question 6B Question
7A or Question 7B Question 8A or
Question 8B Question 9A or Question
9B Question 10A or Question 10B

PART C ($1 \times 10 = 10$ Marks)

Question 11: COMPULSORY (Case/Problem depending upon the course)

8. Maximum number of years permitted after completion of Semester IV to write arrear subjects:

- a. Two years
- b. **Old Regulation Students:** Two years

9. Guidelines to deal with attendance shortage of the students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

Course Name		Duration:	:	3 Hours
Course Code		Max. Marks:	:	60

Part A

[Answer All Questions]

[5 X 3 = 15]

Q.No	Questions	CO	K-level
1		CO1	K1/K2
2		CO2	K1/K2
3		CO3	K1/K2
4		CO4	K1/K2
5		CO5	K1/K2

Part B

[Answer All Questions]

[5 X 7 = 35]

Q.No	Questions	CO	K-level
6A		CO1	K3/K4
OR			
6B		CO1	K3/K4
7A		CO2	K3/K4
OR			
7B		CO2	K3/K4
8A		CO3	K3/K4
OR			
8B		CO3	K3/K4
9A		CO4	K3/K4
OR			
9B		CO4	K3/K4
10A		CO5	K3/K4
OR			
10B		CO5	K3/K4

Part C

Compulsory Questions

[1 X 10 = 10]

Q.No	Questions	CO	K-level
11			K5/K6

COURSE STRUCTURE OF MBA PROGRAMME IN AFFILIATED COLLEGES

SEMESTER – I			SEMESTER – II		
Subject	Credit	Marks	Subject	Credit	Marks
Management Processes & Organisational Behaviour	4	100	Financial Management	4	100
Managerial Economics	4	100	Marketing Management	4	100
Accounting for Managers	4	100	Operations Management	4	100
Business Environment & Business Law	4	100	Human Resources Management	4	100
Business Statistics & Research Methodology	4	100	Business Information Systems	4	100
Communication Skills Workshop	2	50	Selling & Negotiation Skills Workshop	2	50
Excel for Business Intelligence Lab	2	50	Operations Research Lab	2	50
Personality Development Workshop	2	50	Career Development Workshop	2	50
			Minor Project (2 Weeks)	2	50
Total	26	650	Total	28	700
SEMESTER – III			SEMESTER – IV		
Subject	Credit	Marks	Subject	Credit	Marks
Strategic Management	4	100	Entrepreneurship	4	100
Business Ethics & Corporate Governance	4	100	Business Valuation Lab	2	50
Summer Projects (8 Weeks) (80 Marks for Report + 70 Marks for Viva)	4	150	Functional Electives (5)	15	500
Functional Electives (5)	15	500			
Total	27	850	Total	21	650

Total Number of Credits	102
Total Marks	2850
Total Number of theory papers	23
Total Number of Skills development workshop	3
Total Number of Lab	4
Number of Projects	2

REGULATIONS FOR THE MBA PROGRAMME OFFERED IN AFFILIATED COLLEGES

1. Examinations:

Question paper setting, and valuation (double valuation) will be fully taken care of by the Controller of Examinations Office, Pondicherry University. However, in the workshop-based subjects the assessment is continuous and internal.

The panel of Question Paper setters and the panel of Examiners for evaluation will be suggested by the University Department.

If the difference between the two valuations is more than 15%, the script will be evaluated by a third subject expert and the mark awarded by that expert will be the final.

2. Proportion of marks between internal evaluation and external evaluation for subjects: 40:60

3 Guidelines for awarding marks for project works:

a. Minor Project (2 WEEKS):

It will be done during the winter vacation after first semester.

Marks for the Project Viva will be awarded by the Examiner **50 Marks**

A Single Member Panel (examiner) will be appointed by the Project Co Ordinator.

b. Summer Project (8 Weeks)

There will be a mid-term review after 4 weeks

Marks for the Project awarded by the Guide **80 Marks**

Marks for Presentation and Question & Answer Session **70 Marks**

A single member panel (examiner) will be appointed by the project Co-ordinator.

Passing Condition:

The student should have a minimum of 24 marks out of 60 in the University Examination and a minimum total of 50% marks in Internal and University Examinations put together in each of the courses. Wherever there is no internal component as in Project viva, the student should have a minimum of 50% marks in the project viva Examination. For workshop and lab courses, the passing minimum is 50% of the internal assessment carried out on continuous basis.

4. Question paper pattern

Time: 3 Hours

Maximum Marks: 100

PART A: $6 \times 5 = 30$ Marks

Answer any SIX Questions out of TEN Questions
Question 1 to Question 10

PART B: $5 \times 10 = 50$ Marks

Question 11 or Question 12

Question 13 or Question 14

Question 15 or Question 16

Question 17 or Question 18

Question 19 or Question 20

PART C ($1 \times 20 = 20$ Marks)

Question 21: COMPULSORY (Case/Problem depending upon the subject)

Note: For answers, the following are the prescribed word limits.

5 marks – maximum 50 words

8 marks – maximum 200 words

10 marks – maximum 300 words

5. Maximum number of years permitted after completion of Semester IV to write arrear subjects:

- a) Two years
- b) **Old Regulation Students:** Two years

6. Guidelines to deal with attendance shortage for students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

SEMESTER - I

SEMESTER I

LIST OF CORE PAPERS

Title of the Paper	Code
MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR	MBA26H011
MANAGERIAL ECONOMICS	MBA26H012
ACCOUNTING FOR MANAGERS	MBA26H013
BUSINESS ENVIRONMENT & BUSINESS LAW	MBA26H014
BUSINESS STATISTICS AND RESEARCH METHODOLOGY	MBA26H015
COMMUNICATION SKILL WORKSHOP	MBA26H016
EXCEL FOR BUSINESS INTELLIGENCE LAB	MBA26H017
PERSONALITY DEVELOPMENT WORKSHOP	MBA26H018

MBA26H011	MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To develop a comprehensive understanding of fundamental management concepts, functions, and evolving managerial approaches.
- To examine organisational structures, authority relationships, leadership theories, and decision-making processes essential for effective managerial practice.
- To understand staffing, motivation, and control systems, and analyse best management practices followed by domestic and global organisations.
- To evaluate individual behavioural dimensions such as personality, perception, attitudes, emotions, and learning, and assess their impact on managerial performance.
- To analyse group dynamics, organisational culture, and change management strategies, and design interventions for managing resistance, enhancing teamwork, and fostering diversity.

Methodology:

- Case studies on management practices, organisational behaviour, and leadership models
- Group discussions, role plays, and experiential activities for understanding behaviour in organisations.
- Interactive lectures supported by real-world corporate examples
- Problem-solving exercises, decision-making simulations, and management games
- Video case discussions on management challenges, motivation, perception, and organisational culture
- Web-based activities, self-assessment tools (personality, EI, leadership styles), and reflective assignments
- Mini-projects analysing best management practices in domestic and global corporations
- Guest lectures from industry professionals on leadership, change management, and organisational development.

UNIT: 1	Nature of Management	12 Hours
Nature of Management: Meaning and Definition, Management: Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis- Approach to Management–Levels in Management–Managerial Skills-Functions of Management-The Nature and Purpose of Planning - Objectives-Strategies, Policies and Planning Premises,,Management by Objective (MBO)		

UNIT: 2	Management Functions	12 Hours
The Nature of Organizing-Organizational Structure: Departmentation- Line/Staff Authority and Decentralization, Co-ordination functions in Organisation, Emerging Trends in corporate Structure- Authority Relationships – Delegation of Authority and Decentralisation- Human Factors and Motivation- Leadership – Meaning, Importance, styles and theories of leadership. Committees and group- Decision Making- Techniques and processes.		
UNIT: 3	Management Process	12 Hours
An overview of staffing function: Elements of staffing- Recruitment sources- Selection process- The System and Process of Controlling- Methods, Tools and Techniques of Control and Information Technology–Design of techniques– Choices in Control. Best Management Practices across the world – Select cases of Domestic & International Corporations.		
UNIT: 4	Organisational Behaviour	12 Hours
Organisational Behaviour: Meaning & Definition- Management functions and relevance to Organisation Behaviour. Personality-Determinants, structure, behaviour, assessment, theories of personality- Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, Perception-Process, Managerial implications of perception. Learning-classical, operant and social cognitive approaches. Implications of learning on managerial performance.		
UNIT: 5	OB Interventions	12 Hours
Foundation of Group Behaviour- Definition of Groups, Reasons for forming Groups- Stages of Group Development-Characteristics of Groups, Group Structure-Understanding Work Teams- Organisational Change-Managing Change In the Organisational Context- Forces for Change In Organization-Managing resistance to change-Organization Development: Meaning & Definition- OD Interventions-Organisational Culture-Characteristics of Organizational Culture-Creating and Sustaining Culture-Successful Organizational Culture- Organizational Behaviour responses to Global and Cultural diversity		
Total Lecture Hours		60 Hours
Text Book(s)		
1.	Koontz & Weirich, “Essentials of Management: An International perspective”, 12th Edn. Tata McGraw-Hill, New Delhi, 2023.	
2.	Stephen P. Robbins, Mary A. Coulter and David A. DeCenzo, “Fundamentals of Management- 14th edition Pearson Education, New Delhi, 2023.	

3.	Peter F. Drucker, "The Practice of Management", Harper Business, Reissue edition, 2019.
4.	Gareth Jones "Essentials of Contemporary Management" - 7th edition. Tata McGraw-Hill, New Delhi, 2017.
Reference Book(s)	
1.	Sarah Cook, Practical Bench Marking: A manager's guide to creating competitive advantage, London, Kogan Page
2.	Heracleous L and Devoge, S., "Bridging the gap the of relevance: strategic management and organizational development, Long Range planning 31(5), 1998
3.	Bateman Snell, "Management: Competing in the new era", McGraw Hill Irwin, 2012.
4.	Peter Eichhorn & Ian Towers, Principles of Management: Efficiency and Effectiveness in the Private and Public Sector, Springer International Publishing. 2018.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1.	https://open.umn.edu/opentextbooks/textbooks/principles-of-management
2.	https://bdpad.files.wordpress.com/2015/05/fred-luthans-organizational-behavior_-an-evidence-based-approach-twelfth-edition-mcgraw-hill_irwin-2010.pdf
3.	https://libguides.library.curtin.edu.au/fundamentals-of-management
4.	www.bretlsimmons.com
5.	www.marinojdasmarinas.blogspot.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand management's evolution, approaches, and functions.
CO2	Analyse organisational structures, authority relationships, and leadership theories to design effective coordination and decision-making strategies in diverse corporate settings.
CO3	Demonstrate understanding of staffing and control systems by applying recruitment, selection, and control tools, and evaluate global best practices in management control.
CO4	Assess the impact of personality, perception, emotions, and learning theories on managerial behaviour and performance within organisational contexts
CO5	Evaluate group dynamics, organizational culture, and change management strategies, and design effective interventions to manage resistance and foster cultural diversity.

Mapping of COs with Pos							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	3	2	2	3
CO2	3	2	0	2	3	3	2
CO3	3	0	2	2	0	3	2
CO4	3	3	0	0	2	3	2
CO5	3	3	2	2	0	2	3
	3	2	1.4	1.8	1.4	2.6	2.4
*3 – Strong, 2 – Moderate, 1- Weak							

MBA26H012	MANAGERIAL ECONOMICS	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To introduce the fundamental concepts, scope, and role of managerial economics in organizational decision-making.
- To impart analytical skills to assess demand behavior and apply forecasting techniques for informed business decisions.
- To develop the ability to analyze production functions, cost structures, and risks for optimal resource utilization.
- To equip students with knowledge of market structures and pricing strategies for competitive managerial decisions.
- To understand the macroeconomic environment, policy frameworks, and evolving economic trends influencing business strategies.

METHODOLOGY:

- The course will be taught through lectures, analytical discussions, case studies, and problem-solving exercises to ensure practical application of concepts.
- Continuous assessments and a mini-project will reinforce decision-making skills aligned with industry-oriented learning outcomes

UNIT: 1	Introduction to Managerial Economics	12 Hours
Definition, Nature, Scope, and Importance of Managerial Economics – Fundamental Principles of Managerial Economics – Role of Managerial Economist in Decision-Making – Circular Flow of Economic Activities – Nature and Objectives of the Firm – Forms of Business Organizations: Sole Proprietorship, Partnership, Joint Stock Company, Cooperatives, Public Enterprises.		
UNIT: 2	Demand Analysis and Business Decision-Making	12 Hours
Law of Demand – Elasticity of Demand (Price, Income, Cross) – Determinants of Demand – Individual, Firm, and Market Demand – Demand Curve Characteristics – Use of Demand Analysis in Managerial Decisions – Demand Forecasting: Objectives, Short-Term and Long-Term Forecasting Techniques – Market Potential and Sales Forecasting.		
UNIT: 3	Production and Cost Analysis	12 Hours
Production Function – Laws of Production: Law of Variable Proportions and Returns to Scale – Optimal Combination of Inputs – Cost Concepts: Fixed, Variable, Average, Marginal, Total, Opportunity, Explicit and Implicit Costs – Cost Functions in Short and Long Run – Cost Estimation and Forecasting – Introduction to Risk and Uncertainty in Managerial Decisions.		
UNIT: 4	Market Structures and Pricing Strategies	12 Hours
Market Classification and Characteristics – Perfect Competition, Monopoly, Monopolistic Competition, Duopoly, and Oligopoly – Pricing Methods for New and Existing Products – Pricing		

Strategies: Skimming, Penetration, Cost-plus, Value-Based Pricing – Price Discrimination – Managerial Implications of Market Structure.		
UNIT: 5	Macroeconomic Environment and Policy Framework	12 Hours
National Income concepts: GDP, GNP, NNP – Inflation and Employment dynamics – Price indices: WPI, CPI, GDP Deflator – Monetary and Fiscal Policies including GST and their implications for business – Overview of the Indian Economy in a global context – Digital economy and financial inclusion – SEZs and external sector influences on managerial decisions.		
Total Lecture Hours		60 Hours
Text Book(s)		
1.	Salvatore, D., & Rastogi, S. K. (2024). <i>Managerial economics: Principles and worldwide applications</i> (10 th ed.). Oxford University Press.	
2.	Samuelson, W. F., Marks, S. G., Zagorsky, J. L., & Kar, S. (2022). <i>Managerial economics: An Indian adaptation</i> (9 th ed.). Wiley India.	
3.	Truett, L. J., Truett, D. B., & Rani, L. (2023). <i>Managerial Economics: Indian Adaptation</i> (8 th ed.). Wiley India.	
4.	Ahuja, H. L. (2022). <i>Managerial economics: Analysis of managerial decision-making</i> (9 th ed.). S. Chand Publishing.	
5.	Geetika, Ghosh, P., & Choudhury, R. (2008). <i>Managerial economics</i> (2 nd ed.). McGraw Hill Education.	
Reference Book(s)		
1.	Rastogi, S. K. (2023). <i>Managerial Economics: Principles & Worldwide Applications – Indian Adaptation</i> (9 th ed.). Oxford India	
2.	Panneerselvam, R., Sivasankari, P., & Senthilkumar, P. (2018). <i>Managerial Economics</i> . Cengage Learning India Pvt. Ltd.	
3.	Baye, M. R., & Prince, J. (2017). <i>Managerial Economics and Business Strategy</i> (8 th ed.). McGraw Hill Education.	
4.	Mehta, P. L. (2016). <i>Managerial economics: Analysis, problems, and cases</i> (21 st rev. ed.). Sultan Chand & Sons.	
5.	Varshney, R. L., & Maheshwari, K. L. (2014). <i>Managerial Economics</i> (22 nd rev. ed.). Sultan Chand & Sons.	
6.	Gupta, G. S. (2011). <i>Managerial Economics</i> (2 nd ed.). Tata McGraw-Hill Education Pvt. Ltd.	
7.	O’Sullivan, A., & Sheffrin, S. M. (2019). <i>Macroeconomics: Principles, applications, & tools</i> (3 rd ed.). Pearson Prentice Hall.	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Apply core concepts of managerial economics to assess organizational objectives and decision-making contexts.
CO2	Analyze demand determinants and implement appropriate forecasting methods for managerial planning.
CO3	Evaluate production and cost relationships to make efficient resource and risk-based decisions.
CO4	Formulate pricing and competitive strategies suitable for different market structures.
CO5	Interpret macroeconomic indicators and policy measures for strategic business response.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	2	3	3
CO2	3	3	2	2	1	3	3
CO3	3	3	2	3	2	3	3
CO4	2	2	2	3	2	3	3
CO5	3	3	2	3	2	3	3
	3	3	2	2.6	1.8	3	3

MBA26H013	ACCOUNTING FOR MANAGERS	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To provide a comprehensive understanding of the fundamental principles and practices of financial, cost, and management accounting.
- To develop the ability to prepare, analyse, and interpret financial statements for assessing business performance.
- To equip students with analytical skills to apply management accounting tools for planning, control, and decision-making.
- To enable students to evaluate cost structures and apply costing techniques for managerial efficiency and cost optimization.
- To enhance practical competence through case studies, accounting software (Tally) training, and assignments on small business accounting.

METHODOLOGY:

- Class Room teaching of each of the UNIT followed by regular exercises and surprise tests.
- One practical assignment on ‘Accounting for SBEs’ and its presentation by students.
- Case Study - Analysis of Company Annual Report & application of marginal costing
- Training on Tally Package

UNIT: 1		12 Hours
Book-keeping and Accounting – Meaning – Definition – Objectives of Financial Accounting – Branches of Accounting: Financial, Cost and Management Accounting – Accounting Concepts and conventions – journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems) – Accounting Standards – Groups interested in Accounting Information – An Introduction to Tally Package – salient features – types of vouchers – reports generated by Tally.		
UNIT: 2		12 Hours
Capital and Revenue Expenditure – Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Definition – Causes – Necessity of providing for depreciation – Methods of Calculating Depreciation: Straight Line Method and Written Down Value Method – Problems.		
UNIT: 3		12 Hours

Financial Statements – Meaning – Types of financial Analysis – Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – Ratios to Financial Statement (problems) – uses and limitations of Ratio Analysis – Funds Flow Analysis (simple problems) – uses and limitations – Cash Flow Analysis (simple problems) – uses and limitations – Difference between funds flow and cash flow analysis.		
UNIT: 4		12 Hours
Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning (problem) – Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions (Problem for case study)		
UNIT: 5		12 Hours
Concept of cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (Problems) – classification of cost – Cost UNIT and Cost Centre – Methods of Costing – Techniques of Costing.		
Total Lecture Hours		60 Hours
Text Book(s)		
1	Vinayakam, N., & Charumathi, B. (2004). Financial accounting. S. Chand, Limited	
2	S.N. Maheswari: Management Accounting. Maheshwari, S. N. (2021). Principles of management accounting (18th rev. ed.). Sultan Chand & Sons	
Reference Book(s)		
1	Hingorani, N. L., Ramanathan, A. R., & Grewal, T. S. (1983). Management accounting (4th ed.). Sultan Chand & Sons.	
2	Anthony, R. N. (1970). Management accounting: Text and cases. Richard D. Irwin, Inc.	
3	Bhar, B. K. (1982). Cost accounting: Methods and problems (5th ed.). Academic Publishers.	
4	Guthmann, H. G. (1953). Analysis of financial statements (4th ed.). Prentice-Hall.	
5	Narayanaswamy, R. (2022). Financial accounting: A managerial perspective (7th ed.). PHI Learning Private Limited.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.accountingformanagement.com	
2	http://www.business.com/directory/accounting/software/	
3	www.icai.org	
4	www.icsi.edu	
5	www.icwai.org	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Recall the accounting principles and prepare and interpret Final accounts of a Business Concern.
CO2	Classify various categories of expenditure and analyze problems concerning different methods of Depreciation.
CO3	Describe the various Techniques of Financial Analysis, classify different types of ratios and distinguish Fund Flow Analysis from Cash Flow.
CO4	Analyze the problems related to Marginal Costing and Break-Even Analysis and choose the decisions from alternative choices pertaining to determination of sales mix, exploring new markets and analyze the cases related to make or buy decisions
CO5	Classify in detail about the various elements of cost and define different methods and techniques of Costing and analyze the Cost Sheet of any firm.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	0	1	0	3	3
CO2	3	2	0	0	0	2	2
CO3	3	3	0	0	0	2	2
CO4	3	3	0	3	0	2	2
CO5	3	3	0	3	0	2	2
	3	2.8	0	1.4	0	2.2	2.2

MBA26H014	BUSINESS ENVIRONMENT & BUSINESS LAW	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To educate on the Legal and Regulatory Framework for doing business in India.
- To elucidate various aspects in Law of Contract.
- To explain about Negotiable Instruments and RBI guidelines on Digital Transactions.
- To enlighten students on the significance of Monetary, Fiscal Policy, Union Budget.
- To impart knowledge of different Business Regulations and Environmental Laws.

METHODOLOGY:

- Lectures, Case studies, Assignments, Presentation of legal reports

UNIT: 1	Introduction to Business Environment	12 Hours
Macro Environment Analysis (PESTEL Model). Industrial Policies: A Brief Review of Industrial Policies since Independence - Industrial Policy of 1991 and recent developments - Fiscal Policy - Monetary Policy. Latest Union Budget: Tax Implications - Goods & Services Tax (GST)		
UNIT: 2	India's Trade Policy	12 Hours
Policy Changes and Issues - Sector Wise Trade Policies - Recent Developments - GATT - WTO - Agreements and Implications. Disinvestment: Meaning and its Policy with regard to Public Sector - Multi-National Companies and FDI		
UNIT: 3	EXIM Policies & FEMA	12 Hours
India's New EXIM Policy - Legal Framework - Initiatives - FEMA - Liberalisation – Privatisation - Globalisation and its impact on Indian Economy		
UNIT: 4	Introduction to Business Law	12 Hours
Nature of Contract and Essential Elements of Valid Contract - Negotiable Instruments Act (1881) - Promissory Note - Bills of Exchange & Cheque - and their Definitions and Characteristics - Types of Endorsements - Consumer Protection Act (1986) - Income Tax Act (1961) – Information Technology (IT) Act (2000).		
UNIT: 5	Companies Act 1956	12 Hours
Steps and Procedure for Incorporation of the Company. Company Management: Appointment of Directors - Powers - Duties & Liabilities of Directors. Company Meetings – Resolutions - Winding-up of a Company - Latest Amendments. New Regulations in Companies Act (2013)		
Total Lecture Hours		60 Hours
Text Book(s)		
1	Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e,2022.	
2	Kapoor, N.D. “Elements of mercantile law”, Sultan Chand & Sons, New Delhi, 2014	
3	Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.	
4	Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021.	
Reference Book(s)		
1	Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.	
2	MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House,5e, 2018.	
3	N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)	

4	Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.legalindia.in
2	www.legalserviceindia.com
3	www.supremecourtindia.nic.in
4	www.mca.gov.in

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Analyse the macro business environment using PESTEL and evaluate the impact of industrial, fiscal, monetary, and GST policies on business decisions.
CO2	Explain India's trade policies, WTO/GATT agreements, and interpret the implications of FDI, MNCs, and disinvestment on various economic sectors.
CO3	Interpret EXIM policy, FEMA provisions, and assess the effects of LPG (Liberalisation, Privatisation, Globalisation) reforms on the Indian economy.
CO4	Demonstrate knowledge of key business laws including Contract Act, Negotiable Instruments Act, Consumer Protection Act, Income Tax Act, and IT Act, and apply them to basic business scenarios.
CO5	Describe the procedures of company incorporation under the Companies Act, evaluate the roles and responsibilities of directors, and outline the legal provisions related to company meetings, resolutions, and winding-up

Mapping of COs with Pos

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	1	2
CO2	3	3	2	3	2	1	2
CO3	3	2	2	3	2	2	3
CO4	3	3	3	2	3	3	2
CO5	3	2	3	3	3	3	3
	3	2.4	2.4	2.8	2.4	2	2.4

MBA26H015	BUSINESS STATISTICS & RESEARCH METHODOLOGY	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To develop analytical skills using statistical tools for effective business decision-making.
- To enable students to understand and apply research methodology in solving business problems.
- To familiarize students with data collection, analysis, and interpretation techniques.
- To build competency in using statistical and research methods for empirical studies and managerial applications.

METHODOLOGY:

Lectures, case studies, practical exercises using statistical software (Excel/SPSS/R), data interpretation tasks, live research project design, presentations, and report writing.

UNIT: 1	INTRODUCTION TO BUSINESS STATISTICS	12 Hours
Meaning, nature, and scope of business statistics – Role of statistics in management decisions – Types and sources of data – Measurement scales – Classification and tabulation – Frequency distribution – Diagrammatic and graphical representation of data – Measures of central tendency (Mean, Median, Mode) – Measures of dispersion (Range, Variance, Standard Deviation, Coefficient of Variation). Case/Practical: Data summarization using Excel/SPSS; computation of mean and standard deviation using business data.		
UNIT: 2	CORRELATION, REGRESSION & PROBABILITY	12 Hours
Correlation: Types and methods – Karl Pearson's & Spearman's Rank correlation – Regression analysis: simple and multiple regression – Interpretation of regression coefficients – Probability concepts: definitions, rules, and applications in business – Theoretical distributions: Binomial, Poisson, and Normal distribution – Hypothesis testing: t-test, chi-square test, ANOVA (introductory). Case/Practical: Application of correlation and regression in sales forecasting; probability-based decision-making using Excel/SPSS.		

UNIT: 3	INTRODUCTION TO RESEARCH METHODOLOGY	12 Hours
Meaning, scope, and significance of research in business – Types of research – Research process – Identifying and defining research problems – Review of literature – Formulation of research objectives and hypotheses – Research design: exploratory, descriptive, causal. Case/Practical: Preparing a research problem statement; drafting objectives and hypotheses.		
UNIT: 4	DATA COLLECTION AND ANALYSIS	12 Hours
Sampling methods – Sample size determination – Primary and secondary data collection – Questionnaire design and scaling techniques – Reliability and validity testing – Data coding, tabulation, and analysis – Tools and software for data analysis (SPSS, Excel, R) – Interpretation of results and testing hypotheses. Case/Practical: Designing a questionnaire; analysis of survey data using SPSS.		
UNIT: 5	REPORT WRITING AND PRESENTATION	12 Hours
Steps in writing a research report – Layout of a research report – Bibliography and referencing (APA/MLA style) – Executive summary and abstract writing – Ethics in research – Plagiarism and tools for plagiarism checking – Presentation of research findings (tables, charts, and visuals). Case/Practical: Drafting a mini research report and presentation based on collected data		
Total Lecture Hours		60 Hours
Text Book(s)		
1	Levin, R. I., & Rubin, D. S. (2017). Statistics for Management. Pearson Education.	
2	Kothari, C. R. (2019). Research Methodology: Methods and Techniques. New Age International.	
3	Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2020). Statistics for Business and Economics. Cengage Learning.	
Reference Book(s)		
1	Gupta, S. P. (2021). Statistical Methods. Sultan Chand & Sons.	
2	Sekaran, U., & Bougie, R. (2019). Research Methods for Business: A Skill-Building Approach. Wiley.	
3	Hair, J. F., Babin, B. J., & Page, M. (2020). Essentials of Business Research Methods. Routledge.	

4	Field, A. (2018). Discovering Statistics Using SPSS. Sage Publications
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://nptel.ac.in/courses/110/105/110105032/
2	https://nptel.ac.in/courses/110/107/110107125/
3	https://www.coursera.org/learn/data-analysis-statistical-inference
4	https://www.edx.org/course/research-methods-for-business

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the fundamental concepts and tools of business statistics for managerial decision-making.
CO2	Apply correlation, regression, and probability methods in real-world business scenarios.
CO3	Formulate research problems, objectives, and hypotheses scientifically.
CO4	Design and conduct business research using appropriate data collection and analysis methods.
CO5	Prepare professional research reports and communicate findings effectively.

Mapping of COs with Pos							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	1	1	3	1
CO2	3	3	1	1	2	3	1
CO3	3	3	2	1	2	3	2
CO4	3	3	2	2	3	3	2
CO5	2	3	2	1	3	3	3
	2.8	3	1.6	1.2	2.2	3	1.8

MBA26H016	COMMUNICATION SKILLS WORKSHOP	L	T	P	C
Core / Elective	Core	1	0	2	2

Course Objectives:

- To understand the communication process in an organization
- To sharpen the communication skills – both oral and written - of the learner
- To simulate real-world business communication contexts and communicate effectively
- To facilitate experiential learning through use of role plays, presentations and so on.

METHODOLOGY:

Entirely Experiential Learning based course. Briefings, case discussions, story-telling, role-plays, seminar presentations, position papers, mini-projects, social media content discussions

UNIT: 1		10 Hours
Communication model – relevance and types of managerial communication – communication barriers – ethical communication. Professionalism in communication – team communication, meetings, listening, nonverbal communication.		
UNIT: 2		10 Hours
Reading and understanding business related articles, company profiles, not-for-profit organizations, profiles of corporate leaders and styles of communication, using reference sources Organizing and writing business messages – Patterns – Use of tools such as word cloud, mind maps – composing messages in various forms such a poster, videos, interviews and presentations Crafting readable messages by using the principles of clarity and completeness, avoiding clutter and complexity Writing business proposals and reports by doing a mini survey for a chosen problem or issue		
UNIT: 3		10 Hours
Electronic messages and digital media – Analyzing the use of audio visuals and their reach Positive messages - Negative messages – structure and patterns in communicating news Persuasive messages – Changing mindsets through social cause communications Presentation skills – preparation for good content, overcoming stage fright – gaining and retaining attention		
Total Lecture Hours		30 Hours

Reference Book(s)	
1	http://gallocommunications.com/
2	http://www.businesscommunicationblog.com
3	http://www.networkedblogs.com/blog/journeys in communication/
4	www.globalindian.net.in

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	To understand the communication process in an organization
CO2	To sharpen the communication skills – both oral and written - of the learner
CO3	To simulate real-world business communication contexts and communicate effectively and to facilitate experiential learning through use of role plays, presentations and so on.

Mapping of COs with Pos							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	3	3	2
CO2	2	3	2	1	3	3	2
CO3	3	3	2	1	3	3	2
	2.7	3	2	1.3	3	3	2

MBA26H017	Excel for Business Intelligence	L	T	P	C
Core / Elective	Core	1	0	2	2

Course Objectives:

- i. Identify and interpret managerial information needs**
Enable students to differentiate between strategic and operational data requirements, ensuring that Excel-based solutions align with real-world managerial decision contexts.
- ii. Apply Excel-driven analytical techniques for business problem-solving**
Use formulas, functions, and structured analytical workflows to evaluate business scenarios and support evidence-based decision-making.
- iii. Develop proficiency in Excel's core tools and visualization capabilities**
Build hands-on expertise in data formatting, structuring, chart creation, and dashboard design to communicate insights with clarity and impact.
- iv. Innovate using scenario modeling and automation**
Leverage advanced Excel features—such as What-If Analysis, PivotTables, Power Query, and VBA—to build dynamic models and automate repetitive processes for enhanced managerial efficiency.
- v. Incorporate AI-powered intelligence into Excel workflows**
Explore emerging AI-enabled Excel tools (e.g., Microsoft Copilot, predictive insights, automated reporting) to elevate business intelligence and drive innovation in managerial decisions.

Course Methodology

- 1) Dual Approach to Excel Proficiency**
Every task is completed using both traditional manual methods (formulas, Power Query, PivotTables, etc.) and AI-assisted methods (Copilot, Analyze Data in Excel, and similar features).
- 2) Direct Comparison in Exercises**
All exercises require a comparison of speed, accuracy, and outcomes between manual and AI-assisted approaches.
- 3) Prompt Engineering Practice**
Prompt engineering for Copilot and other AI tools is practiced and evaluated throughout the course.
- 4) AI Audit in Assignments**
Each assignment includes a brief AI Audit section addressing accuracy, limitations, risks or biases, and areas where human judgment remains essential.
- 5) Mini-Project with Integrated Dashboard**
Participants produce a professional business dashboard and report that integrates traditional Excel techniques with at least three distinct AI features, with all AI-generated elements clearly

identified and justified.

The final examination is completed without access to any AI tools to verify independent mastery of core Excel skills.

- Understand the strategic and operational information needs of managers.
- Apply Excel- Based data analysis to solve business problems and support decision-making.
- Gain hands-on proficiency in Excel's interface, formatting, formulas, data tools, and visualization.
- Develop skills in scenario modeling, dashboard creation, and data-driven storytelling.

UNIT: 1	EXCEL FOUNDATIONS FOR BUSINESS APPLICATIONS	10 Hours
Excel Interface & Navigation <ul style="list-style-type: none">• Tabs, Ribbons, Document Windows• Save Options• Navigation Tips and Keyboard Shortcuts• Introduction to Excel Templates for Business Use Data Entry & Presentation Formatting <ul style="list-style-type: none">• Fonts, Fills, Alignment• Cut, Copy, Paste, Paste Special• Undo, Redo, Find & Replace• Cell Styles and Clean Layout Design• Formatting Numbers: Currency, Dates, Custom Formats• Format Painter and Special Formats Worksheet Management <ul style="list-style-type: none">• Naming, Moving, Copying Worksheets• Adding, Deleting, Hiding Worksheets• Grouping Worksheets and Batch Operations Getting Help & Smart Tools <ul style="list-style-type: none">• Excel Help and Smart Lookup• Quick Analysis Tool• Flash Fill Introduction		
UNIT: 2	DATA ANALYSIS, VISUALIZATION & DECISION SUPPORT TOOLS	10 Hours
Formula Design & Automation <ul style="list-style-type: none">• Creating Formulas and Using Operations• AutoSum and Common Formulas• Relative vs. Absolute References• AutoFill Series and Custom Lists• Formula Copying and Auditing basics Data Structuring & Annotation <ul style="list-style-type: none">• Modifying Rows, Columns, Cells		

- Cell Width, Height, Hiding/Unhiding
- Adding Comments and Notes for Review

Conditional Formatting & Visual Insights

- Highlight Cell Rules, Top/Bottom Rules
- Data Bars, Color Scales
- Custom Formatting Rules

Charts & Graphs for Managers

- Column, Line, Pie, Bar, Combo Charts
- Sparklines for Trend Analysis
- Chart Formatting and Best Practices

Data Cleaning & Error Handling

- TRIM, CLEAN, TEXT Functions
- IFERROR, ISERROR
- Auditing Tools and Formula Tracing

UNIT - 3

Integrated Data Management, Intelligence & Decision Support in Excel

10 Hours

Tables & Pivot Tables

- Creating and Styling Tables
- Adding Rows/Columns and Table Functions
- Summarizing Data with Pivot Tables
- Using Slicers and Pivot Charts

Data Tools for Decision Making

- Data Validation and Drop-Down Lists
- Removing Duplicates and Text to Columns
- Goal Seek and Scenario Manager
- What-If Analysis Techniques

Advanced Referencing & Named Ranges

- Multiple Sheet References
- Consolidating Data (with/without links)
- Trace Precedents and Dependents
- Watch Window for Monitoring
- Named Ranges and Date Formulas

Lookup Functions & Business Applications

- VLOOKUP and HLOOKUP
- XLOOKUP
- INDEX-MATCH
- Lookup Use Cases: HR, Finance, Inventory

Dashboards & Automation

<ul style="list-style-type: none"> • Designing Interactive Dashboards • Linking Tables, Charts, and Slicers • Introduction to Macros and VBA Recording • Power Query Basics for Data Import 	
Total Lecture Hours	30 Hours
Text Books <ol style="list-style-type: none"> 1. Microsoft Excel 365 Bible (2nd Edition) – Michael Alexander, Dick Kusleika, John Walkenbach, Publisher: Wiley https://www.wiley.com/go/excel365bible2e(https://www.wiley.com/go/excel365bible2e) 2. Microsoft Excel Data Analysis and Business Modeling (7th Edition, Office 2021 & Microsoft 365) – Wayne L. Winston, Publisher: Microsoft Press / PHI Learning, https://www.phindia.com/Books/BookDetail/9788119364947/MICROSOFT-EXCEL-DATA-ANALYSIS-AND-BUSINESS-MODELING-OFFICE-2021-AND-MICROSOFT-365-WINSTON) 3. Storytelling with Data: A Data Visualization Guide for Business Professionals – Cole Nussbaumer Knafllic, Publisher: Wiley, https://www.amazon.in/Storytelling-Data-Visualization-Business-Professionals/dp/1119002257 4. Excel Power Pivot & Power Query For Dummies (2nd Edition) – Michael Alexander, Publisher: Wiley, https://www.oreilly.com/library/view/excel-power-pivot/9781119844488/ 5. Business Analytics: Data Analysis & Decision Making (8th Edition) – S. Christian Albright & Wayne L. Winston, Publisher: Cengage, https://faculty.cengage.com/titles/9780357984581) 	
Online References (with URLs) <ol style="list-style-type: none"> a. Microsoft Learn – Excel Training https://learn.microsoft.com/en-us/training/(https://learn.microsoft.com/en-us/training/) b. Coursera – Excel Skills for Business Specialization (Macquarie University) https://www.coursera.org/specializations/excel(https://www.coursera.org/specializations/excel) c. ONLC – Best Excel Data Analysis Courses (2025) https://www.onlc.com/blog/best-excel-data-analysis-courses/(https://www.onlc.com/blog/best-excel-data-analysis-courses/) d. SpreadsheetPoint – Best Excel Courses Online (2025) https://spreadsheetpoint.com/excel/best-excel-courses/(https://spreadsheetpoint.com/excel/best-excel-courses/) 	

e. Corporate Finance Institute (CFI) – Excel Guide [https://corporatefinanceinstitute.com/topic/excel/] (https://corporatefinanceinstitute.com/topic/excel/)	
MODE OF EVALUATION <ol style="list-style-type: none"> 1. Continuous assessment through dual-path exercises (traditional Excel + AI-assisted) and hands-on AI labs. 2. Mini-project evaluation based on the AI-enhanced business dashboard, report, AI Audit, and justification of AI use. 3. Peer review of projects and live presentation with dashboard walkthrough and on-the-spot Copilot demonstration. 4. Evaluation of class participation, case discussions, and the AI Failure Log. 5. Final no-AI examination to confirm independent mastery of core Excel skills. 	

COURSE OUTCOMES: On Completion of the course, the students will be able to	
CO1	Use Excel’s interface, navigation tools, formatting features, and worksheet management techniques to create clean, well-structured spreadsheets, comparing manual and AI-assisted formatting approaches.
CO2	Apply formulas, references, autofill tools, and data-structuring techniques to design automated and accurate business calculations, evaluating efficiency gains from AI-driven formula suggestions.
CO3	Analyze and visualize data using conditional formatting, charts, graphs, and data-cleaning functions, integrating AI-powered recommendations to enhance managerial insights.
CO4	Manage and summarize large datasets using Excel Tables, PivotTables, data-validation tools, what-if analysis, and advanced referencing techniques, while leveraging AI features such as automated scenario modeling and anomaly detection.
CO5	Implement lookup functions, dashboards, macros, and Power Query tools to build interactive and efficient business reports, incorporating AI-driven forecasting, automated reporting, and critical evaluation of AI outputs for ethical and reliable decision-making.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	2	3	1
CO2	3	3	1	1	2	3	2
CO3	3	3	2	2	3	3	3
CO4	3	2	2	2	3	3	3
CO5	3	3	3	3	3	3	3
	3	2.6	1.8	2.4	2.6	3	2.4

MBA26H018	PERSONALITY DEVELOPMENT WORKSHOP	L	T	P	C
Core / Elective	Core	1	0	2	2

Course Objectives:

- To develop a balanced and favourable personality through self-awareness, self-esteem, and effective emotional management.
- To enhance emotional intelligence, mindfulness, positive thinking, and decision-making abilities for personal and professional success.
- To cultivate interpersonal skills, including communication, assertiveness, negotiation, and conflict management for improved relationships.

METHODOLOGY:

- The methodology is predominantly by Activity based learning and incidental exercises that includes, Conceptual Discussion, Case study, Role play, Management Games, In-Basket exercise, Individual and Group presentation, Web-assisted instructions and tests and Guest lectures.

UNIT: 1		10 Hours
Understanding the Self: Anatomy of the self-the mind-the intellect, Personality, The sub-conscious Mind-Consciousness- States of Awareness-Innate. Self-Evaluation, SWOT Analysis, Recognition of one's own limits and deficiencies, managing self – emotions, ego, pride, Building Self-Esteem, Self-Confidence and Self-Efficacy, Locus of Control, Setting Goals, Attitude (Positive and Negative Attitude).		
UNIT: 2		10 Hours
Emotional Intelligence: Meaning, components, developing EI. Mindfulness: Meaning, Principles of Mindfulness, Models and frameworks for mindfulness practices. Developing thought pattern: The power and effects of thoughts, Principles of positive Thinking-Benefits of positive thinking, changing mind set- Steps to change cycle of thinking. Decision making: The key decisions, Group decision making, General aids and tips for improving decisions making		
UNIT: 3		10 Hours
Communication: Verbal, Non-Verbal, Para-Verbal, Listening-It's Importance, Good & Bad Listening, Body Language, Empathy, Mutuality, Trust, Emotional Bonding. Managing interferences-Perceptual Challenges, Interpersonal Transactions, Tips for Improving interpersonal relationship, Assertiveness and negotiation skills, Conflict Management		
Total Lecture Hours		30 Hours

Text Book(s)	
1	Roy, J. (2015). Improve Your Personality. Mark Publishers, Jaipur.
2	Singh Yadav, R. N. (2016). The Dynamics of Successful Personality. Mount Hill Publishing Company, New Delhi.
3	Vohra, N., Judge, T. A., & Robbins, S. P. (2019). Organizational Behaviour (18th ed.). Pearson Education India.
4	Covey, S. R., & Covey, S. (2020). The 7 Habits of Highly Effective People. Simon & Schuster.
5	Bradberry, T., & Greaves, J. (2006). The Emotional Intelligence Quick Book: Everything You Need to Know to Put Your EQ to Work. Simon & Schuster.
Reference Book(s)	
1	Dobelli, R. (2015). The Art of Thinking Clearly. PTS Publications Distributors Sdn Bhd.
2	Fox, A., & Fox, B. (2018). Beyond Positive Thinking: Putting Your Thoughts into Action. GD Media LLC.
3	Gildan Media LLC. (n.d.). Mindset by Carol S. Dweck.
4	Kabat-Zinn, J. (2013). Full Catastrophe Living Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness. Bantam Dell.
5	Akpor-Obare, M. O. (2018). Organizational Behaviour, Management Theory and Organizational Structure: An Overview of The Inter-Relationship.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://www.managementstudyguide.com/importance-of-personality-development.htm
2	https://www.essentiallifeskills.net/improveyourpersonality.html
3	https://lesley.edu/article/personality-development
4	https://sourcesofinsight.com/change-your-mindset-change-your-results
5	https://www.verywellmind.com/what-is-emotional-intelligence-2795423

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the components of the self, including the mind, intellect, subconscious, and personality traits, and evaluate personal strengths and weaknesses using tools like SWOT analysis.
CO2	Define emotional intelligence and mindfulness, and apply their principles and frameworks to develop better emotional and cognitive awareness.
CO3	Demonstrate effective communication skills including verbal, non-verbal, and para-verbal elements, and explain the role of empathy, trust, and listening in building emotional bonds

Mapping of COs with Pos

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2
	2.0	2.0	2.0	2.0	2.0	2.0	2.0

SEMESTER - II

SEMESTER II

LIST OF CORE PAPERS

Title of the Paper	Code
FINANCIAL MANAGEMENT	MBA26H021
MARKETING MANAGEMENT	MBA26H022
OPERATIONS MANAGEMENT	MBA26H023
HUMAN RESOURCES MANAGEMENT	MBA26H024
BUSINESS INFORMATION SYSTEMS	MBA26H025
SELLING & NEGOTIATION SKILLS	MBA26H026
OPERATION RESEARCH LAB (SOFTWARE BASED)	MBA26H027
CAREER DEVELOPMENT WORKSHOP	MBA26H028
MINOR PROJECT	MBA26H029

MBA26H021	FINANCIAL MANAGEMENT	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To know the various concept and sources of finance.
- To understand the various uses of finance.
- To familiarize oneself with the techniques used in financial management.

METHODOLOGY:

- Assignment
- Test after completion of each UNIT
- Class room lectures for all UNIT s
- To solve problem self-made with all features will be used
- Importance should be given for solving problems in each UNIT.

UNIT: 1		12 Hours
Importance of Finance; Meaning of Business Finance; Meaning of Financial Management; Objectives of Financial Management; Scope of Financial management, Role of Financial Manager in the Changing Scenario; Method of Financial Management; Organization of the Finance Function; Importance of Financial Management. Tools of Financial Management and Financial Forecasting, Financial Statement, Analysis and Interpretation; Practical Problems.		
UNIT: 2		12 Hours
Meaning of Financial Planning; Pattern of Financing; Source of Finance; Security Financing; Convertible Debentures; Internal Financing; Loan Financing; Public Deposits; Bridge Financing; Loan Syndication, & Finance Decision, Leverage; Types of Leverage; Significance of Operating Leverage, Financial Leverage and Composite Leverage; Practical Problems		
UNIT: 3		12 Hours
Meaning of Capital Structure; Capital Structure and Financial Structure; Pattern of Capital Structure; Optimum Capital Structure; Capital Structure Theories, Determination of Capital Structure; Financial Break Even Point and EPS Analysis, Capital Gearing and Trading on Equity, Cost of Capital, Importance of Cost of Capital; Classification of Cost of Capital; Determination of Cost of Capital, Capital Assets Pricing Model (CAPM) and Weighted Average Cost of Capital (WACC), Practical Problems.		

UNIT: 4		12 Hours
Concept of Working Capital Management; Need for Working Capital; Types of Working Capital; Management of Working Capital, Projection of Working Capital, Conservative Asset Policy, Aggressive Asset Policy, Risk Return Trade Off, Source of Working Capital; Management of Cash, Tools of Cash Management, Cash budget, Playing on Float, Lock Box System; Management of Inventory, Tools of Inventory Management, ABC Analysis, VED Analysis, EOQ Analysis, Perpetual Inventory System, Different Stock Level and Management of Receivable and Factoring Management; Practical Problems		
UNIT: 5		12 Hours
Concept of Capital Budgeting, Importance of Capital Budgeting, Characteristic of Capital Budgeting Decisions; Limitations of Capital Budgeting Decisions; Capital Budgeting Process; Capital Rationing. Capital Budgeting Techniques- Accounting Rate of Return- ARR Method of Evaluation & Its Analysis; Payback Method of Evaluation & Its Analysis; Internal Rate of Return- IRR Method of Evaluation & Its Analysis; Net Present Value- NPV Method of Evaluation & Its Analysis; Profitability Index- PI Method of Evaluation & Its Analysis, Dividend, Bonus, Right Shares, Theories of Dividend, Types of Dividend, Determination of Dividend, Inflation; Inflation Accounting; Capital Market and Money Market, Practical Problems.		
Total Lecture Hours		60 Hours
Text Book(s)		
1	Kapil Sheeba and Kapil Kanwal Nayan, FINANCIAL MANAGEMENT, STRATEGY, IMPLEMENTATION & CONTROL, Pragati Prakashan Publishers, Meeruti.	
2	Khan MN. and Jain P.K: FINANCIAL MANAGEMENT, Tata McGraw-Hill co. Ltd, New Delhi.	
3	Pandey I.M.: FINANCIAL MANAGEMENT, Vikas Publishing House Pvt. Ltd, New Delhi.	
4	Prasanna Chandra: FINANCIAL MANAGEMENT, The McGraw-Hill Education Ltd., New Delhi.	
5	Maheshwari S.N.: FINANCIAL MANAGEMENT-PRINCIPLE AND PRACTICE, Sultan Chand & Sons Pvt. Ltd., New Delhi.	
Reference Book(s)		
1	Abdelsamad, M.: A GUIDE TO CAPITAL EXPENDITURE ANALYSIS, New York, American Management Association, 1973	
2	Beranack, W.: WORKING CAPITAL MANAGEMENT, Belmont, Wadsworth, 1968.	
3	Bolten, S.E.: MANAGERIAL FINANCE, Boston, Houghton Mifflin co., 1976.	
4	Heifert, E.H.: TECHNIQUES FOR FINANCIAL ANALYSIS, Homewood, Irwin, 1967	

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.financialmanagement.in

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Define the term “Finance & Business Finance”, Describe objectives, scope, importance & methods of Financial Management, recognize the organization of Finance Function and the role of Financial Manager in Changing Scenario, demonstrates and apply the tools of Financial Management in analyzing and Interpreting Financial Statements.
CO2	Demonstrates the term “Financial Planning”, recognize the pattern of financing and sources of Finance, generalize the concepts such as Security Financing, Convertible Debentures, Internal Financing, Loan Financing, Public Deposits, Bridge Financing, Loan Syndication and Finance Decision, classify the types of leverages and compute the problems related to Operating, Financial and Operating Leverage.
CO3	Describe Capital Structure, Distinguish Capital Structure from Financial Structure, summarize Capital Structure Theories and apply it in determining capital structure of a Firm
CO4	Define the Term “Inventory Management”, apply its tools and technique to determine average inventory utilized and required (It includes EOQ Analysis, ABC Analysis, VED analysis etc.
CO5	Recognize and describe the concept of Capital Budgeting, Classify and apply tools and techniques of Capital Budgeting such as ARR (Payback Period Method, NPV (Net Present Value Method, ARR (Accounting Rate of Return, IRR).

Mapping of COs with POs

POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Cos							
CO1	2	3	1	0	0	3	3
CO2	2	3	1	0	0	3	3
CO3	3	3	0	0	0	3	3
CO4	2	3	0	0	0	3	3
CO5	3	3	0	0	0	3	3
	2.4	3	0.4	0	0	3	3

MBA26H022	MARKETING MANAGEMENT	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- This is an introductory course that will help the learners acquire the vocabulary of Marketing, understand how marketing strategies are shaped and stimulate the learner to take up Marketing as a career or apply the learning to careers in other functional areas.

METHODOLOGY:

- Lectures for conceptual understanding, live cases, class discussions, reading and sharing of marketing related articles, experiential exercises.
- Live Cases of existing companies and brands will form a part of the entire learning process for understanding how marketing principles are applied in the local and global contexts

UNIT: 1	Defining Marketing and the Marketing Process	12 Hours
<p>Creating Customer Value & Engagement- Definitions – Customer Value - Understanding the Marketplace-Value driven marketing strategy – CRM and Customer Value – Changing Marketing Landscape.</p> <p>Partnering to Build Customer Engagement, Value & Relationship – Business Portfolio Designing – Marketing Planning & Strategy – Marketing Mix Introduction – Managing Marketing Efforts & Measuring Marketing Return on Investment</p>		
UNIT: 2	Understanding the Marketplace and Customer Value	12 Hours
<p>Analyzing the Marketing Environment – Micro and Macro Environment – Responding to Marketing Environment.</p> <p>Managing Marketing Information to gain customer insights – MIS & Customer Insights – Marketing Research – Analyzing & using Marketing Information</p> <p>Consumer Markets & Buyer Behavior – Model of Consumer Behavior – Characteristics affecting consumer behavior – Buying decision process – types of buying decision – buyer decision process for new products</p> <p>Business Markets & Business Buyer Behavior - The Business Buyer Decision Process - Engaging Business Buyers with Digital and Social Marketing - Institutional and Government Markets.</p>		

UNIT: 3	Designing a Customer Value–Driven Strategy and Mix	12Hours
<p>Customer Value–Driven Marketing Strategy - Creating Value for Target Customers – Strategy – Segmentation – Targeting – Differentiation and Positioning.</p> <p>Products, Services and Brands – building customer value – Definition of product & services – Product and Services Decisions – Services Marketing – Branding Strategy – Building strong brands – Brand Equity and brand value – Managing Brands.</p> <p>Developing New Products and Managing the Product Life Cycle - New Product Development Strategy - The New Product Development Process - Product Life-Cycle Strategies - Product Decisions and Social Responsibility – International Product and Services Marketing.</p> <p>Pricing: Understanding and Capturing Customer Value – Price – Major Pricing Strategies - Internal and External Considerations Affecting Price Decisions – Pricing Strategies - New Product Pricing Strategies - Product Mix Pricing Strategies - Price Adjustment Strategies - Price Changes - Public Policy and Pricing</p>		
UNIT: 4	Developing the marketing mix: Place and Promotion	12 Hours
<p>Marketing Channels: Delivering Customer Value - Supply Chains and the Value Delivery Network - Channel Behavior and Organization - Channel Design Decisions - Channel Management Decisions - Marketing Logistics and Supply Chain Management.</p> <p>Retailing and Wholesaling - Retailing: Connecting Brands with Consumers – Shifts in Retailing Model - Omni-Channel Marketing: Blending In-Store, Online, Mobile, and Social Media Channels - Retailer Marketing Decisions – STP Decisions – Product Assortment & Services Decision – Price – Promotion-Place Decision - Retailing Trends and Developments – Wholesaling – Types of Wholesalers – Trends in Wholesaling.</p> <p>Engaging Consumers and Communicating Customer Value: Integrated Marketing Communications Strategy – The Promotion Mix - Integrated Marketing Communications - Developing Effective Marketing Communication – Setting the Total Promotion Budget and Mix.</p> <p>Advertising and Public Relations – Advertising - Major Advertising Decisions - Public Relations - The Role and Impact of PR - Major Public Relations Tools.</p> <p>Personal Selling and Sales Promotion - Personal Selling - Managing the Sales Force - The Personal Selling Process - Sales Promotion - Objectives - Sales Promotion Tools – Developing the Sales Promotion Program.</p> <p>Digital Marketing - Understanding Digital Marketing - Preparing for a Digital Marketing Campaign - Employing Digital Channels in an Omni-Channel Strategy - Public Policy Issues in Digital Marketing</p>		
UNIT: 5	Extending Marketing	12 Hours
<p>Creating Competitive Advantage - Competitor Analysis - Competitive Strategies - Balancing Customer and Competitor Orientations.</p>		

The Global Marketplace - Global Marketing Today - Understanding the Global Marketing Context - Deciding Whether to Go Global and Which Markets to Enter - Deciding How to Enter Global Markets - Deciding on the Global Marketing Program - Deciding on the Global Marketing Organization.

Sustainable Marketing: Social Responsibility and Ethics - Sustainable Marketing - Social Criticisms of Marketing - Pathways to Sustainable Marketing - Building a Sustainable Marketing Organization.

Industrial marketing, Services marketing, Rural marketing, international marketing, marketing for non-profit organizations.

Total Lecture Hours 60 Hours

Text Book(s)

1	Kotler, P., Armstrong, G., Balasubramanian, S., & Agnihotri, P. (2023). Principles of Marketing (19th ed., Indian ed.). Pearson India.
2	Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G. (2025). Marketing Management (17th ed., Indian ed.). Pearson India.
3	Ramaswamy, V. S., & Namakumari, S. (2018). Marketing management: Indian context, global perspective (6th ed.). SAGE Publications India

Reference Book(s)

1	Gupta, P., Aggarwal, A., Majra, H., Jacob, I., Jain, V., Krishna, G. R., Narang, R., Venkatesh, S., Paul, S. A., & Goswami, S. (2024). Marketing management: Indian cases (2nd ed.). Pearson Education India.
2	Stanton, W. J., Etzel, M. J., & Walker, B. J. (1991). Fundamentals of marketing (9th ed.). McGraw-Hill. ISBN: 9780070609525.
3	Datta, D., & Datta, M. (2014). Marketing management. Vrinda Publications (P) Ltd.
4	Chandrasekar, K. S. (2019). Marketing management: Text and cases (2nd ed.). Vijay Nicole Imprints. ISBN: 978-93-9316-187-1

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	To provide a foundational understanding of core marketing concepts, philosophies, and the role of marketing in organizations and society.
CO2	To develop the ability to analyze the marketing environment and identify the influence of external and internal factors on marketing strategy.
CO3	To introduce students to the marketing mix (4Ps/7Ps) and develop skills in applying these elements in various marketing contexts.
CO4	To foster critical thinking and decision-making skills in consumer behavior, market segmentation, targeting, and positioning.

CO5	To explore the growing importance of digital marketing, sustainability, and ethics in modern marketing practices.
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Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2	3	3
CO2	3	3	2	2	3	3	3
CO3	0	2	3	3	2	3	3
CO4	3	3	3	3	3	3	3
CO5	3	3	3	2	2	3	3
	2.4	2.8	2.6	2.6	2.4	3	3

MBA26H023	OPERATIONS MANAGEMENT	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- The course aims to provide participants with an understanding of an integrated and structured approach to organizational planning and decision-making.
- It is oriented towards the application of management science tools in designing, operating, and improving systems that create a firm's products and services.
- Various applications will be discussed during class sessions.
- Emphasis will be placed on the benefits of using a structured approach to problem-solving.

METHODOLOGY:

- Classroom Learning: Teach concepts with examples and solve numerical problems (like forecasting, EOQ, MRP).
- Practical Learning: Use case studies, Google Sheets, and simple tools for hands-on practice.
- Group & Industry Activities: Do group projects, presentations, and interact with industry experts or case examples.

UNIT: 1	Fundamentals of Operations Management and Forecasting	12 Hours
Objectives of operations Management - Functions of Operations Management – Systems Perspective of Operations Management – Priorities & Challenges of Operations Management - Forecasting - Use of forecasting in operation planning - Techniques of forecasting - Regression analysis, Time series, Moving average, exponential smoothing - Accuracy of forecasts, Autoregressive Integrated Moving Average (ARIMA) and its variants.		
UNIT: 2	Plant Location, Layout, and Product Development	12 Hours
Plant location concepts - Factors affecting location decisions and techniques - Plant layout concepts - Types of layouts and their characteristics – Performance measures for layout design - Material handling principles and practices – Stages in the product development process.		
UNIT: 3	Inventory Management and Control Systems	12 Hours
Inventory Functions & Types of Inventories – Inventory costs - Economic order quantity calculations - Modification of E.O.Q under quantity discounts. Inventory Control Systems (P & Q Systems) – Techniques of Selective Inventory control - Pareto analysis – Just-in-time (JIT) Manufacturing concepts – Kanban system.		

UNIT: 4	Production Planning, Scheduling, and Control	12 Hours
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Aggregate production planning framework & strategies - Material requirement planning (MRP) – MRP inputs & outputs - Need for scheduling - Loading, Sequencing problems and scheduling - Job shop production control.

UNIT: 5	Quality Management and Service Operations	12Hours
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Concept of Quality - TQM Concepts – Quality Management Tools, Introduction to ISO Standards, Service Operations Management: Nature of Services, Operations Strategies for Services, Types of Service Operations, Scheduling Challenges in Services. Business Operations Support in Google Sheets, Decision Support Systems.

Total Lecture Hours		60 Hours
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Text Book(s)

1	Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT, 3 rd Edition, PHI Learning, Delhi, 2013
2	Gupta, S., & Sharma, S. (2014). <i>Operations management</i> . Kalyani Publishers.
3	Mahadevan, B. (2015). <i>Operations management: Theory and practice</i> (3rd ed.). Pearson Education India.
4	Chary, S. N. (2017). <i>Production and operations management</i> (6th ed.). McGraw Hill Education India.

Reference Book(s)

1	Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).
2	Jack R. Meredith, THE MANAGEMENT OF OPERATION, (John Wiley & Sons).
3	S.N.Chary, PRODUCTION AND OPERATIONS MANAGEMENT, (Tata McGraw Hill).
4	Jay Heizer & Barry Render: OPERATIONS MANAGEMENT, Prentice Hall International, Inc. 2001, International Edition.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the objectives, functions, and challenges of operations management and apply forecasting techniques for effective decision-making.
CO2	Analyze plant location factors, layout types, performance measures, and material handling principles in operations planning.
CO3	Apply inventory management models, selective control techniques, and modern practices such as JIT and Kanban in managing inventories.

CO4	Develop aggregate production plans, use MRP systems, and solve scheduling problems in different production settings.
CO5	Evaluate quality management concepts, ISO standards, and service operations strategies while employing decision support tools for business operations.

Mapping of COs with Pos							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	2	1	3	1
CO2	3	2	1	3	2	3	1
CO3	3	3	1	2	2	3	1
CO4	3	3	1	2	2	3	1
CO5	3	3	2	2	2	3	2
	3	2.75	1.25	2.25	2	3	1.25

MBA26H024	HUMAN RESOURCES MANAGEMENT	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To introduce the fundamental concepts, objectives, and scope of Human Resource Management, including relevant employment laws and codes.
- To develop an understanding of job analysis and HR planning processes, including recruitment, selection, and induction techniques.
- To explore the strategies and methods for training, development, performance appraisal, and talent management.
- To understand employee compensation systems, motivation techniques, and the role of trade unions and conflict resolution in organizations.
- To examine contemporary issues in HRM, including technology, HR analytics, ethics, work-life balance, and quality management practices.

METHODOLOGY:

- The course will be taught through lectures, analytical discussions, case studies, and problem-solving exercises to ensure practical application of concepts.
- Continuous assessments and a mini-project will reinforce decision-making skills aligned with industry-oriented learning outcomes

UNIT: 1	Introduction to Human Resource Management	12 Hours
Introduction, Concept, Significance and Scope – Objectives and Functions – Evolution from Personnel Management to HRM – Legal and Ethical Issues in HR.		
UNIT: 2	Job Analysis	12 Hours
Job Analysis: Job Description – Job Specification – Job Evaluation - Human Resource Planning - Human Resource Information System; Recruitment: Sources of Recruitment - Selection Procedure (including e-recruitment and selection procedure) and Induction.		
UNIT: 3	Training and Development	12 Hours
Training and Development: Objectives – Training Needs Assessment – Types of Training –Evaluation of Training – Performance Appraisal Methods: Talent Management – Career Planning and Development.		
UNIT: 4	Employee Compensation	12 Hours
Factors Affecting Compensation, Equity and Compensation, Variable Compensation; Employee Benefits – Motivation of Employees – Trade Unions; Collective Bargaining – Conflict Management.		

UNIT: 5	Contemporary issues in HRM	12 Hours
Contemporary Issues in HRM: Knowledge Management –Work Life Balance – Ethics in HRM - Technology and HRM – Human Resource Audit – Quality Management in HRM		
Total Lecture Hours		60 Hours
Text Book(s)		
1.	Dessler, G., & Varkkey, B. (2020). <i>Human resource management</i> (16th ed.). Pearson Education.	
2.	DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). <i>Fundamentals of human resource management</i> (12th ed.). John Wiley & Sons.	
3.	Pramod Verma: PERSONNEL MANAGEMENT IN INDIAN ORGANISATIONS, Oxford & IBM Publishing Co. Ltd.	
4.	Venkata Ratnam C.S. & Srivastava B.K.: PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill.	
5.	P. Subba Rao - Personnel & Human Resource Management, Himalaya Publishing House.	
Reference Book(s)		
1.	T. V. Rao – Designing and Managing Human Resource Systems, Oxford & IBH Publishing.	
2.	Aswathappa. K– Human Resource Management, Tata McGraw-Hill.	
3.	David A. Decenzo and Stephen P. Robbins – Human Resource Management, Prentice Hall of India.	
4.	Flippo, Edwin B - Personnel Management, McGraw-Hill Publishing Company.	
5.	Dr C.B. Gupta - Human Resource Management, Sultan and Sons.	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the principles and functions of Human Resource Management, and interpret employment laws relevant to HR practices.
CO2	. Conduct job analysis and design effective recruitment, selection, and induction processes, including the use of e-recruitment tools.
CO3	Identify training needs and apply appropriate methods for employee development, performance evaluation, and career planning.

CO4	. Design compensation and benefits strategies, and analyse the impact of motivation, collective bargaining, and conflict management.						
CO5	Assess emerging HRM practices, including HR analytics, ethical considerations, work-life balance, and quality standards in HR.						
Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	2	3	3
CO2	3	3	2	2	3	3	3
CO3	3	3	3	2	2	3	3
CO4	2	2	3	3	2	3	3
CO5	3	3	2	3	3	3	3
	3	3	2	2.4	2.4	3	3

MBA26H025	BUSINESS INFORMATION SYSTEMS	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To introduce the concepts of different business system
- To focus on different components of information systems and to plan, design and develop such systems

METHODOLOGY:

- Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation ,Illustrative exercise

UNIT: 1		12 Hours
Foundations of Information Systems in Business: Foundation Concepts: Information Systems in Business – Foundation Concepts: The Components of Information Systems Competing with Information Technology: Fundamentals of Strategic Advantage – Using Information Technology for Strategic Advantage.		
UNIT: 2		12 Hours
Telecommunications and Networks: The Networked Enterprise Telecommunications Network Alternatives Electronic Business Systems: e-Business Systems – Functional Business Systems		
UNIT: 3		12 Hours
Electronic Commerce Systems: Electronic Commerce Fundamentals – e-commerce Applications and Issues Enterprise Business Systems: Getting All the Geese Lined Up: Managing at the Enterprise Level – Enterprise Resource Planning: The Business Backbone		
UNIT: 4		12 Hours
Decision Support Systems: Decision Support in Business – Artificial Intelligence Technologies in Business Developing Business/IT strategies:.....Planning Fundamentals – Implementation Challenges		

UNIT: 5		12 Hours
Developing . Business/IT Solutions: Developing Business Systems – Implementing Business Security and Ethical Challenges: Security, Ethical, and Societal Challenges of IT – Security Management of Information Technology Enterprise and Global Management of Information Technology – Management of Information Technology – Managing Global IT		
Total Lecture Hours		60 Hours
Text Book(s)		
1	James A. O’Brien, George M Marakas and Ramesh Behl 2011.	
2	Kenneth C. Laudon and Jane P. Laudon, 2018. Management Information Systems, Pearson Education, Noida	
Reference Book(s)		
1	Ken J. Sousa, Effy Oz,2015. Management Information Systems, Cengage	
2	McLeod, 2014. Management Information Systems, Pearson Education, Noida.	
3	John McManus and Trevor Wood-Harper,2010. Information Systems Project Management, Pearson Education, Noida.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.startwright.com/virtual.htm	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Student can understand the foundation of information system in business with competitive with information technology
CO2	Students understand about the various types of telecommunication networks and E business systems
CO3	Students learned about the E commerce systems and E business functional systems
CO4	Students have learned about the decision support systems and IT strategies
CO5	Students learn about developing business/ IT, security and ethical challenges in IT

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	0	2	0	1	0
CO2	3	2	3	2	0	1	3
CO3	2	1	2	3	1	2	2
CO4	1	2	3	2	1	3	1
CO5	3	3	3	2	2	3	2
	2.4	1.8	2.2	2.2	0.8	2	1.6

MBA26H026	SELLING & NEGOTIATION SKILLS	L	T	P	C
Core / Elective	Core	1	0	2	2

Course Objectives:

- To appreciate the importance of persuasive communication in different professional and organizational contexts, and its process and principles
- To enhance salesmanship in non-sales roles to generate greater buy-in among different stakeholders
- To understand the principles and process of negotiation and conflict resolution in the professional and business context

METHODOLOGY:

Entirely experiential learning -based course. Briefings, case discussions, story-telling, role-plays, business and social media content discussions

UNIT: 1		10 Hours
Principles of persuasion – reciprocity, commitment or consistency, consensus or social proof, authority, liking, scarcity and UNIT y Patterns of persuasion – Steps in in-direct pattern of persuasion – Use of attention builders, interest creators, resistance reducers and action motivators Communicating negative news – Importance of getting a buy-in and goals in communicating negative news – 4-step communication process for different organizational contexts		
UNIT: 2		10 Hours
Selling as a professional skill to generate buy-in – Selling as a systematic, micro-process to define the approach and organize the content Organizing the ‘sales pitch’ for non-sales roles in different professional and organizational contexts Approaches to objection handling and to close the deal; utility of ‘trial close’		
UNIT: 3		10 Hours
Types of negotiation – distributive and integrative, deal-making and dispute settlement Components of negotiation – Strategy, process and behavior – Concepts of BATNA, ZOPA and Negotiator’s dilemma; Cognitive bias and common mistakes in negotiation Conflict resolution styles – Accommodation, Collaboration, Compromise, Avoidance and Competition Cross-cultural negotiation – Impact of cultural factors on negotiation		
Total Lecture Hours		30 Hours

Reference Book(s)	
1	David Hoffeld, The Science of Selling: Proven strategies to make your pitch, influence decisions (Penguin Random House), 2016
2	Deepak Malhotra and Max Bazerman, Negotiation Genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond, (Harvard Business School Publishing), 2008
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://www.richardson.com/blog/selling-skills-non-sales-roles/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	The students would have understood the Personal Selling process – the attributes of a good salesperson, knowledge, skill and attitude and the psychology of persuasion.
CO2	The students would have learnt to prepare the sales pitch, the steps in personal selling – the opening, need & problem identification, presentation and demonstration, objections handling, closing the sale, follow up and after-sales service.
CO3	The students would have understood about the Phases of Negotiation and Conflict Resolution skills.

Mapping of COs with POs

POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Cos							
CO1	2	3	3	1	0	1	3
CO2	2	3	2	2	0	1	3
CO3	2	3	2	1	3	2	2
	2	3	2	1	1	1	3

MBA26H027	OPERATION RESEARCH LAB (SOFTWARE BASED)	L	T	P	C
Core / Elective	Core	1	0	2	2

Course Objectives:

- To introduce various optimization techniques of operations research
- To apply Optimization Techniques and interpret solutions using software
- To facilitate the use of Quantitative Technique in various functional areas

METHODOLOGY:

- The methodology is predominantly by Problem Solving, case analysis complemented with lecture.

UNIT: 1		10 Hours
Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality and Sensitivity Analysis Transportation Problem, Assignment Problem Project Management-CPM/PERT, Crashing of a Project network.		
UNIT: 2		10 Hours
Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages. Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing Problems-Markov Analysis		
UNIT: 3		10 Hours
Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1) : (GD/\alpha/\alpha)$, $(M/M/1) : (GD/N/\alpha)$, $(M/M/C) : (GD/\alpha/\alpha)$, $(M/M/C) : (GD/N/\alpha)$, Introduction to queuing system simulation Introduction to Basic Replacement Analysis: Economic Life of an Asset.		
Total Lecture Hours		30 Hours
Text Book(s)		
1	Panneerselvam, R., OPERATIONS RESEARCH, PHI Learning Pvt. Ltd., New Delhi, 2006.	
2	Hillier and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2021 (Eighth Edition).	

Reference Book(s)	
1	J.K. Sharma. Operations Research – Theory and Applications. Trinity Press, New Delhi, 2017.
2	Hamdy A. Taha, OPERATIONS RESEARCH – AN INTRODUCTION, Prentice Hall of India, New Delhi, 2004.
3	Frank S. Budrick, Dennis McLeay & Richard Mojena, PRINCIPLES OF OPERATIONS RESEARCH FOR MANAGEMETN; II Ed., Richard D. Irwin Inc., 1988.
4	Kanti Swarup, et al, Operations Research, Sultan Chand and Sons, New Delhi.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.mhhe.com/engcs/industrial/hillier/iortutorial/install/iordownload.html (text book Publisher help site for students)

COURSE OUTCOMES							
On Completion of the course, the students will be able to							
CO1	Formulate and solve Linear Programming Problems using graphical, simplex, duality, and sensitivity analysis methods.						
CO2	Develop models for inventory control and analyze deterministic inventory systems with or without shortages.						
CO3	Solve game theory problems using appropriate strategies and apply queuing theory and replacement analysis to optimize operational efficiency.						
Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	1	1	3	1
CO2	3	2	1	2	1	3	1
CO3	3	3	1	2	2	3	2
	3	2.7	1	1.7	1.3	3	1.3

MBA26H028	CAREER DEVELOPMENT WORKSHOP	L	T	P	C
Core / Elective	Core	1	0	2	2

Course Objectives:

- To understand major career development theories and models, enabling self-assessment and informed career planning.
- To develop professional resumes and cover letters aligned with contemporary recruitment practices.
- To acquire effective interview skills and business etiquette to improve employability and professional image.

METHODOLOGY:

The methodology is predominantly by Activity based learning and incidental exercises that includes Self-Study, Web-based Presentation, Forum Participation, Class Reflection, Assignment on Self-Assessment, Collaborative and Crossover Learning.

UNIT: 1		10 Hours
Career Planning, Career Planning Process, Career Development: Theories and models of career development, Portfolio (CPCP) and Key Assessment: Career Development Self-Study, Strategies for assessing abilities, interests, values, personality, identifying and using career information resources, facilitating skill development for career, assessment tools and techniques of career planning, Self-awareness and self-assessment, Setting goals and exploring opportunities and self-interests, Strong Interest Inventory (SII) assessment		
UNIT: 2		10 Hours
An Introduction to the Resume, define resume and its purpose, types of resumes, key components of resume, Gathering Information, Preparing Resume, draft a resume for presentation, writing a cover letter, resumes in the Digital Age, Enhancing Your Professional Resume.		
UNIT: 3		10 Hours
Interview Preparation, Types of interviews, Pre- Interview, During Interview, Post- Interview: Attitude & Effort, Body Language, Common Interview Questions, Closing the Interview & Follow-Ups. Essentials of Business Etiquette, Strategies for Building a Professional Image.		
Total Lecture Hours		30 Hours

Text Book(s)	
1	Bhaduri, A. (2023). Career 3.0: How to Thrive in the New World of Work. Viking India.
2	Shukla, S. (2023). Career's Quest: Proven Strategies for Achieving Success in Your Profession. Independently Published.
3	Arthur, N., & McMahon, M. (Eds.). (2018). Contemporary Theories of Career Development: International Perspectives. Routledge.
4	Sharf, R. S. (2010). Applying Career Development Theory to Counseling. Cengage Learning.
5	Pryor, R. G. L., & Bright, J. E. (2014). The Chaos Theory of Careers: A New Perspective on Working in the Twenty-First Century. Routledge.
Reference Book(s)	
1	Lurie, A., Elko, K., & Muzio, E. G. (2012). Making It Work at Work: A Guide to Career Development and Fulfillment.
2	Burnett, F. (2014). Career Errors: Straight Talk about the Steps and Missteps of Career Development.
3	Richards, S. (2015). Personal Development Plan: How to Guide for Your Career, Find Yourself, Manage Your Life and Achieve Success.
4	Minor, F. J. (2014). Introduction to the Career Planning Process. Career Education Planning Process.
5	Bye, D. J. (2011). Guide to Business Etiquette. Reference Reviews.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://www.managementstudyguide.com/importance-of-career-development.htm
2	https://www.fredonia.edu/student-life/career-development-office
3	https://hbr.org/196401/strategies-of-effective-interviewing
4	https://www.kent.ac.uk/careers/skskillstest.html

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the career planning process and apply models and self-assessment tools to evaluate abilities, interests, values, and personality for informed career choices.
CO2	Differentiate among types of resumes and construct a tailored, professional resume and cover letter suited to specific job roles and digital environments.
CO3	Prepare for different types of interviews by practicing pre-, during-, and post-interview strategies, including effective communication and professional body language.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	2	1	1	2	3
CO2	2	3	2	1	2	2	2
CO3	2	3	3	1	3	2	3
	2	2.7	2.3	1	2	2	2.3

SEMESTER - III

SEMESTER III

LIST OF CORE PAPERS

Title of the Paper	Code
STRATEGIC MANAGEMENT	MBA26H031
BUSINESS ETHICS & CORPORATE GOVERNANCE	MBA26H032
MAJOR PROJECT	MBA26H033
FUNCTIONAL ELECTIVES (5)	

MBA26H031	STRATEGIC MANAGEMENT	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To enable the students to apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas.
- This paper will enable the students to create, execute and evaluate different strategies in their everyday life as managers.

METHODOLOGY:

Students belonging to different functional areas form into groups, identify different organizations and study their strategies in depth and try to identify different strategies for the betterment of the organizations they chose.

UNIT: 1		12 Hours
Strategic management – definition, need, dimensions – strategic planning – strategic decision-making process – benefit and risks of strategic management – ethics and social responsibility.		
UNIT: 2		12 Hours
Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.		
UNIT: 3		12 Hours
Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.		
UNIT: 4		12 Hours
Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.		
UNIT: 5		12 Hours
Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations corporate		

culture of leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.	
Total Lecture Hours	
60 Hours	
Text Book(s)	
1	Arthur A.Thomson, A.J. Strick land III, John E. Cambel, Crafting and Executing Strategy, Pearson Education, New Delhi.
2	Charles W.L..Hill, Gareth R.Jones. Strategic Management An integrated approach, Cengage Learning New Delhi
Reference Book(s)	
1	Vipin Gupta, Kamala Gollakota, R. Srinivasan, Business policy and strategic management concept and application, Oxford University Press, Chennai.
2	Sukul Lomesh, P.K.P.K. Mishra, Business policy and Strategic Management, Tata Mc Graw Hill, New Delhi.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.businessweek.com

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Describe about Strategic Planning, Strategic Decision Making & Corporate Social Responsibility of Business with the thorough understanding in the basic concepts, need, dimensions and benefits of Strategy.
CO2	Describe the Strategic Management Process steps and elements of Strategic Intent. Illustrate Business vision models, distinguish between objectives & goals and interpret Business Policies & Strategies.
CO3	CO3 Point out the international, external & internal characteristics of business, critically scan and analyze the environment factors affecting business by using various scanning approaches and appropriate Tools and Techniques.
CO4	Demonstrate their proficiency by critically assessing a wide range of strategic concepts including generic competitive strategies, integration strategies, offensive and defensive maneuvers, strategic alliances, mergers and acquisitions and diversification strategies.

	Appraise how the strategies can be tailored to suit specific industry and company circumstances.
CO5	Formulate the framework for executing the chosen strategy and implementing it effectively using behavioral and structural dimensions with leadership qualities. Design a suitable strategic control system with key success factors; monitor success; evaluate it and take corrective action in case of deviation occurs.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	2	2	1	3	3
CO2	3	3	3	2	1	3	3
CO3	2	2	2	3	1	3	3
CO4	2	3	3	3	2	3	2
CO5	3	2	3	3	3	3	3
	2.6	2.2	2.6	2.6	1.6	3	2.8

MBA26H032	BUSINESS ETHICS & CORPORATE GOVERNANCE	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To introduce the fundamental concepts, nature, and significance of business ethics and corporate governance in modern organizations.
- To develop the ability to identify ethical issues, analyse ethical dilemmas, and apply ethical reasoning for effective decision-making.
- To understand the role of values, work ethics, Indian ethos, and cultural perspectives in shaping ethical managerial behaviour.
- To examine corporate governance mechanisms, stakeholder protection, CSR practices, and emerging global trends.
- To cultivate value-based leadership, professional integrity, and responsible business conduct across functional areas of management.
- **METHODOLOGY:**
- Interactive lectures and group discussions.
- Case studies, seminars, and field visits to observe ethical practices in organizations.
- Web-based exercises and self-awareness activities for understanding ethical dilemmas.
- Video-case analysis and group tasks on CSR, ethical leadership, and real-time ethical issues.
- Projects and presentations focusing on Indian ethos, value-based management, and ethics applications in contemporary business scenarios.

UNIT: 1	Introduction to Business Ethics	12 Hours
Meaning – Definition –Scope – Ground Rules –Classification- Myths –Ethics Vs Morality- Functional Areas in Business Management: Some Ethical Issues – Business Ethics: Cross-Country Perspectives.		
UNIT: 2	Ethics in Organisation	12 Hours
Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) –Code of ethics – Guidelines for developing Comprehensive Ethics programme –Value based leadership.		

UNIT: 3	Ethics at Work Place	12 Hours
Values - Characteristics- Types- Importance - Work Ethics – Work Culture – Ethical Theories – Ethical Values- Professional Ethics- Environmental Ethics – Challenges of Cyber Age- Intellectual Property rights.		
UNIT: 4	Corporate Governance	12 Hours
Meaning –Mechanism-Principles - Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Issues in Corporate Governance- Emerging Trends.		
UNIT: 5	Indian Ethos in Management	12 Hours
Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management- Gandhian Ethics-Spirituality-Humanism-Morals Standards in Indian Ethics.		
Total Lecture Hours		60 Hours
Text Book(s)		
1	Bhatia, S. K. (2022). <i>Business ethics and corporate governance</i> . Deep & Deep Publications.	
2	Ghosh, B. N. (2021). <i>Business ethics and corporate governance</i> . McGraw Hill Education (India).	
3	Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2021). <i>Business ethics: Ethical decision making & cases</i> . Cengage.	
4	Crane, A., & Matten, D. (2019). <i>Business ethics: Managing corporate citizenship and sustainability in the age of globalization</i> , Oxford University Press.	
Reference Book(s)		
1	Daniel Albuquerque, Business Ethics, Oxford Univ. Press, 2016	
2	Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill, 2019	
3	Chakraborty, S.K., Management by Values, Oxford Univ. Press,2015	
4	Robert A. Peterson & Thomas G. Roh. <i>Ethics in Business: Balancing Profit and Purpose</i> , Routledge,2022	
5	John R. Boatright. <i>Ethics and the Conduct of Business</i> , Pearson.	

6	Michael Blowfield & Alan Murray. Corporate Responsibility, Oxford University Press.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.business-ethics.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the meaning& definition of business ethics, find out the nature &importance of Business Ethics, Recognise the Ground rules, myths, list out the sources of ethics, Factors Influencing business Ethics, and Professional ethics
CO2	Demonstrate ethical dilemma, Classify the steps in ethical decision making, and explain the ethical issues, Outline the concept OEDS and generalize Organizational Culture, Recognize the tools & guidelines for developing the code of Ethics, Value Based Leadership
CO3	Identify and measure Ethical Values, develop work ethics, outline Environmental ethics, Consumer Protection
CO4	Explain the Corporate Governance, apply the Role of Audit committee, Identify the role of Board of Directors, Corporate Social Responsibility
CO5	Identify the principle &approaches of Management, Role of Gita in Management – Karma Yoga – Wisdom management - Gandhi an ethics – Spirituality – Humanism - Morale standard in Indian ethics

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	3	3
CO2	0	3	3	2	1	2	2
CO3	0	3	3	2	1	2	3
CO4	3	3	1	3	2	3	3
CO5	0	3	3	2	2	3	3
	3	3	3	3	2	3	3

SEMESTER - IV

SEMESTER IV

LIST OF CORE PAPERS

Title of the Paper	Code
ENTREPRENEURSHIP	MBA26H041
BUSINESS VALUATION LAB	MBA26H042
FUNCTIONAL ELECTIVES (4)	

MBA26H041	ENTREPRENEURSHIP	L	T	P	C
Core / Elective	Core	4	0	0	4

Course Objectives:

- To understand the concepts, characteristics, ethics, and societal role of entrepreneurship.
- To equip students with knowledge and skills required to establish and manage small business enterprises.
- To gain exposure to institutional support frameworks and innovation-driven entrepreneurial opportunities.
- To develop knowledge in startup ecosystem, project appraisal, and business model development.
- To promote inclusive entrepreneurship across women, rural, informal sectors, and emerging industries.

METHODOLOGY:

- The course will adopt lecture-based learning blended with case studies, entrepreneurial interactions, and project-based activities to strengthen practical understanding.
- A feasibility mini-project/start-up proposal will reinforce innovation and real-world application skills.

UNIT: 1	Entrepreneur & Entrepreneurship	12 Hours
Entrepreneur: Characteristics, Functions, Types; Entrepreneurship: Role in economic development; Ethical & Social responsibilities; Entrepreneurial mindset; Introduction to digital entrepreneurship; Entrepreneurship Development Programmes (EDPs) in India; Social entrepreneurship.		
UNIT: 2	Small Business Enterprise (MSMEs)	12 Hours
Definition and Classification of MSMEs; Contribution to national economy; Challenges and risk mitigation strategies; Government schemes (e.g., Atmanirbhar Bharat, digital promotion initiatives); Steps in establishing small enterprises; Startup registration norms (Udyam portal); Support packages for MSME growth.		
UNIT: 3	Institutional & Innovation Support	12 Hours
Institutional support by Central and State Governments (DIC, NSIC, SIDBI, NABARD, MSME Ministry); Creativity and Innovation; Design Thinking basics; Creative problem-solving; Intellectual Property Rights (IPR) ; SWOT analysis; International entrepreneurship & global market orientation.		

UNIT: 4	Startups & Project Development	12 Hours
Startup India ecosystem; Startup lifecycle; Incubators, Accelerators & Angel/Venture funding; Reasons for startup failure and sustainability strategies; Project Appraisal: Market, Technical, Financial, Economic & Social analysis; Environmental & regulatory compliance; Project proposal and feasibility report.		
UNIT: 5	Inclusive & Sectoral Entrepreneurship	12 Hours
Women entrepreneurship: Role, support policies, challenges & upliftment strategies; Rural entrepreneurship; Entrepreneurship in Informal sector & livelihood promotion; Sectoral opportunities: Agri-tech, Tourism, Healthcare, Mobilities, Green & Social Impact ventures; Digital platforms enabling inclusivity.		
Total Lecture Hours		60 Hours
Text Book(s)		
1.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2023). <i>Entrepreneurship</i> (11th ed.). McGraw Hill Education	
2.	Khanka, S. S. (2022). <i>Entrepreneurial development</i> (5th ed.). S. Chand Publishing.	
3.	Desai, V. (2021). <i>Dynamics of entrepreneurial development and management</i> (Revised ed.). Himalaya Publishing House.	
4.	Charantimath, P. M. (2020). Entrepreneurship development and small business enterprises (3rd ed.). Pearson India.	
5.	Barringer, B. R., & Ireland, R. D. (2020). <i>Entrepreneurship: Successfully launching new ventures</i> (6th ed.). Pearson.	
Reference Book(s)		
1.	Chandra, P. (2021). <i>Projects: Planning, analysis, selection, financing, implementation & review</i> (9th ed.). McGraw Hill Education.	
2.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2023). <i>Entrepreneurship</i> (11th ed.). McGraw Hill.	
3.	Kuratko, D. F. (2021). <i>Entrepreneurship: Theory, process, and practice</i> (11th ed.). Cengage Learning.	
4.	Charantimath, P. M. (2020). <i>Entrepreneurship development and small business enterprises</i> (3rd ed.). Pearson India.	
5.	Burns, P. (2022). <i>New venture creation: A framework for entrepreneurial start-ups</i> (3rd ed.). Red Globe Press.	
6.	Nagarajan, K. (2018). <i>Project management</i> (8th ed.). New Age International Publishers.	
7.	Timmons, J. A., & Spinelli, S. (2020). <i>New venture creation: Entrepreneurship for the 21st century</i> (10th ed.). McGraw Hill Education.	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Demonstrate knowledge of entrepreneurship principles and ethical entrepreneurial behavior.
CO2	Apply entrepreneurial frameworks to initiate and manage small enterprises.
CO3	Analyse institutional support systems, innovation, and international entrepreneurial opportunities.
CO4	Develop a viable business model and project plan aligned with ecosystem requirements.
CO5	Assess inclusive entrepreneurial opportunities in emerging and underserved sectors.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	3	3
CO2	0	3	3	2	1	2	2
CO3	0	3	3	2	1	2	3
CO4	3	2	2	3	2	3	3
CO5	0	3	3	2	2	3	3
	3	3	3	3	2	3	3

MBA26H042	BUSINESS VALUATION LAB	L	T	P	C
Core / Elective	Core	1	0	2	2

Course Objectives:

- To understand the macro-economic factors that affect valuation.
- To understand the various techniques of valuation.
- To enhance the skill level in financial analytics for business valuation.
- To enable to do financial projections and write valuation reporting.

METHODOLOGY:

- To understand the macro-economic factors that affect valuation.
- To understand the various techniques of valuation.
- To enhance the skill level in financial analytics for business valuation.
- To enable to do financial projections and write valuation reporting.

UNIT: 1	10 Hours
Introduction to valuation – Principles of valuation - Intrinsic value foundation - Fundamental analysis- Economy, Industry, Company analysis, Financial Statement Analysis - Calculation of Financial Ratios - Discounted cash flows, Free Cash Flow to Equity and Free Cash Flow to Firm - Calculation of unlevered beta - Understanding role of Working capital in valuation - Concepts of valuation techniques relative valuation, Residual Income and Replacement Value - Intrinsic value vs market price - undervaluation and overvaluation, Dark side of valuation, emotions and mispricing in market, market anomalies.	
UNIT: 2	10 Hours
Understanding the Industry for the purpose of valuation- Reading the industry specific parameters – Analysis of ratios of various sectors - Macro economic factors affecting the industry- Market structure- Use of Porters five force model to understand industry for the purpose of valuation- Industry concentration using Herfindahl-Hirschman Index Understanding the value drivers of the industry- Understanding the key trends in the Industry - Firm valuation models - Free cash flow to firm models (FCFF Model), Excess return model, Equity valuation models- Relative valuation models (P/E Model- earnings multiples, P/B Model- book value multiples, Revenue multiples), Ohlson model, Capital asset pricing model - Reading the Company Annual Report to get key inputs for valuation- Understanding the strategies and the competitors - Understanding the business model- Revenue and cost drivers - Building the financial model from the scratch- Forecasting financial statements using Excel - Estimation of	

capital expenditure and working capital requirement - Projection of Free Cash Flows, Calculation of Weighted Average Cost of Capital– Selecting a terminal growth rate - Arriving at the equity value of the company using FCFE and FCFF.		
UNIT: 3		10 Hours
Review of valuation models using spreadsheet - Sensitivity analysis of the valuation model– Arriving at the range of equity value of the company – Calculating the market multiple UNIT Other Methods of Valuation: Relative Valuation- Residual Income and Replacement Value methods of Valuation and its application in the real life - Report Writing: Investment Note writing- principles of logic and structure of the report - Use of Infographic and use of linking words in report writing - Special Cases in Valuation: Valuation of young companies, financial service firms, privately held companies, distressed companies - value enhancement strategies of firms.		
Total Lecture Hours		30 Hours
Text Book(s)		
1	Aswath Damodaran (2007) Damodaran on Valuation: Security Analysis for Investment and Corporate Finance.	
2	Graham, B. and D.L. Dodd. (2009). Security Analysis: Principles and Technique. New York: McGraw Hill Companies, Inc.	
3	Tim koller, Marc goedhart, David wessels (2010). Measuring and managing the value of companies.	
4	Palepu, G., & Healy, M. P. (2015). Business Analysis and Valuation Using Financial Statements (5th ed.). New Delhi: Cengage Learning	

COURSE OUTCOMES							
On Completion of the course, the students will be able to							
CO1	Analyze the balance sheet of the firm using excel formats						
CO2	Analyze beta value of the Firm to determine Fluctuations						
CO3	Perform valuation using financial comparable with excel formula						
Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	1	3	3	3
CO2	2	3	2	1	0	3	2
CO3	3	2	3	2	1	3	3
	2.7	2.7	2.3	1.3	1.3	3	2.7

ELECTIVES
(SEMESTER - III
AND
SEMESTER - IV)

**LIST OF ELECTIVES
(SEMESTER III AND SEMESTER IV)**

FINANCE

Title of the Paper	Code
ADVANCED DATA ANALYSIS	MBA26S101
BANK FINANCIAL MANAGEMENT	MBA26S102
BANKING & INDIAN FINANCIAL SYSTEM	MBA26S103
BLOCKCHAIN FOR BUSINESS	MBA26S104
CORPORATE COMPLIANCE MANAGEMENT	MBA26S105
CORPORATE FINANCE	MBA26S106
DIRECT TAXES LAW AND PRACTICE	MBA26S107
ENVIRONMENTAL ACCOUNTING & COSTING	MBA26S108
FINANCIAL ENGINEERING	MBA26S109
FINANCIAL SERVICES MANAGEMENT	MBA26S110
GLOBAL FINANCIAL MARKETS	MBA26S111
INDIAN ECONOMIC POLICY ENVIRONMENT	MBA26S112
INDIAN FINANCIAL FRAME WORK	MBA26S113
INTERNATIONAL FINANCE	MBA26S114
MERGERS & ACQUISITIONS	MBA26S115
RISK MANAGEMENT AND INSURANCE	MBA26S116
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	MBA26S117
STRATEGIC COST MANAGEMENT	MBA26S118
INTERNATIONAL FINANCIAL REPORTING STANDARDS FOR SMALL AND MEDIUM BUSINESS ENTITIES	MBA26S119
BEHAVIORAL FINANCE	MBA26S120
FINANCIAL ANALYTICS	MBA26S121
CORPORATE REPORTING AND DISCLOSURE	MBA26S122
ACCOUNTING ANALYTICS	MBA26S123
PROJECT MANAGEMENT	MBA26S124
MANAGEMENT CONTROL SYSTEM	MBA26S125

HUMAN RESOURCE MANAGEMENT

Title of the Paper	Code
ADVANCED ORGANIZATION BEHAVIOUR	MBA26S201
COMPENSATION MANAGEMENT	MBA26S202
CROSS CULTURE MANAGEMENT	MBA26S203
GLOBAL HR PRACTICES	MBA26S204
HR ANALYTICS	MBA26S205
HRIS (HR INFORMATION SYSTEM)	MBA26S206
INDUSTRIAL RELATIONS & LABOUR LEGISLATION	MBA26S207
KNOWLEDGE MANAGEMENT	MBA26S208
MANAGEMENT OF CHANGE AND DEVELOPMENT	MBA26S209
QUALITY PERFORMANCE MANAGEMENT	MBA26S210
STRATEGIC HUMAN RESOURCE DEVELOPMENT	MBA26S211
STRESS MANAGEMENT	MBA26S212
TRAINING AND DEVELOPMENT	MBA26S213
INTERPERSONAL RELATIONSHIP MANAGEMENT	MBA26S214
TALENT PLANNING AND ACQUISITION	MBA26S215

MARKETING

Title of the Paper	Code
BRAND MANAGEMENT	MBA26S301
CONSUMER BEHAVIOUR	MBA26S302
CUSTOMER RELATIONSHIP MANAGEMENT	MBA26S303
INTEGRATED MARKETING COMMUNICATION	MBA26S304
INTERNATIONAL MARKETING	MBA26S305
INTERNET MARKETING	MBA26S306
MARKETING OF HIGH TECH PRODUCTS & INNOVATIONS	MBA26S307
MARKETING RESEARCH	MBA26S308
PRODUCT DEVELOPMENT AND MANAGEMEN	MBA26S309
RETAIL MANAGEMENT	MBA26S310

SALES & DISTRIBUTION MANAGEMENT	MBA26S311
SERVICES MARKETING	MBA26S312
SOCIAL MEDIA MARKETING	MBA26S313
STRATEGIC MARKETING	MBA26S314
CONSUMER NEUROSCIENCE AND NEUROMARKETING	MBA26S315
INTERNATIONAL BRAND COMMUNICATION	MBA26S316
RURAL MARKETING	MBA26S317
DIGITAL MARKETING	MBA26S318
B2B MARKETING	MBA26S319
MARKETING ANALYTICS	MBA26S320

OPERATIONS

Title of the Paper	Code
ADVANCED PRODUCTION MANAGEMENT	MBA26S401
COMPUTER INTEGRATED MANUFACTURING SYSTEMS	MBA26S402
COMPUTER SIMULATION	MBA26S403
FUNDAMENTALS OF SIX SIGMA	MBA26S404
INNOVATION AND PRODUCT DEVELOPMENT	MBA26S405
SERVICE OPERATIONS MANAGEMENT	MBA26S406
SUPPLY CHAIN ANALYTICS	MBA26S407
SUPPLY CHAIN MANAGEMENT	MBA26S408
TOTAL QUALITY MANAGEMENT	MBA26S409
QUALITY MANAGEMENT	MBA26S410

SYSTEMS

Title of the Paper	Code
BUSINESS INTELLIGENCE	MBA26S501
DATABASE MANAGEMENT SYSTEMS	MBA26S502
DECISION SUPPORT SYSTEMS	MBA26S503
E-COMMERCE	MBA26S504

OBJECT-ORIENTED PROGRAMMING WITH C++	MBA26S505
SOFTWARE ENGINEERING MANAGEMENT	MBA26S506
SOFTWARE PROJECT MANAGEMENT	MBA26S507
SYSTEMS ANALYSIS AND DESIGN	MBA26S508
VISUAL BASIC FOR BUSINESS APPLICATIONS	MBA26S509
ADVANCED EXCEL	MBA26S510

INNOVATION AND ENTREPRENEURSHIP	
Course Name	Code
CREATIVITY AND INNOVATION MANAGEMENT	MBA26S601
NEW PUBLIC MANAGEMENT	MBA26S602
ENTREPRISE, ENTREPRENEURSHIP & NEW BUSINESS VENTURING	MBA26S603
BUSINESS MODEL INNOVATION	MBA26S604
FAMILY BUSINESS MANAGEMENT	MBA26S605
ENTREPRENEURIAL MARKETING	MBA26S606
ENTREPRENEURIAL FINANCE	MBA26S607
SOCIAL ENTREPRENEURSHIP	MBA26S608
STARTUP MANAGEMENT & NEW VENTURE CREATION	MBA26S609
PERSONAL FINANCE	MBA26S610
SMALL BUSINESS MANAGEMENT	MBA26S611
DESIGN THINKING WORKSHOP	MBA26S612
MICRO FINANCE	MBA26S613
NGO MANAGEMENT	MBA26S614

FINANCE ELECTIVES

MBA26S101	ADVANCED DATA ANALYSIS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

The objective of this paper is to give exposure to students on various quantitative techniques used for fact-based decision making. The next objective is to give exposure on how business problems can be solved using quantitative techniques.

METHODOLOGY:

- Giving importance to application of software to solve business problem.
- The students should use SPSS or SAS, Eviews and DEA software
- Preparation of record note book is a must
- The question will be on interpretation of output
- The students should collect data from CMIE database

UNIT: 1		9 Hours
Collection and editing of live data- Hypothesis based analytics- Chi-Square, t-test, paired t-test, non-parametric chi-square - Correspondence analysis – Analysis of variance, Factorial ANOVA, Repeated measures ANOVA-correlation – partial correlation		
UNIT: 2		9 Hours
Predictive Analytics – Simple linear regression – Multiple linear regressions - Logistic and step wise regression, non-linear regression.		
UNIT: 3		9 Hours
Multivariate Analytics – MANOVA -Factor Analysis – Cluster Analysis – Discriminant Analysis, Multidimensional Scaling, Structural Equation modeling		
UNIT: 4		9 Hours
Efficiency analysis – Data Envelope Analysis (DEA) – Corrected OLS – MOLS, DFA		
UNIT: 5		9 Hours
Econometric models – ARIMA – ARCH- GARCH – Box Jenkins method of forecasting.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Joseph Hair, Rolph Anderson, Barry Babin, 'Multivariate Data Analysis' Prentice Hall, 7th ed. 2009.
2	Damodar, N. Gujarathi, 'Basic Econometric', Tata McGraw Hill, 4 ed. 2004.
3	Pavkov, 'Ready, Set, Go! A Students Guide to SPSS', Tata McGraw Hill, 2010.
4	Srivastava, 'Statistics for management', Tata McGraw Hill, 2010.
5	Wichern, 'Applied Multivariate Statistical Analysis', PHI learning, 5 ed. 2010.
Reference Book(s)	
1	Naresh K Malhotra, 'Marketing Research', Pearson Prentice Hall, 4 ed. 2006.
2	Sarma, 'Statistics Made Simple-Do it yourself on PC, PHI learning, 2 ed. 2010.
3	Jeffery E. Aspelmeier, Thomas W. Pierce, SPSS: A User-Friendly Approach for Versions 17 and 18, W H Freeman & Co, 2010.
4	Andy P. Field, 'Discovering statistics using SPSS for Windows: advanced techniques for the beginner', SAGE, 2000.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.uq.edu.au

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Apply statistical and data mining techniques to analyze business data and extract meaningful insights.
CO2	Develop and implement data-driven decision-making models for business problems.
CO3	Utilize advanced data visualization techniques to communicate complex findings effectively.
CO4	Critically evaluate the quality and reliability of data for analysis.
CO5	Employ appropriate data analysis tools and software for business problem-solving

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	2	3	2
CO2	3	3	2	2	3	3	3
CO3	3	3	2	1	2	3	2
CO4	2	3	2	2	2	2	2
CO5	3	3	2	2	2	3	2
	2.8	3	2	1.8	2.2	2.8	2.2

MBA26S102	BANK FINANCIAL MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To know the fundamental scope and major areas of Bank Financial Management (BFM).
- To understand and differentiate the various financial risks faced by banks.
- To study the tools and techniques used for measuring and managing Interest Rate Risk.
- To measure and manage credit risk and understand the operational risk framework
- To understand the bank profitability model and key performance parameters.

METHODOLOGY:

- Class room teaching
- Assignments based on data collection from CMIE Prowess for measuring IRR
- Experimenting Bank Profitability Model exercise on sample bank data
- Brain Storming Session on Convergence of financial markets
- Quiz Programme

UNIT: 1		9 Hours
Bank Financial Management – Introduction – objectives – New types of risks for bank customers and banks – Evolution of financial management function in banks – major areas of bank financial management: Strategic Planning, Performance Planning, Risk Management, Treasury Operations, Profitability measurement, financial, management and cost accounting, Tax planning and compliance and Internal control systems – Organisational structure, systems and skills – Emerging trends in financial management function of banks - convergence of financial markets (universal banking).		
UNIT: 2		9 Hours
Financial Risks faced by bankers – Credit Risk – Market Risk: Liquidity Risk and Interest Rate Risk – Categories of interest rate risk: Mismatch risk, basis risk, yield curve risk, embedded option risk, reinvestment risk, price risk – Operational Risk - Organisational structure for Risk Management in banks – Risk management process – ALCO – Functions of Treasury Department: Dealing Room, middle office and the back office, linkages with other business UNIT s – Liquidity and liquidity risk,– need for liquidity by banks – sources of liquidity risks – Static Liquidity Gap Analysis – Structural Liquidity Gap Analysis – Dynamic Liquidity Gap analysis – Scenario Analysis: Bank Specific and Market Specific - Liquidity Adjustment Facility.		
UNIT: 3		9 Hours
Interest Rate Risk – Theories on interest rates: Pure Expectation Theory, Liquidity Preference Theory and Market Segmentation Theory – Asset Liability management strategy – Methods used for measuring Interest Rate Risk: Traditional & Standardised Gap Analysis (problem) and its pros & cons, Duration Gap Analysis and its pros and cons, Simulation Method, Standard Deviation and Volatility, co-variance and correlation, measurement of volatility, Value at Risk		

Method, Parametric or Delta Normal Method of Computing VaR, Applications of VaR, Back testing – Techniques of management of interest rate risk: Derivatives, Interest Rate Options, Forward Rate Agreements (interest rate derivative), Interest Rate Futures, Interest Rate Swaps, on balance sheet techniques and off-balance sheet techniques.		
UNIT: 4		9 Hours
Credit Risk: default risk, exposure risk, recovery risk, collateral risk, third party guarantee risk, legal risk - default, default probability - credit risk management in banks: Limit Systems and credit screening, risk quality and rating, external ratings, internal ratings, credit enhancement, covenants, structured transactions, securitization – measuring credit risk in banking transactions: Historical frequencies of defaults, agency ratings and default frequencies, default rate volatility and horizon, interbank exposure, contingencies, expected exposures and the time profile, loss in the event of default, credit risk and potential losses, expected losses and unexpected losses, risk based capital, default probabilities over different time horizon, default risk vs. term structure, default risk vs. transition matrices – Operational Risk and its types – organizational setup for operational risk – Operational Risk Management (ORM) Process in banks.		
UNIT: 5		9 Hours
Bank Capital – Tier I and Tier II capital – Computation of capital adequacy: Capital to Risk-weighted Assets Ratio (CRAR) – Risk weights of Funded assets and off- balance sheet items - Profits and profitability – Need for Profits – NPA and its impact on profitability of banks - Bank Profitability Model – Measures of Return (Problem): ROE, ROA, Return on Risk Weighted Assets, Equity Multiplier, Profit Margin, Asset Utilization, Net Income, Total Income, Total expenditure, spread and burden, average assets – Measures of Risk (problem): Liquidity risk, interest rate risk, credit risk and capital risk – EVA - Performance parameters of Indian Banks: Business parameters, efficiency parameters, productivity parameters and vulnerability parameters – Measures to improve profitability.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Indian Institute of Banking & Finance. (2023). <i>Bank financial management</i> (5th ed.). Macmillan.	
2	Lore, M., & Borodovsky, L. (2000). <i>Professional handbook of financial risk management</i> . Butterworth-Heinemann Finance.	
Reference Book(s)		
1	Reserve Bank of India. (n.d.). <i>Annual reports</i> . https://www.rbi.org.in	
2	Basel Committee on Banking Supervision. (n.d.). <i>Reports and publications</i> . Bank for International Settlements. https://www.bis.org/bcbs/	
3	Jorion, P. (2011). <i>Financial risk manager handbook</i> (6th ed.). Global Association of Risk Professionals (GARP).	
4	Das, S. (2006). <i>Risk management and financial derivatives</i> (2nd ed.). McGraw-Hill.	

5	Rose, P. S., & Hudgins, S. C. (2012). <i>Commercial bank management</i> (8th ed.). McGraw-Hill/Irwin.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	Reserve Bank of India. (n.d.). <i>Speeches</i> . https://www.rbi.org.in/Scripts/Speeches.aspx

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the fundamentals of bank financial management and its role in the overall financial system.
CO2	Analyze various types of bank risks, their impact on bank profitability, and develop risk mitigation strategies.
CO3	Apply quantitative techniques and models to measure and manage bank risks effectively.
CO4	Identify, measure and manage credit risk and understand the framework for operational risk.
CO5	Demonstrate an understanding of the ethical considerations in bank risk management.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	3
CO3	3	3	2	2	2	3	2
CO4	3	2	2	3	2	3	2
CO5	2	2	3	2	2	2	3
	2.8	24	2.2	2.6	2	2.8	2.4

MBA26S103	BANKING & INDIAN FINANCIAL SYSTEM	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector.
- To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

METHODOLOGY:

Class room lectures, assignments and field visits to financial intermediaries

UNIT: 1		9 Hours
Definitions- Functions- Types- Central Banking- Structure of Banking System- Rural Financing- Banker and Customer Relationship- Deposit Mobilization- Loans and Advances- Assets and Liabilities Management- Secured Advances- Endorsement and Crossing of Cheques- Payment of Cheques- Collection of Cheques.		
UNIT: 2		9 Hours
Nature- Organization and Management- Functions- Methods of Credit Controls- Objects of Monetary Policy- Autonomy of Central Bank Systems- Indian Money Market- Indian Capital Market- New Issue Market- Banking Legislations in India.		
UNIT: 3		9 Hours
All Indian Development Banks- Investment Institutions- State Level Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA- NABARDNHB- Micro Financing Institutions.		
UNIT: 4		9 Hours
Introduction- Overview of Indian Financial System- savings and Financial Intermediation- financial Markets- Listing Regulations- Primary Markets- Secondary Markets- Mutual Funds- Indian Fiscal Systems.		

UNIT: 5		9 Hours
Foreign Capital- Foreign Collaboration- Foreign Direct Investment- foreign Institutional Investors- Offshore Country Funds- Overseas Venture Capital Investments- International Capital Market		
Total Lecture Hours		45 Hours
Text Book(s)		
1	M.Y. Khan, Indian Financial System, Tata Mc Graw Hill	
2	Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons	
Reference Book(s)		
1	H.R. Machiraju, Indian Financial System, Vikas Publishing House	
2	Varshney, Banking and Financial Systems, S Chand	
3	SriVastava, Management of Financial Institutions, Himalaya Publications	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.afajof.org	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the Central Banking Structure of Indian Banking System
CO2	Comprehend about Indian Money Market- Indian Capital Market- New Issue Market Banking Legislations in India
CO3	Describe about Development Banks- Investment Institutions- State Level Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA- NABARDNHB- Micro Financing Institutions.
CO4	Determine the Functions of Development Banks- Investment Institutions- State Level Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA- NABARDNHB- Micro Financing Institutions
CO5	Know about Foreign Capital- Foreign Collaboration- Foreign Direct Investment- foreign Institutional Investors- Offshore Country Funds- Overseas Venture Capital Investments- International Capital Market

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	0	2	0	0	3	3
CO2	3	2	2	0	0	3	3
CO3	2	0	2	0	0	3	2
CO4	3	2	2	0	0	3	3
CO5	3	1	0	0	0	3	3
	2.8	1	1.6	0	0	3	2.8

MBA26S104	BLOCKCHAIN FOR BUSINESS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

With blockchain fast emerging as a safe and secure technology, organisations across various sectors are exploring the option of using this in their operations. However, there is severe shortage of blockchain professionals. It is regarded as one of the safest and most secure technology and as a result, organisations not just fintech companies but also those from other domains are experimenting with it, necessitating the need for blockchain experts, this trend is here to stay and more jobs will be created in the blockchain domain.

METHODOLOGY:

The methodology includes, explaining cores concepts, read, research and discuss the issues through written papers, presentations, Lectures, term papers, case discussions and role plays in class seminars.

UNIT: 1		9 Hours
What is Blockchain- Definition- Types of blockchain – Blockchain and Traditional data storage systems - Consensus mechanisms - Blockchain applications – Merits of Blockchain Technology to Business – How Blockchain Work - What is a block - Peer to Peer network- Distributed consensus - Public and Private Blockchains - Immutability, Security, Privacy, Anti-fragility - Security and Safeguards - Challenges in adoption – Scalability problems - Types of Blockchain and Enterprise		
UNIT: 2		9 Hours
History of Centralized Services – trusted third party- Smart Contracts- Why is this revolutionary- Comparison to legal - Cryptography- Hashing- Data Integrity- Public vs Private Key - Decentralized Applications - Potential Application In Different Fields - Barriers and potentials for blockchain - Regulation and legal frameworks - Distributed ledger technology - Ethereum Platform - Scalability and distributed ledgers - Consensus Protocols and Byzantine Fault Tolerance (BFT) – cryptocurrencies- Regulation of blockchain - Regulation and Anonymity.		
UNIT: 3		9 Hours
Blockchain applications- Industry Applications of Blockchain - Applications in Fintech Regtech and insurtech- Application for banking - Application HRM, Operations, Marketing, SCM-		

Blockchain for sustainable business - How people are using blockchain - Numerai, DAO, etc. - Lightning networks and plasma – Sidechains.		
UNIT: 4		9 Hours
Digital Rights - Paradigm shift/future/big picture - ownership and accessibility, education - Industry – healthcare – identity - finance - Elections and Voting - Auto execution of contracts- Blockchain applied to mobility etc.		
UNIT: 5		9 Hours
Development of Blockchain – Pros and cons of different implementations- Use Case - Business Case - Business Model.		
Total Lecture Hours		45 Hours
Reference Book(s)		
1	Blockchain Revolution: How the Technology Behind Bitcoin and Cryptocurrency Is Changing the World by Don Tapscott	
2	Blockchain: Blueprint for a New Economy by Melanie Swan	
3	The Book of Satoshi: The Collected Writings of Bitcoin Creator Satoshi Nakamoto by Phil Champagne	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the fundamental concepts, technologies, and applications of blockchain.
CO2	Analyze the potential business implications and opportunities of blockchain technology.
CO3	Evaluate the legal, regulatory, and ethical challenges associated with blockchain implementation.
CO4	Develop blockchain-based solutions for business problems and challenges.
CO5	Communicate effectively about blockchain technology to various stakeholders.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	3
CO4	3	3	2	3	3	3	2
CO5	2	3	2	2	2	2	2
	2.8	2.8	2.2	2.8	2.2	2.8	2.4

MBA26S105	CORPORATE COMPLIANCE MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To equip students with a comprehensive understanding of compliance management systems, due diligence processes, and relevant regulatory frameworks governing corporate and financial operations. It also develops practical skills in document verification, self-regulation mechanisms, and adherence to legal and environmental laws to ensure effective corporate governance and stakeholder confidence

Methodology

Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT: 1		9 Hours
Concept and significance – systems approach to compliance management – process of establishment of compliance management system – Compliance in letter and spirit.		
UNIT: 2		9 Hours
Nature, Objectives, Significance and Scope of due diligence – Steps in the process of due diligence - Initial Public Offer (IPO) – Follow-on Public Offer – Right Issue – Employees Stock Option Plans (ESOPs) – Preferential Allotment – Takeovers and acquisitions – Setting up of business UNIT s in India and abroad – Setting up joint ventures – Compliance of listing agreement.		
UNIT: 3		9 Hours
Competition Act, 2002; Secretaries Contracts (Regulation) Act, 1956; Depositories Act, 1996, Foreign Exchange Management Act, 1999; Water (Prevention and Control of Pollution) Act, 1981; Environment Protection Act, 1986; Consumer Protection Act, 1986,		
UNIT: 4		9 Hours
Importance, Scope and Verification of documents relating to charges – Requirements of financial institutions and corporate lenders – Preparation of reports		

UNIT: 5		9 Hours
Meaning, Need and Scope of self-regulation – Mechanism for self-regulation – Advantages to company – Regulator and investors.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Bhargava, Mamta: Compliances and procedures under SEBI law, Shreeji Publishers., New Delhi, 2004.	
2	Khilani, D.T: Foreign Exchange Management Manual, Snow White, Bombay, 2004.	
Reference Book(s)		
1	Company Law Procedures Author MC Bhandari ISBN:9788180384967 Year: 2009 Edition:21	
2	Company Law And Compensation Laws (2011) Author ND Kapoor 3rd Edition	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Explain the concept, significance, and systematic approach to establishing and managing compliance management systems ensuring adherence in letter and spirit.
CO2	Analyze the due diligence process and its application in various financial and corporate activities such as IPOs, rights issues, ESOPs, takeovers, and joint ventures.
CO3	Interpret the provisions and implications of key regulatory acts including Competition Act, Secretaries Contracts Act, Depositories Act, FEMA, Environmental and Consumer Protection Acts.
CO4	Demonstrate skills in verifying legal documents related to charges, meet financial institutions' requirements, and prepare compliance reports.
CO5	Evaluate the mechanisms, benefits, and scope of self-regulation in corporate governance and its impact on regulators and investors.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	2	2	3	2
CO2	3	3	2	2	1	3	2
CO3	3	2	3	2	1	3	2
CO4	3	2	3	2	2	3	2
CO5	3	2	3	2	2	3	2
	3	2.2	2.8	2	1.6	3	3

MBA26S106	CORPORATE FINANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the concept of Business Finance and Finance Techniques.
- To gain experience in financial policies, strategies and practices towards efficient corporate financial accounting and management.

METHODOLOGY:

Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT: 1		9 Hours
What is Corporate Finance-Corporate Securities as Contingent Claims on Total firm value— The Corporate Firm - Goals of Corporate Firms-Importance of Corporate Finance — Functions of Corporate Finance — Organization Structure for Corporate Finance - Scope of Corporate financing — Financial Planning — Financial Forecasting — Forecasting Techniques — Profit Planning — Marginal Costing, Standard Costing-Leverage Analysis - Economic Value-Added Analysis.		
UNIT: 2		9 Hours
Promotion-Procedure for Promotion-Company Promotion in India-Function of Entrepreneurs - Venture Capital Funds-Capital rationing — Sensitivity analysis— Public utility accounts— Repairs and replacements — Banking company accounts — Insurance company accounts (Practical Problem).		
UNIT: 3		9 Hours
Corporate Securities, Marketing of Securities — Financial markets — Money markets — Capital Markets — Stock exchange — Different kinds of securities — Valuation of Shares- Bond- Double Accounts-Valuation of Goodwill — Tools of risk investment analysis — Inflation. (Practical Problem)		
UNIT: 4		9 Hours
Corporate Merger-Amalgamation-Absorption-External Reconstruction— Holding Company — Merchant Banking - Non-Banking Finance company- Foreign Capital and Collaboration — Mutual Funds in India. (Practical Problem)		

UNIT: 5		9 Hours
Development Banks- Projects appraisal — Financial Analysis-Technical Analysis-Social Cost Benefit Analysis-International Corporate Finance.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	S.C. Kuchal: CORPORATE FINANCE.	
2	S.K. Stephen A. Ross, Corporate Finance, Mc Graw Hill/Irwin	
Reference Book(s)		
1	M Kannadhasan (2022) “ Fixed Income Securities” First edition, Cengage Learning, India	
2	Basu: INDUSTRIAL FINANCING IN INDIA.	
3	S.M. Sukia: ADVANCED ACCOUNTANCY	
4	Richard A Brealey, Stewart C. Myers, Alan J Marcus, Fundamentals of Corporate Finance, Mc Graw Hill.	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the fundamental concepts of corporate finance and its role in business decision-making.
CO2	Analyze financial statements and calculate financial ratios to assess a company's financial health.
CO3	Evaluate investment opportunities and make sound investment decisions using financial analysis tools.
CO4	Understand and apply different capital budgeting techniques for project evaluation.
CO5	Develop and implement effective working capital management strategies.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2.2	3	2.2	3	2.2

MBA26S107	DIRECT TAXES LAW AND PRACTICE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To provide a basic foundation on concepts and principles of direct tax laws;
- To demonstrate the application of tax laws in tax planning.

METHODOLOGY:

- Class sessions comprise a mixture of lectures, interactive discussions, case presentations and problem solving.
- In addition to the in-class exams and assignments, each student will undertake a short project comprising of survey on tax related issues.

UNIT: 1		9 Hours
Income Tax Act 1961-Concept of Income; Residential status and Tax Liability; Incomes exempted from Tax; Computation of Income under Salaries; Income from House Property.		
UNIT: 2		9 Hours
Computation of Income from Profits and Gains of Business or Profession; Income from Capital Gains; Income from other sources.		
UNIT: 3		9 Hours
Clubbing of Income; set off and carry forward of losses; Deductions from Gross Total Income; Relief and rebate in respect of Income Tax.		
UNIT: 4		9 Hours
Assessment of Individuals, HUFs, Firms and Thrust; Tax Administration; Income Tax Authorities; Procedure for Assessment.		
UNIT: 5		9 Hours
Incidence of Tax; Net Wealth Assets; Deemed Assets; Exempted Assets; Computation of Wealth Tax liability.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Dr. V.K. Singhania, Direct Taxes Law & Practice, Taxman Publications (P) Ltd.
2	Bhagawati Prasad, Direct Taxes Law & Practice WishwaPrakashan, New Delhi.
Reference Book(s)	
1	Dinkarpagare, Direct Taxes, Sultan Chand & Sons, New Delhi.
2	B.B. Lal, Direct Taxes, Konark Publishers (P) Ltd, Delhi.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://moneyexcel.co

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the fundamental concepts, principles, and structure of direct tax laws in India.
CO2	Apply direct tax laws to compute income tax liabilities for individuals and corporations.
CO3	Analyze the tax implications of business transactions and decisions.
CO4	Identify tax planning opportunities and develop strategies to minimize tax liabilities.
CO5	Stay updated with the latest developments and amendments in direct tax laws.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S108	ENVIRONMENTAL ACCOUNTING & COSTING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To get an insight into the environmental accounting and costing system.
- To cover the inter relationship between the costing system and cost computations.
- To understand the importance of environmental accounting

METHODOLOGY:

- Lectures, numerical problem solving, term projects

UNIT: 1		9 Hours
Environment- National Accounts- Importance of National Resource and Environment- Sustainable Development- Origin and Development of Environmental Accounting Natural Resource and Environmental Accounting in Other countries- The UNSO System- SNA System- SEEA.		
UNIT: 2		9 Hours
Market Value Approach- Present Value Approach- Net Price Approach- Maintenance Cost Approach- Compensation Cost Approach-Valuation of Welfare Losses from Environmental Deterioration- Merits and Demerits of Environmental Accounting- Implementation of Environmental Accounting- Environmental Accounting for Developing Countries- Practical Problems.		
UNIT: 3		9 Hours
Scope- Objectives- Benefits and Functions of Costing Systems- Cost UNIT Cost Center- Cost Classification- Types of Costing- Material Costing- Labor Costing- Overhead Costing- Practical Problems.		
UNIT: 4		9 Hours
UNIT Job- Batch- Contract –Process- Joint Product- By-product- Operating Cost Reconciliation- Practical Problems		

UNIT: 5		9 Hours
Standard Costing- Cost Value Profit Analysis- Margin of Safety- Key Factor Analysis- Master Budgets- Production Budgets- Zero Budgets- Control Ratios- Cost Audit- Practical Problems.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Das Gupta: Environmental Accounting, S. Chand	
2	Das Gupta: Advanced Costing, Sultan Chand	
Reference Book(s)		
1	Jain and Narang: Advanced Costing, Kalyani Publications	
2	S.P. Iyenar: Cost Accounting, Sultan Chand	
3	M. L. Agarwal: Cost Accounting, S Chand	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.gdrc.org/sustdev/concepts/07-ema.html	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the concept of environmental accounting and its role in business.
CO2	Apply environmental accounting principles to measure and report environmental costs.
CO3	Evaluate the impact of environmental costs on business performance.
CO4	Develop environmental cost management strategies to improve organizational efficiency.
CO5	Communicate environmental performance information to stakeholders effectively.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Cos							
CO1	3	2	2	4	2	3	3
CO2	3	3	2	4	2	3	3
CO3	3	3	2	4	2	3	3
CO4	3	3	2	4	2	3	3
CO5	3	3	2	4	2	3	3
	3	2.8	2	4	2	3	3

MBA26S109	FINANCIAL ENGINEERING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concept of Financial Engineering and its evolution
- To acquaint the students with the conceptual tools of Financial Engineering
- To make the student understand the physical tools of Financial Engineering, its processes and strategies.
- To appraise the students with the recent developments and future trends in Financial Engineering

METHODOLOGY:

- Class room teaching of all the UNITS
- Practical assignment and its presentation
- Viva based on research papers related to strategies for financial services
- Quiz programme for all the UNITS.

UNIT: 1	9 Hours
<p>Introduction – Scope – Financial Engineering Versus Financial Analysis - Financial Engineering Team, Productizing the solution – career opportunities for Financial Engineers-Factors contributing to the growth of Financial Engineering (Case study): Environmental Factors (price volatility, globalisation, tax asymmetries, technological advances, advances in financial theory, regulatory changes, competition and transaction cost) and Intrafirm factors (liquidity needs, risk aversion, agency cost, quantitative sophistication, management training and accounting benefits) – Knowledge Base of Financial Engineer: Financial theory, mathematical and statistical skills, modelling skills, product knowledge, knowledge of relevant technology, accounting, tax and legal expertise – Financial Innovations in India: any five instruments/processes/strategies with the factor(s) responsible for the same (Case Study).</p>	
UNIT: 2	9 Hours
<p>Conceptual Tools of the Financial Engineer – Valuation relationships and applications: cash flows, time value, sensitivity analysis, applications, spreadsheets, compounding, absolute vs. relative valuation – Measuring return: Utility theory, profit vs. rates, before and after tax rates of return, rates of return and compounding, investment horizon – Risk: volatility, sources of price risk, expressing price risk, mathematics of portfolio analysis, risk aversion and portfolio analysis, role of investment horizon – Measuring Risks: Measuring exposure to risk – Managing Risk: Insurance, Asset/Liability Management, Hedging - Understanding interest rates: Debt instrument, coupon, yield curve, investment risks in debt markets, interest rate risk (duration and dollar value of a basis point), default risk, reinvestment risk, call risk, prepayment risk, purchasing power risk - Exchange rates: Basics, determinants (interest rate parity, purchasing power parity and the</p>	

Fisher equation), other factors influencing exchange rates – Speculation and its methods – Arbitrage and its forms – Efficient Market Hypothesis.		
UNIT: 3		9 Hours
Physical tools of the Financial Engineer : New Product Development Model: Direction, Design, Testing, Introduction and Instruments Preview – Futures and Forwards: Forward Rate Agreements – Swaps: structure of a swap, interest rate swap, currency swap, commodity swap, variants, swap dealer's role – Single Period Options: call and puts, pay off profiles, hedging with options, cash settled options – Debt Market Innovations: zero coupon securities, Collateralized mortgage obligations (CMOs), Asset Backed Securities, Repo and reverse repo, junk bond, shelf registrations – Equity related innovations: equity options, equity warrants, rights issue, pooled investment vehicles, index futures and index options, American Depository Receipts and Global Depository Receipts – Hybrid securities: process of constructing new hybrid securities, types of structured hybrid securities based on security linkage, security structure, derivative form, distribution method–Investor motivation and issuer motivation		
UNIT: 4		9 Hours
Financial Engineering, Process and Strategies: Evolution of ALM (Asset – Liability Management), Five foundation concepts in ALM strategy (liquidity, term structure, interest rate sensitivity, maturity composition, and default), Gap Management, Investment Banker in ALM: Total Return Optimisation and Risk Controlled Arbitrage – Hedging: Hedge ratios, composite hedging, size of hedge, measuring hedge effectiveness and cost of hedging, Building Block Approach (BBA) to hedging – ways to visualize the BBA: risk and pay off profiles, boxed cash flow diagrams and time line cash flow diagrams – Other Risk Management Techniques: OTC options market (path-dependent options, look-back options and option-linked loans), diversification, credit enhancement, overcollateralization, assignment(reinsurance) – Synthetic securities: synthetic puts and synthetic zeros, cash and carry synthetic.		
UNIT: 5		9 Hours
Impact of Globalisation on the financial services industry: international commercial banking, international security markets, international investment banking - Legal Protections for Innovative Financial Products and Services: Copy right, Patent, Trademark or service mark.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	John F. Marshall & Vipul K. Bansal FINANCIAL ENGINEERING – A COMPLETE GUIDE TO FINANCIAL INNOVATION, Prentice Hall India.	
2	Salih N. Neftci, Principles of Financial Engineering, Elsevier, Academic Press, 2004.	

Reference Book(s)	
1	M Kannadhasan (2022) “ Fixed Income Securities” First edition, Cengage Learning, India
2	Keith Cuthbertson and Dirk Nitzsche, Financial Engineering: Derivative and Risk Management, John wiley, 2001
3	John Hull, Options, Futures, and Other Derivatives, Prentice Hall
4	Salih Neftci, Introduction to the Mathematics of Financial Derivatives, Academic Press.
5	Paul Wilmott, Derivatives: The Theory and Practice of Financial Engineering, Wiley
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.iafe.org

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the fundamental concepts and principles of financial engineering.
CO2	Apply quantitative methods and financial modeling techniques to solve financial problems.
CO3	Develop and implement financial derivatives and structured products.
CO4	Evaluate the risks associated with financial instruments and develop risk management strategies.
CO5	Stay updated with the latest trends and developments in financial engineering.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S110	FINANCIAL SERVICES MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand Financial Services Management as a vital and emerging area of financial management.
- To learn the nature, scope, and future of various financial services.
- To identify and choose the most suitable financial service for different business situations.
- To appreciate the managerial role in delivering effective and efficient financial services.
- To analyze innovations, challenges, and regulatory developments in the financial services sector.

METHODOLOGY:

Class room lectures, practical assignment, group discussions, case studies, updation of news from financial dailies

UNIT: 1		9 Hours
Introduction – Financial Services Industry – Emergence – Developments – Fund Based and Non-fund-based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.		
UNIT: 2		9 Hours
Merchant Banking: Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India – Mergers and Acquisitions: Motives, Merger Analysis, Terms of Exchange, Cash purchase, Stock Exchange Acquisitions, Leverage Buyouts and Management Buyouts.		
UNIT: 3		9 Hours
Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.		

UNIT: 4		9 Hours
Mutual Funds: Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.		
UNIT: 5		9 Hours
Insurance: Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Khan, M. Y. (2001). <i>Financial services</i> . Tata McGraw-Hill.	
2	Gordon, E., & Natarajan, K. (2003). <i>Financial markets and services</i> . Himalaya Publishing House.	
Reference Book(s)		
1	Avadhani, V. A. (2011). <i>Marketing of financial services</i> . Himalaya Publishing House.	
2	All relevant journals and periodicals	
3	Reports of relevant Committees or workgroups published by RBI, https://www.rbi.org.in	
4	Reserve Bank of India, & Securities and Exchange Board of India. (n.d.). <i>Reports and guidelines on financial markets</i> .	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	India Brand Equity Foundation. (n.d.). <i>Financial services</i> . https://www.ibef.org/industry/financialservices.aspx	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept, scope, and evolution of financial services.
CO2	Analyse the various types of financial services and institutions.
CO3	Evaluate the role of financial services in economic development.
CO4	Develop strategies for effective financial services management.
CO5	Assess the regulatory environment and ethical considerations in financial services.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3.2	2	3	2

MBA26S111	GLOBAL FINANCIAL MARKETS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To have exposure of Foreign Exchange Market
- To make the students aware of the International Exchange systems
- To make the students aware of the Global financial instruments
- To have exposure of resource mobilization in International Capital market

UNIT: 1		9 Hours
Foreign Trade and Foreign Exchange – Exchange rate - Management of Foreign Exchange– History of Exchange control in India – FEMA - The Foreign Exchange Market – Transactions in interbank markets – Quotations – Interbank rates and Arbitraging – Determination of Exchange rates - The Purchasing Power Parity (PPP) theory – The Fisher Effect (FE) theory - The International Fisher Effect (IFE) theory – The Interest Rate Parity theory - The Spot Market - The Forward Market – Forecasting exchange rates		
UNIT: 2		9 Hours
International Exchange systems – Fixed and Floating exchange rates – Exchange rate system prior to IMF – Exchange rate system under IMF – Convertibility of Rupee – Balance of Payments (BOP) – Components – Disequilibrium in BOP.		
UNIT: 3		9 Hours
Currency derivatives: Forward contracts – Futures and Options – Currency Futures – Currency Options – Interest Rate Risk – Concept – Managing Interest rate risk – Exchange risk – Transaction Exposure – Translation Exposure – Economic Exposure – Ready exchange rates – Ready rates based on cross rates - Foreign Exchange rates – Execution of Forward contracts – Interbank dealings – Exchange Management by Banks		
UNIT: 4		9 Hours
Foreign Direct Investment (FDI) – Meaning – Strategies – Theories of FDI – Product Cycle theory – Hymer’s Theory of Imperfect Markets – Internalization theory – The Eclectic theory – The Theory of Strategic Response – Other theories – Modes of Investment –Joint		

Ventures – Mergers and Acquisitions – FDI Benefits and Costs.		
UNIT: 5		9 Hours
Portfolio - Risk reduction through Portfolio construction – Systematic risk - Unsystematic risk – International Portfolio – Cross border flow of Equity investment – Depository receipts – FII investments – FII investments in India – Risk and Return of International Portfolio investments – Integration of Global Capital Markets. International financial market Instruments-Secondary market operations, short term and medium-term instruments Foreign Currency Convertible Bonds (FCCBs) – Procedure for issuance – External Commercial Borrowings (ECB) – Automatic Route – Approval route.		
Total Lecture Hours		45 Hours
Reference Book(s)		
1	Jeevanandam. C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008	
2	Kevin. S, Fundamentals of International Financial Management, PHI, New Delhi, 2010	
3	Sumathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi, 2010	
4	Alan C. Shapiro: Multinational Financial Management	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the structure and functioning of global financial markets.
CO2	Analyze the role of foreign exchange markets in international trade and finance.
CO3	Evaluate the various international financial instruments and their derivatives.
CO4	Assess the impact of global economic and political factors on financial markets.
CO5	Understand the process of international capital markets and resource mobilization.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBA26S112	INDIAN ECONOMIC POLICY ENVIRONMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

The objective of this course is to expose the students of management to a wide range of contemporary issues and challenges related to the economic policy environment in India that have critical ramifications for business decisions. An understanding of the real-world issues is important for effectively operating in the existing business environment, as well as to assess the forthcoming economic conditions. Overall, the course aims to enable the management students to take informed decisions as they enter into a profession of their choice.

METHODOLOGY:

Mainly participative type classroom lectures and discussions using PPT and other available technology aided methods of instructions. The course will also include case study analysis, assignments, tests, subject quiz, seminar, etc

UNIT: 1		9 Hours
Historical overview of the economic policy changes occurred in India since Independence and the impacts of these changes on the Indian economy and business – Reviewing economic performance in India using various indicators during pre-reform versus post reform-period – Understanding how economic policies played critical role in shaping economic performance in the Indian economy		
UNIT: 2		9 Hours
Economic reforms and Indian agriculture: Long-term issues and recent experience – Contract farming as a solution to current growth crisis in Indian agriculture – Paradigm shifts in India’s industrial policy – Labour market reforms and Indian manufacturing: Issues and challenges – Service sector growth miracle in India		
UNIT: 3		9 Hours
The role of monetary policy in an economy – Conduct of monetary policy India: Changing dimensions in the post-reform period – Current challenges and issues related to RBI’s monetary policy – Banking sector reforms in India and issues related to financial stability–Reforming India’s financial sector: Changing dimensions and emerging issues – Global financial crisis and its fallout		

UNIT: 4		9 Hours
Fiscal policy for achieving and sustaining higher economic growth in India – Importance of fiscal responsibility – Dynamics of debt accumulation in India – Analysis of the latest Union Budget		
UNIT: 5		9 Hours
Globalisation of the Indian economy and its impact – India’s current foreign trade policy – India’s foreign investment policy with emphasis on policy framework for FDI – Issues related to management of foreign exchange rate and forex reserves		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Uma Kapila 2013 (Ed). Indian Economy Since Independence, Academic Foundation, New Delhi, (latest edition).	
2	Y.V. Reddy, 2009. India and the Global Financial Crisis: Managing Money and Finance, Orient Blackswan, Hyderabad.	
3	C. Rangarajan, 2009. India: Monetary Policy, Financial Stability and Other Essays, Academic Foundation, New Delhi	
Reference Book(s)		
1	Arvind Subramanian, 2008. India’s Turn: Understanding the Economic Transformation, Oxford University Press, New Delhi.	
2	Various Issues of Economic and Political Weekly, policy documents such as Economic Survey published by the Government of India, RBI Annual Report, etc.	
3	Various financial newspapers such as Business Line, Business Standard, Financial Express, etc	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.rbi.org.in	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the evolution of Indian economic policies and their impact on the economy.
CO2	Analyze the macroeconomic environment and its influence on business decisions.
CO3	Evaluate the impact of government policies on various sectors of the economy.
CO4	Develop strategies to align business operations with government policies and regulations.
CO5	Assess the challenges and opportunities arising from the Indian economic policy environment.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBA26S113	INDIAN FINANCIAL FRAME WORK	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To know about the Indian financial system and its players
- To understand the securities market regulations
- To keep abreast of recent financial services
- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian economy.

METHODOLOGY:

- Lectures will be delivered on various concepts related to the financial system of India.
- Cases related to functioning of banks and their legal implications will be discussed.

UNIT: 1		9 Hours
Capital Markets – Importance and Classification; Recent changes in Indian Capital markets. Money Markets- Meaning, Instruments, Characteristics of a well-developed money market, causes for under development of Indian Money market. Foreign Exchange Market- Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Arbitrage.		
UNIT: 2		9 Hours
Primary market – Advantages, classification, Functions, role and Parties involved; New Issue and Underwriting; Investor protection and SEBI. Secondary Market –Stock exchanges and trading; Listing and Delisting;		
UNIT: 3		9 Hours
Banks-Definition, Functions, Classification, role and contributions, nationalisation and mergers; Banker and Customer Relationship; Different deposits and advances; Cheques and LC.		
UNIT: 4		9 Hours
Banking Regulation Act; Banking Ombudsman Scheme; Recovery of Debt Due to Banks and Financial Institutions (DRT)Act 1993; The Bankers’ Books Evidence Act 1891; The Law of Limitations 1963; Banking Technology and computerization.		
UNIT: 5		9 Hours
Insurance- Types, Pricing, Features, Players, Regulations.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 2017.	

2	Bank Management and Financial Services by Peter S Rose and Sylvia C. Hudgins (2017); McGraw Hill Education, Eighth Edition
3	Management of Banking and Financial Services by Padmalatha Suresh and Justin Paul (2017); Pearson Education, Fourth Edition

Reference Book(s)

1	B. Santhanam “Banking and Financial System” Margham Publications, Chennai Fifth Edition 2008.
2	PUNITA ChavathyPandian “Security Analysis and Portfolio Management” Vikas Publishing House Private Limited, Noida Second Edition 2010
3	Indian institute of Banking and Finance, “Legal and Regulatory Aspects of Banking”, Macmillan Publisher, India Limited, Second Edition 2008.
4	Indian Institute of Banking and Finance “Principles and Practices of Banking”, Macmillan Publishers India Limited, Second Edition 2008. IRDA publications.
5	Patterson, Edwin, W., Essentials of Insurance Law, McGraw Hill.

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1.	www.imf.com
2.	www.cob.ohio-state.edu/fin/faculty/werner/825/Introduction.ppt
3.	www.mhhe.com
4.	www.mhhe.com/business/finance/er2e/ppt.mhtml
5.	www.ifmanet.org/en/event.htm

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the structure and components of the Indian financial system.
CO2	Analyze the role of various financial institutions in the economy.
CO3	Evaluate the regulatory framework governing the Indian financial system.
CO4	Assess the performance of the Indian banking and insurance industry.
CO5	Understand the challenges and opportunities in the Indian financial sector.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBA26S114	INTERNATIONAL FINANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To have exposure on international aspects of Financial Management
- To understand the Foreign Exchange Management
- To introduce derivatives aspect of International Finance

METHODOLOGY:

- Class room lectures for all UNITS

UNIT: 1		9 Hours
Financial Management in a Global Perspective: Globalisation. Trends in international Trade and Cross Border Financial Flows. India in the Global Economy. Challenges of International Financial Management. International Monetary System and Financial Markets: Balance of Payments. International Monetary System. An Overview of International Financial Markets. Exchange Rate Determination and Forecasting. Purchasing Power Parity. The Fishers' Effect. Interest Rate Parity.		
UNIT: 2		9 Hours
The Foreign Exchange Market: Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Arbitrage, Forward Rates, Evolution of Exchange control and the foreign Exchange Market in India, Exchange Rate Computations. Currency Derivatives: Currency Futures, Currency Options.		
UNIT: 3		9 Hours
Foreign exchange Exposure and Risk: Economic Exposure, Transaction Exposure, Translation Exposure, Management of Exposures.		
UNIT: 4		9 Hours
Working Capital Management in a Multinational Context: Short-term Borrowing and Investment, Centralised Vs. Decentralised Cash Management, Cash Transmission. International Equity Investment: Risk and Return, The International CAPM, Equity Financing in the International Markets.		

Long-term Borrowing in International Capital Markets: The Major Market Segments, The International Financing Decision, International Leasing.		
UNIT: 5		9 Hours
International Project Appraisal: Review of NPV approach, Adjusted Present Value Framework, Project appraisal in the International Context, Exchange Rate Risk and Cost of Capital, International Joint Ventures.		
An Introduction to Financial Swaps: Major Types, Motivations Underlying Swaps, Application of Swaps, Valuation of Swaps.		
International Accounting and Taxation: Accounting for Foreign Currency Transactions, Accounting for Foreign Operations.		
Total Lecture Hours		45 Hours
Text Book(s)		
1.	Cheol S.Eun, Bruce G. Resnick, INTERNATIONAL FINANCIAL MANAGEMENT, Irwin McGraw Gill, 1998.	
2.	Apte,P.G., INTERNATIONAL FINANCIAL MANAGEMENT, 2nd Ed., Tata McGraw Hill, 1998.	
3.	Ephraim Clark., INTERNATIONAL FINANCIAL MANAGEMENT, 2nd Ed., Cengage Learning India Edition, 2002.	
Reference Book(s)		
1.	Jeff Madura, INTERNATIONAL FINANCIAL MANAGEMENT, 6th Ed., South-Western, 2000.	
2.	Maurice D. Levi, INTERNATIONAL FINANCE, 3rd Ed., McGraw Hill, 1996.	
3.	Alan C. Shapiro, MULTIMATIONAL FINANCIAL MANGEMENT., Prentice Hall of India.	
4.	Madhu Vij., INTERNATIONAL FINANCIAL MANAGEMENT, 2th Ed., Excel Books, 2006.	
5.	Reid W.Click and Joshua D.Coval., THE THEORY AND PRACTICE OF INTERNATIONAL FINANCIAL MANAGEMENT., Prentice-Hall of India private limited.New Delhi-2004	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1.	www.imf.com	

2.	www.cob.ohio-state.edu/fin/faculty/werner/825/Introduction.ppt
3.	www.mhhe.com
4.	www.mhhe.com/business/finance/er2e/ppt.mhtml
5.	www.ifmanet.org/en/event.html

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the fundamentals of international finance and its role in global business.
CO2	Analyze the foreign exchange market and its impact on international transactions.
CO3	Evaluate different international financial instruments and their applications.
CO4	Manage international financial risks through hedging and other strategies.
CO5	Understand the international monetary system and its implications for businesses.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBA26S115	MERGERS & ACQUISITIONS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To provide concrete understanding of Mergers & Acquisitions
- To familiarize the concepts to the students with the current issues in M&A
- To expose the students about the process and methods of M&A, measures to evaluate the performance of M&A.

METHODOLOGY:

- Lectures, Problems, Case studies with practical examples, Group or Class learning activities, Seminars, Projects on M&A will be given

UNIT: 1		9 Hours
Mergers & Acquisitions Process – Forms of M&A – Types of Mergers – Reasons for Buying and Selling a Business – Stake holder groups in M&A activities - Framework for M&A strategies – Motivational Hypothesis for M&A – M&A Theories – The Efficiency Theory – The Monopoly Theory – The Valuation Theory – The Empire Building Theory – The Process Theory – The Disturbance Theory		
UNIT: 2		9 Hours
Valuation of Merger and Acquisitions – Objectives – Sources of Information – Valuing the Business Vs Valuing the Company – Net Asset Valuation Model – Dividend Valuation Model – PER Model – EVA and APV Model an overview – Economic Gains and Costs of M&A – The Share Exchange Ratio. Intangible Assets: Types – Importance –Classification – Approaches to Valuation of Intangible Assets Disinvestments and Privatisation – Methods – Approaches to Valuation – Alternative Valuation approaches for Private Companies – Family Business Valuation and its issues		
UNIT: 3		9 Hours
Synergy – Benefits from Synergy – Synergy Equation – Theories of Synergy – Pricing of M&A – All-cash Acquisition – All-share Exchange Acquisition – Cash and Share Offer – Break-even Synergy – Determining the Price Range of Acquisition – Synergy and Value creation in M&A –		

Acquiring Poorly Managed Firm – Acquiring Undervalued Firms – Synergy and Merger Success		
UNIT: 4		9 Hours
Payments for M&A – Methods – Factors Affecting Choice of Financing Method – Stock Deal or Cash Deal – Financing the Cash Offer – Payment for Cross-Border Acquisitions – Leveraged Buyout – Structuring – Characteristic of LBO Candidates – Sources of LBO Targets – Factors determining LBO returns.		
UNIT: 5		9 Hours
Due Diligence – Scopes and Types – Process – Due Diligence in Cross-Border Deals – Integration – Levels of organizational distance – Types – Corporate Cultures – Acculturation – Major Laws of M&A in India Text		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Gaughan, Patrick A., Mergers - What Can Go Wrong and How to Prevent it, 1st Edn., Wiley Finance – 2005	
2	Gaughan, Patrick A., M&A and Corporate Restructuring, 4th Edn., Wiley - 2007	
3	Gaughan, Patrick A., M&A and Corporate Restructuring, 4th Edn., Wiley - 2007	
4	Rajesh Kumar., Mergers and Acquisitions - Text and Case, Tata McGraw Hill – 2011	
5	Ramanujan, Mergers: The New Dimension for Corporate Restructuring, Tata McGraw Hill – 2000	
Reference Book(s)		
1	Donald M. DePamphilis, Mergers, Acquisitions and other restructuring Activities, 5th Edn, Elsevier – 2010	
2	J. Weston, Mark Mitchell, J. Harold Mulherin, Takeovers, Restructuring, and Corporate Governance, 4th Edition, Pearson – Aug 2003	
3	Kamal Ghosh Ray, Mergers and Acquisitions Strategy, Valuation and Integration, PHI – 2010	
4	Peter Howson, Acquisition Essentials, Denzil Rankine, Pearson - Oct 2005	

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.amazon.com/Mergers-Acquisitions-Restructuring-ActivitiesSecond/dp/0122095529#reader_0122095529

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of mergers and acquisitions and its strategic implications.
CO2	Analyze the different types of mergers and acquisitions and their motivations.
CO3	Evaluate the valuation and financial aspects of mergers and acquisitions.
CO4	Develop strategies for successful merger and acquisition integration.
CO5	Understand the regulatory and legal framework governing mergers and acquisitions.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PS01	PS02
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S116	RISK MANAGEMENT AND INSURANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concept of risk management and insurance
- To familiarize the conceptual frame work of risk management and insurance decisions
- To understand the business risk management and public policy issues

METHODOLOGY:

Class room lectures, field projects, group discussions

UNIT: 1		9 Hours
Introduction to risk and uncertainty – introduction to risk management – Rationale for Risk Management in organizations.		
UNIT: 2		9 Hours
Risk identification – risk analysis – Exposures – physical assets – financial assets – human assets – legal liability – work-related injury – Risk measurement - Risk Control Tools – Risk financing techniques – Risk Management Decisions – Data Organisation and Analysis.		
UNIT: 3		9 Hours
Insurance Industry –Pricing of Insurance – Insurance Regulation (IRDA) – Financial assessment – Legal Aspects of Insurance Contracts – Insurance Contract Analysis – property and liability coverage – Classification of Policies – Annuities – Surrender Values – Valuation and Surplus.		
UNIT: 4		9 Hours
Life Insurance – Marine Insurance – Fire Insurance – Motor Insurance – Fidelity Insurance – Double Insurance – Re-insurance – Business Insurance Programs – Health Care financing – Health Care insurance – Employee Benefit Plans.		

UNIT: 5		9 Hours
Valuation Balance Sheet – Life Insurance Accounts – Fire Insurance Accounts – Marine Insurance Accounts – Essential Elements of Insurance Contract – Practical Problems.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Scott Harrington and Gregory Niehaus, Risk Management and Insurance, Tata Mc Graw Hill.	
2	Arthur. C. Williams and Richard M. Heins, Risk management and Insurance, Mc Graw Hill.	
Reference Book(s)		
1	Mishra, M.N., Insurance – Principles, and practices, S. Chand & Co	
2	IRDA publications	
3	Patterson, Edwin, W., Essentials of Insurance Law, Mc Graw Hill.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.bseindia.com	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Measure risk portfolio of any security using Beta; apply equity valuations to analyze Business Performance.
CO2	Describe the approaches of Fundamental analysis and analyze financial statements using Forecasting and Earning Models
CO3	Demonstrate about Bond Valuation and describe different types of Options Strategies
CO4	Apply Technical Analysis using various charts patterns
CO5	Understand about Capital Market Theory, CAPM theory, V Sharpe Index, Treynor Index, Jensen's Model

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PS01	PS02
CO1	3	3	1	1	0	3	3
CO2	3	3	1	1	0	3	3
CO3	3	3	1	1	0	3	3
CO4	3	3	1	1	0	3	3
CO5	3	3	1	1	0	3	3
	3	3	1	1	0	3	3

MBA26S117	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To provide understanding and insights into investment avenues
- To give exposure on functioning of capital markets
- To provide knowledge and skills on portfolio management

METHODOLOGY:

Class room discussion for all the UNITS, Latest information about market movements, Emphasis will be given to problems.

UNIT: 1		9 Hours
Meaning of investment – speculation and Gambling – Investment avenues: Non- marketable financial Assets – Money market instruments – Bonds or debentures – Equity shares – Mutual fund schemes – Financial derivatives – Life insurance – Real assets. Types of investors – Investment objectives – Factors of sound investment – Investment Basics: Time value of money – Risk-Return analysis in investment – concept and measurement of return – concept of risk – sources of risk – types of risk and measurement of risk – problems on risk and return calculations.		
UNIT: 2		9 Hours
Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market: Methods of floating new issues – steps in floating a public issue – Book building – Role of primary market – Regulation of primary market. Secondary market: Functions of stock exchanges – Stock exchanges in India – BSE, OTCEI, NSE, ISE, MCX-SX and Regulation of stock exchanges – listing of securities – Trading system in stock exchanges – SEBI.		
UNIT: 3		9 Hours
Meaning – EIC Analysis framework – Economy Analysis: Economic forecasting – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis: Financial statements – Analysis of financial statements – Stock return and valuation models:		

Balance sheet valuation – Dividend discount models – Earnings multiplier approach – Bond return and valuation: Bond basics– Bond returns and risks – Bond pricing theorems – problems on stock valuation and bond valuation		
UNIT: 4		9 Hours
Meaning – Dow theory – Basic principles of technical analysis – Price charts – Trends and trend reversals – Chart patterns – Elliot Wave theory – Mathematical indicators: Moving averages – Oscillators. Market Indicators: Breadth of the market – Short interest – Odd lot index – Mutual fund cash ratio – Technical analysis Vs. Fundamental Analysis – Efficient Market theory: Random Walk theory – The efficient market hypothesis – EMH vs Fundamental and Technical analyses.		
UNIT: 5		9 Hours
Meaning – Portfolio management process – Portfolio Analysis: Measuring expected risk and return of a portfolio with two securities and more than two securities – portfolio risk diversification – Portfolio Selection: Markowitz model of portfolio selection – Problems. CAPM: Assumptions – SML and CML – APT – Portfolio revision: portfolio revision strategies – Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jensen ratio – problems on portfolio evaluation.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	S. Kevin, Securities Analysis and Portfolio Management, Second edition, PHI Learning, Delhi, 2018.	
2	Prasanna Chandra, Investment analysis and Portfolio Management, Third edition, Tata McGraw Hill, New Delhi, 2010.	
Reference Book(s)		
1	M Kannadhasan (2022) “ Fixed Income Securities” First edition, Cengage Learning, India	
2	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, Pearson Education, New Delhi, Sixth edition, 2009	

3	Reilly & Brown, Investment Analysis and Portfolio Management, eighth edition, Cengage Learning, 2011.
4	PUNIT havathy Pandian, Securities Analysis and Portfolio Management, second edition, Vikas Publishing House, New Delhi, 2013.
5	V. A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the fundamentals of securities markets and investment vehicles.
CO2	Apply financial analysis techniques to evaluate securities.
CO3	Construct and manage diversified investment portfolios.
CO4	Evaluate the performance of investment portfolios.
CO5	Understand the role of risk management in portfolio management.

Mapping of COs with POs

POs Cos	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S118	STRATEGIC COST MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

This basic objective of the course is to provide strategic cost information and techniques and their application to 'efficient and effective' business decisions.

METHODOLOGY:

Class room lectures, group discussions

UNIT: 1		9 Hours
Introduction to Strategic Cost Management – Basic Cost Concepts, Cost Drivers, Cost allocation and apportionment – Strategic Analysis and Strategic Cost Management		
UNIT: 2		9 Hours
Cost Management Systems – Job Costing – Process Costing – Joint Products – Strategic Profitability Analysis – Pricing Decisions and Cost Management.		
UNIT: 3		9 Hours
Cost Accounting and Operational Control – The Budgetary Control (Flexible and Fixed) – Standard Costing: Direct Materials, Direct Labour and Factory Overhead – Managing Productivity and Marketing effectiveness		
UNIT: 4		9 Hours
Management Planning and decision making – Cost Estimation – Cost-Volume-Profit Analysis – Strategy and the Master Budget - Decision Making with a Strategic Emphasis –Capital Budgeting and Strategic Cost Management.		
UNIT: 5		9 Hours
Contemporary Cost Management – Activity Based Costing and Management – Target Costing– Theory of Constraints – Life cycle Costing – Management Control and Strategic Performance Measurement.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Blocher, I., Chen, Lin, COST MANAGEMENT: A STRATEGIC EMPHASIS, McGraw Hill, 1999
2	Herngren, Datar and Foster, COST ACCOUNTING: A MANAGERIAL EMPHASIS, Pearson Education, Eleventh Edition, 2003.
Reference Book(s)	
1	Jawaharlal, COST ACCOUNTING, Tata McGraw Hill, Second Edition, 1999.
2	Nigam and Jai, COST ACCOUNTING PRINCIPLES AND PRACTICE, Prentice Hall of India Publishers, 2000.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.marketstrategies.com

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the concept of strategic cost management and its role in business performance.
CO2	Apply cost management techniques to support strategic decision-making.
CO3	Evaluate the cost-benefit relationship of various business strategies.
CO4	Develop cost management systems to enhance organizational efficiency.
CO5	Analyze the impact of cost management on competitive advantage.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S119	INTERNATIONAL FINANCIAL REPORTING STANDARDS FOR SMALL AND MEDIUM BUSINESS ENTITIES	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce concepts of International Financial Reporting Standards to the students. To make students understand and appreciate the applications of IFRS for SMEs
- To provide acquaintance with all existing 35 sections of IFRS for SMEs to the students.
- To prepare students as consultants by equipping them with practical knowledge in IFRS for SMEs.
- To facilitate the students to become eligible to get professional certifications offered by various professional bodies in accounting.

METHODOLOGY:

- Class room teaching and learning
- Class room sessions can have theory, case studies, MCQ Tests, Quiz, seminars, mini projects, presentation, brainstorming exercises.
- 8 hours of practical assignment and its presentation
- Worked examples and industry insights shall be shared by the faculty members

UNIT: 1	9 Hours
<ul style="list-style-type: none"> • Introduction to Conceptual Framework for Financial Reporting 2018 - Introduction to International Financial Reporting Standards • IFRS Foundation, International Accounting Standards Committee (IASC), IFRS Interpretations Committee (IFRSIC), Standing Interpretation Committee (SIC) • International Accounting Standards Board (IASB), Financial Accounting Standards Board (FASB), Generally Accepted Accounting Principles (GAAP) • IFRS vs. IAS and IFRS vs GAAP • Objectives, Importance and Benefits of IFRS 	

<ul style="list-style-type: none"> • Objectives of Financial Statements and General Features In IFRS • IFRS Adoption and Convergence • The Institute of Chartered Accountants of India (ICAI) and Indian Accounting Standards (Ind-AS), First Time Adoption of Ind AS (Ind AS 101) • IFRS vs. Ind-AS • IFRS for SMEs: History, Scope, Benefits and Eligible Entities • Difference between IFRS for SMEs and full IFRS 		
UNIT: 2		9 Hours
<ul style="list-style-type: none"> • Section 1: Small and medium sized entities • Section 2: Concepts and pervasive principles • Section 3: Financial statement presentation • Section 4: statement of financial position • Section 5: Statement of comprehensive income and income statement • Section 6: Statement of changes in equity and statement of income and retained earnings • Section 7: Statement of cash flows • Section 8: Notes to the financial statements • Section 9: Consolidated and separate financial statements • Section 10: Accounting policies, estimates and errors 		
UNIT: 3		9 Hours
<ul style="list-style-type: none"> • Section 11: Basic financial instruments • Section 12: Other financial instrument issues • Section 13: Inventories • Section 14: Investments in associate • Section 15: Investments in joint ventures • Section 16: Investment property • Section 17: Property, plant and equipment • Section 18: Intangible assets other than goodwill • Section 19: Business combinations and goodwill 		

<ul style="list-style-type: none"> • Section 20: Leases • Section 21: Provisions and contingencies Guidance on recognising and measuring provisions • Section 22: Liabilities and equity Example of the issuer's accounting for convertible debt 		
UNIT: 4		9 Hours
<ul style="list-style-type: none"> • Section 23: Revenue Examples of revenue recognition under the principles in section 23 • Section 24: Government grants • Section 25: Borrowing costs • Section 26: Share-based payment • Section 27: Impairment of assets • Section 28: Employee benefits • Section 29: Income tax 		
UNIT: 5		9 Hours
<ul style="list-style-type: none"> • Section 30: Foreign currency translation • Section 31: Hyperinflation • Section 32: Events after the end of the reporting period • Section 33: Related party disclosures • Section 34: Specialised activities • Section 35: Transition to the IFRS for SMEs • Emerging dimensions in IFRS for SMEs • An introduction to XBRL reporting and Taxonomy for SMEs • An introduction to Integrated Reporting for SMEs 		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Mackenzie, B., Lombard, A., Coetsee, D., Njikizana, T., Chamboko, R., & Selbst, E. (2012). Applying IFRS for SMEs. John Wiley & Sons.	
2	Christian, D., & Lüdenbach, N. (2012). IFRS Essentials. Wiley.	

Reference Book(s)	
1	Charumathi, B., (1997). Accounting and Disclosure Norms for Multinational Companies. Indian Journal of Accounting, 28(1), 22-33.
2	Charumathi, B., (1997). A Scan on Corporate Financial Reporting. Journal of Accounting and Finance, 11(1), 29-38.
3	Charumathi, B. & Ramesh, L. (2012). Impact of IFRS on the Financial Reporting of Indian Information Technology Companies. Journal of Accounting and Finance, 26(2), 100112. Charumathi, B. & Ramesh, L. (2014). Disclosure Differences Between IFRS & Indian GAAP – Evidence from Infosys Financial Statements, Indian Journal of Research. Indian Journal of Research, 4(1), 3-18.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	IFRS Foundation. (2015). International Financial Reporting Standard for Small and Mediumsized Entities (IFRS for SMEs). Retrieved from https://www.ifrs.org/issuedstandards/ifrs-for-smes/

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the conceptual framework of International Financial Reporting Standards (IFRS) for SMEs.
CO2	Apply IFRS for SMEs to prepare financial statements for small and medium-sized entities (SMEs).
CO3	Analyze the impact of IFRS for SMEs on financial reporting practices of SMEs.
CO4	Evaluate the differences between IFRS for SMEs and full IFRS.
CO5	Demonstrate the ability to communicate financial information effectively using IFRS for SMEs.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PS01	PS02
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S120	BEHAVIORAL FINANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To identify and understand systematic behavioral factors that influences the investment behavior.

UNIT: 1		9 Hours
Introduction to Behavioral finance: Nature, scope, objectives and application; The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework – Equilibrium expected return models – Investment decision under uncertainty –Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage.		
UNIT: 2		9 Hours
Decision and Behavioral Theories: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma - The Monthly Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox – Prospects theory – CAPM - behavioral portfolio theory – SP/A theory – brief history on rational thought – pasacl – Fermat to Friedman – savage-- Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty.		
UNIT: 3		9 Hours
Decision Making Biases: Information screening bias - Heuristics and behavioral biases of investors – Bayesian decision making – cognitive biases – forecasting biases – emotion and neuroscience – group behaviour –investing styles and behavioral finance—Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception -Representativeness — Anchoring —Exponential discounting -Hyperbolic discounting.		
UNIT: 4		9 Hours
Arbitrageurs: Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading		

UNIT: 5		9 Hours
Managerial Decisions: Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers.		
Total Lecture Hours		45 Hours
Reference Book(s)		
1	Behavioral Finance: Psychology, Decision-Making, and Markets”, by Ackert and Deaves.	
2	Understanding Behavioral Finance by Ackert>The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)	
3	What Investors Really Want -Learn the lessons of behavioral Finance, Mëir Statman, McGraw- Hill	
4	Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the behavioral biases that influence investor decision-making.
CO2	Apply behavioral finance concepts to explain market anomalies and investor behavior.
CO3	Evaluate the impact of behavioral finance on investment strategies and portfolio management.
CO4	Analyze the role of behavioral finance in financial markets and asset pricing.
CO5	Develop strategies to mitigate the impact of behavioral biases on investment decisions.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	3	2	3	2	3	2

MBA26S121	FINANCIAL ANALYTICS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To provide a strong foundation in financial analytics for handling financial data, build advanced models to understand the structures and patterns in financial data and forecast the future performance of a company or an asset.

METHODOLOGY:

On completion of the course the student should be able to

1. Demonstrate skills in financial statement analysis and decision making
2. Construct and optimize portfolios
3. Evaluate Risk on various financial assets
4. Use the advanced techniques in Python for modelling financial data.

UNIT: 1		9 Hours
Introduction to Financial Analysis- Profitability Analysis - Liquidity Analysis- Solvency Analysis- Efficiency Analysis - Common Size Analysis - DuPont Analysis - Financial Ratio Analysis - Limitations of Financial Analysis- Introduction to Financial Analysis Tools: Excel and Python		
UNIT: 2		9 Hours
Introduction to Time Series Analysis - Types of Data and Components of Time Series - Techniques for Decomposition - Detecting and Handling Missing Values in Time Series Data - Time Series Forecasting using Various Models - ARIMA Models - Exponential Smoothing Models - Modeling Volatility using GARCH		
UNIT: 3		9 Hours
Introduction to Investment Risk Analysis - Measuring Investment Risk - Traditional Risk Measures: Beta, Alpha, and R-squared - Modern Risk Measures: Conditional Value at Risk (CVaR), Value at Risk (VaR), and Tail Risk Measures - Measuring Portfolio Risk and Diversification - Portfolio Optimization and Its Metrics - Robo Advisory Platforms and Investment Risk Management - Case Studies		

UNIT: 4		9 Hours
Understanding Credit Risk and Its Management - Internal and External Credit Risk Models - Credit Scoring Models for Retail and SME Segments - Risk-Based Pricing and Mitigation Techniques - Applications of Machine Learning Techniques in Credit Risk - Credit Risk Metrics and Regulatory Requirements - Credit Risk Data Analysis Using Python - Case Studies		
UNIT: 5		9 Hours
Analytics for Revenue Management, - Analytics for Cost Management - Analytics for Cash Management - Analytics for Working Capital Management - Analytics for Budgeting and Forecasting, - Analytics for Financial Planning and Analysis - Analyzing Financial Performance Reports		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Ang, C. S. (2021). Analyzing Financial Data and Implementing Financial Models Using R. Germany: Springer International Publishing.	
2	Sengupta, C. (2010). Financial Analysis and Modeling Using Excel and VBA. Switzerland: Wiley	
3	Kricheff, R. (2014). Data Analytics for Corporate Debt Markets: Using Data for Investing, Trading, Capital Markets, and Portfolio Management. United Kingdom: Pearson Education	
4	Hilpisch, Y. (2018). Python for Finance: Mastering Data-Driven Finance. United States: O'Reilly Media.	
5	Pignataro, P. (2022). Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity. United Kingdom: Wiley	
Reference Book(s)		
1	Mark J. Bennett, Dirk L. Hugen, Financial analytics with R Cambridge university press.	
2	Haskell Financial Data Modeling and Predictive Analytics Paperback – Import, 25 Oct 2013 by Pavel Ryzhov.	

3	Edward E Williams (Author), John A Dobelman, Quantitative Financial Analytics: The Path to Investment Profits Paperback – Import, 11 Sep 2017.
4	Yuxing Yan (Author)Python for Finance - Paperback – Import, 30 Jun 2017.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://archive.ics.uci.edu/ml/datasets/Taiwanese+Bankruptcy+Prediction

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Apply financial analysis techniques to evaluate the financial performance of a company.
CO2	Construct and interpret financial models to forecast financial performance.
CO3	Analyze financial statements to assess a company's financial health and position.
CO4	Evaluate investment opportunities using valuation techniques.
CO5	Utilize financial data to support strategic decision-making.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	3	2	3	2	3	2

MBA26S122	CORPORATE REPORTING AND DISCLOSURE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concept of Corporate Reporting.
- To make them understand the Indian and International Regulatory Environment of Corporate Reporting
- To make them learn the various Theories of Disclosure.
- To update them with the recent trends in corporate financial reporting
- To update them with the emerging dimensions of corporate reporting.

METHODOLOGY:

- Teaching through lectures, case studies and discussions.
- Assignments based on annual reports and data from CMIE Prowess databases.
- Brain Storming Session on Sustainability Reporting Practices.
- Quiz Programme on each UNIT to ensure conceptual clarity

UNIT: 1		9 Hours
Financial Reporting: Introduction, Evolution, Concept and Objectives - The Origins of Stewardship - Corporate Governance – Modes of Financial Reporting - Qualitative Characteristics of Accounting Information - Users of Financial and Accounting Information - The Role of Accounting Information – Dimensions of Accounting Quality – Published Financial Statements - Corporate Reporting Practices in India.		
UNIT: 2		9 Hours
International Accounting Standard Committee (IASC) - Emergence of the International Accounting Standards Board (IASB) - International Financial Reporting Standards Foundation (IFRS Foundation) – Financial Accounting Standard Board (FASB) - Institute of Chartered Accountants of India (ICAI) - National Differences in Financial Reporting - Accounting Standards – History and Evolution: International Accounting Standards (IAS), International Financial Reporting Standards (IFRS) and Ind AS - Convergence of Indian Accounting Standards with IFRS.		

UNIT: 3		9 Hours
Theories of Disclosure – Agency Theory – Stakeholders Theory – Signalling Theory – Capital Need Theory - Legitimacy Theory – Institutional Theory - Board Capital Theory – Critical Mass Theory - Motives Behind Disclosure – Basic Problems of Disclosure – Disclosure Requirements Under Companies Act, 2013 - Role of MCA and SEBI - Disclosure by Listed Companies - Disclosure requirements by RBI, IRDA and PFDR – Narrative Disclosure — Mandatory v/s Voluntary Reporting.		
UNIT: 4		9 Hours
Segment Financial Statements – Multiple Financial Statements – Interim Financial Statements – Forecast Financial Statements – Simplified Financial Statements – Cash flow Financial Statements – Employee Financial Statements – Human Resource Financial Statements – Social Responsibility Statements – Value Added Financial Statements – Concept of Tripple Bottom Line Reporting – Environment , Social and Governance (ESG) Reporting - Sustainability Reporting - Monitoring and Measuring Sustainability Performance - Sustainability Related Guidelines, Management Standards and Indices: NVG for ESG, Global Reporting Initiative (GRI), Sustainability Accounting and Standard Board (SASB), Business Responsibility Reporting (BRR) – Verification and Assurance of Sustainability Reports.		
UNIT: 5		9 Hours
Integrated Reporting - IIRC Framework- Strategy and Business Model in Integrated Reporting- Elements of Integrated Reporting - Financial Capital - Manufactured Capital - Human Capital - Intellectual Capital - Social and Relationship Capital - Natural Capital- Materiality and Connectivity of Capitals - Current Integrated Reporting Practices: Global and Indian - Reporting through XBRL (eXtensible Business Reporting Language) – XBRL International – Features and Advantages of XBRL - An Introduction to XML - Differences Between XML and XBRL - Working Principle of XBRL taxonomies - Adoption of XBRL In India- XBRL for Integrated Reporting - Block Chain for Financial Accounting & Auditing - Block Chain for Corporate Reporting - Advantages of Block Chain in Corporate Reporting - Web Based Corporate Reporting- Real-Time Reporting- Financial Reporting and Business Intelligence - Financial Reporting Analytics.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Financial Accounting & Reporting (19th Edition) by Barry Elliott & Jamie Elliott (Pearson Education), 2019.
2	Corporate Financial Reporting: Theory and Practice (First Edition) by Andrew Higson (SAGE Publications), 2003.
Reference Book(s)	
1	Financial Reporting, Financial Statement Analysis, and Valuation – A strategic Perspective (8th Edition) by James M. Wahlen, Stephen P. Baginski, Mark Bradshaw
2	Interpretation and Application of IFRS Standards (Wiley)
3	International Financial Reporting Standards: A Practical Guide by Hennie Van Greuning, Darrel Scott & Simonet Terblanche.
4	Reports published by regulatory bodies like IFRS foundation, GRI, IIRC, SASB etc.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://integratedreporting.org/the-iirc-2/www.defaultrisk.com

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the concept of corporate reporting and its role in stakeholder communication.
CO2	Analyze the regulatory framework governing corporate reporting in India and internationally.
CO3	Evaluate the different theories of disclosure and their implications for corporate reporting.
CO4	Prepare financial statements and disclosures in accordance with relevant reporting standards.
CO5	Assess the emerging trends and challenges in corporate reporting.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	3.2	2	3	2

MBA26S123	ACCOUNTING ANALYTICS	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- Understand the scope, role, and tools of analytics in modern accounting and finance.
- Apply analytical methods to financial reporting and disclosures for improved compliance and transparency.
- Use auditing and assurance analytics to detect irregularities, fraud, and strengthen governance.
- Employ analytics in managerial and cost accounting for budgeting, forecasting, and performance evaluation.
- Explore emerging technologies and ethical considerations in accounting analytics, including ESG, AI/ML, and big data.

METHODOLOGY:

- Integrate experiential learning through real-world financial datasets, fraud case simulations, and compliance analytics.
- Encourage collaborative group projects analyzing listed companies' disclosures, dashboards, and ESG reports.

UNIT: 1	Foundations of Accounting Analytics	9 Hours
Overview of Accounting Analytics: Scope and applications - Data-driven decision-making in accounting - Types of accounting data (structured/unstructured; financial statements, ERP systems, audit logs) - Analytical approaches: descriptive, diagnostic, predictive, prescriptive - Introduction to tools: Excel, Power BI, Python/R basics for finance		
UNIT: 2	Financial Reporting and Disclosure Analytics	9 Hours
Ratio analysis with advanced visualization - Earnings quality and manipulation detection (e.g., Beneish M-score) - Voluntary and mandatory disclosure analytics - Text analytics on annual reports, MD&A, and ESG disclosures - Case studies: IFRS/IndAS compliance analytics		
UNIT: 3	Auditing and Assurance Analytics	9 Hours
Audit data analytics: standards and best practices - Outlier detection and anomaly analysis (Benford's Law, Z-score methods) - Fraud analytics in accounting records - Continuous monitoring and assurance frameworks - Use of ACL/IDEA, Tableau, and Python for audit analytics		

UNIT: 4	Managerial & Cost Accounting Analytics	9 Hours
Budgeting and variance analysis using analytics - Cost behavior modeling and activity-based costing - Performance dashboards and KPIs - Predictive analytics for forecasting costs, demand, and revenues - Profitability analysis and resource allocation models		
UNIT: 5	Emerging Trends and Applications in Accounting Analytics	9 Hours
Big data and cloud-based accounting systems - ESG and sustainability reporting analytics - Analytics for risk management and internal controls - AI/ML applications in accounting (forecasting, fraud detection) - Ethical and governance issues in accounting analytics - Industry cases and projects (FinTech, RegTech, Blockchain-based accounting).		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Warren, C. S., Reeve, J. M., & Duchac, J. E. (2022). Financial & Managerial Accounting. Cengage Learning.	
2	Albrecht, W. S., Albrecht, C. O., Albrecht, C. C., & Zimbelman, M. F. (2019). Fraud Examination (6th ed.). Cengage Learning.	
3	Gupta, A. (2017). Data Analytics for Accounting (2nd ed.). McGraw Hill Education.	
4	Gepp, A., Linnenluecke, M. K., O'Neill, T., & Smith, T. (2018). <i>Big Data in Accounting: Theory and Practice</i> . Routledge.	
5	Rezaee, Z. (2019). <i>Business Sustainability, Corporate Governance, and Organizational Ethics</i> . Wiley	
6	Bhattacharyya, A. K. (2020). <i>Cost Accounting for Business Managers</i> . Pearson Education.	
7	Pang, N. & Wheadon, M. (2021). <i>Text Mining and Analysis in Accounting: Theory and Applications</i> . Springer.	
Reference Book(s)		
1	Benford, F. (2008). <i>Benford's Law: Applications for Forensic Accounting, Auditing, and Fraud Detection</i> . Wiley	
2	Madsen, R. E. (2020). <i>Practical Data Science for Accounting and Finance</i> . Springer.	
3	EY, KPMG, Deloitte, PwC publications on <i>Audit Analytics, Continuous Auditing, and ESG Reporting</i> (free practitioner reports).	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	https://www.coursera.org/learn/accounting-data-analytics-python?utm_source=chatgpt.com	

2	https://onlinecourses.nptel.ac.in/noc25_cs09/preview?utm_source=chatgpt.com
3	https://www.coursera.org/learn/intro-accounting-data-analytics-visual?utm_source=chatgpt.com
4	https://www.coursera.org/learn/intro-to-data-analytics?utm_source=chatgpt.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Identify and clean accounting datasets (financial reports, ERP extracts) for analytics using Excel/Python.
CO2	Conduct ratio analysis, earnings manipulation tests, and sentiment analysis of corporate reports.
CO3	Apply anomaly detection techniques (Benford's Law, Z-scores) to real-world accounting datasets for audit assurance.
CO4	Develop dashboards for cost analysis, variance reporting, and predictive forecasting using visualization tools.
CO5	Critically assess ethical, sustainability, and governance implications of accounting analytics practices.

Mapping of COs with Pos

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	-	-	3	-
CO2	3	3	-	-	-	3	-
CO3	3	3	2	-	-	3	2
CO4	3	2	-	-	2	3	-
CO5	-	2	3	3	-	-	3
	3	2.4	2.5	3	2	3	2.5

MBA26S124	PROJECT MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To appreciate the concepts of project management
- To prepare business proposals and
- To evaluate the projects using PM tools.
- To be effective as project managers and team members.
- To prepare students to acquire globally accredited certifications on PM.

METHODOLOGY:

Class room teaching , B-Plan Assignment and its presentation by students ,Case Studies of real projects, Role plays of major projects focusing on project issues, Problems for network analysis and evaluation of projects financially

UNIT: 1	9 Hours
Project Management: Basic Concepts - Understanding Projects, Project Management, Project Lifecycle and Project Management Knowledge Areas - Triangular Relationship: Project, Program, and Portfolio - Project Environment: Identifying Environmental Factors and Process Assets - Understanding Organizational Structures and Organizational Culture - Introducing the Project Stakeholders - Technical Project Management Skills: Strategic and Business Management Skills, Leadership Skills, Three Skills: Negotiation, Influencing and Problem Solving - Project Integration Management: Developing Charter and Plan - directing, managing, monitoring and controlling project work, project closure.	
UNIT: 2	9 Hours
Project Scope Management: Developing the Project Scope Management Plan - Tools and Techniques for Collecting Requirements - Defining the Project Scope - Input and Output of Scope Definition - Creating a Work Breakdown Structure (WBS) - Controlling Scope - Validating the Scope of Project Deliverables - Project Resource Management: Developing the Resource Plan - Tools and Techniques - The Resource Management Plan - Estimating Activity Resources - Acquiring Project Resources - Developing the Project Team and its process - Managing and motivating the Project Team - Controlling Project Resources.	
UNIT: 3	9 Hours
Project Schedule Management: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource levelling and resource allocation - Project Cost Management: Developing Cost Management Plan - Project Evaluation: Under certainty: Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback Period,	

ARR – Theoretical Framework for Project Evaluation under Risk and Uncertainty: Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis and Decision Tree Analysis.		
UNIT: 4		9 Hours
Project Cost Management: Developing Cost Management Plan - Estimating Project Costs - Determining Project Budget - Controlling Costs - Performance Measurement Analysis for Cost Control - The Triple Constraint : Scope, Schedule, and Cost - Project Stakeholder Management: Identifying the Project Stakeholders – Planning, managing and monitoring Stakeholder Engagement - Project Communication Management: Project Communication Process, Tools and Techniques - Tools and Techniques for Managing Communication.		
UNIT: 5		9 Hours
Project Quality Management: Planning Quality Management - Tools and Techniques Used for Quality Planning - Managing and Controlling Quality - Tools and Techniques for Quality Control - Project Risk Management: Planning and Developing the Risk Management Plan - Identifying - Analyzing Risks (Qualitative and Quantitative) - Risk Response Plan - Tools and Techniques - Implementing Risk Responses - Monitoring Risks - Project Procurement Management : Procuring the Project Resources - Procurement Planning, methods and management – Conducting and controlling procurements.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	CAPM® IN DEPTH, Certified Associate in Project Management study guide for the CAPM® Exam Second Edition, Paul Sanghera, https://doi.org/10.1007/978-1-4842-3664-2 (2019), Apress	
2	Project Management - 2nd Edition by Adrienne Watt and Watt, Adrienne (2014); BC CAMPUS	
Reference Book(s)		
1	Project Management: The Managerial Process by Erik Larson and Clifford Gray (2019); McGraw Hill Education	
2	UNIDO SERIES on Project Management.	
3	Project Management: A Managerial Approach, 11th Edition (2021) by Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr.; Wiley	
4	Project Management in Practice, 7th Edition (2020) by Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., Margaret M. Sutton; Wiley	

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.projectmanagement.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Thorough with the basic concepts and steps of project management
CO2	Outline in detail about feasibility studies and managing resources from project planning to project completion
CO3	Apply the theories of project evaluation under certainty and uncertainty and to solve problems relevant to net present value, Payback period, Internal Rate of Return.
CO4	Illustrate the problems related to developing the project network and apply the theories of project control process
CO5	Identify the qualities of project managers and the stages of team development.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	2	2	3	3	2
CO2	3	3	3	2	1	3	2
CO3	2	2	2	2	1	3	3
CO4	2	3	2	1	1	3	3
CO5	3	2	3	3	3	3	3
	2.6	2.2	2.4	2	1.8	3	2.6

MBA26S125	MANAGEMENT CONTROL SYSTEMS	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

Main aim of the course is to appraise the students about the newer paradigms of management control systems and its role in efficiently managing public and private sector organisations in various functional areas.

METHODOLOGY:

- Classroom lectures for all UNITS;
- Problem in the course will be solved in the classroom;
- More emphasis will be given on working with case studies and discussions in the class.

UNIT: 1		9 Hours
Definition, Meaning, nature and purpose of Management Control Systems-four paradigms of control-four levels of control-Twelve commandments of control design-management, administration and organisation-organisational structure-management control structure-Management control process-strategic planning-organisational goals-organisational climate-Six sources of tensions in control systems-Span of control and determination of span of control-MBO; MBE; SBU-360 Degree Technique-SWOT analysis-Delegations and decentralisations-new peoples management (NPM)-social responsibility-conflict management-mutual supportive management systems.		
UNIT: 2		9 Hours
Definition of audit-Types of audit-External audit, Internal audit, Internal controls, Operational audit, Social audit, Statutory audit, marketing audit, distribution audit, Cost audit, Special audit, Efficiency audit, proprietary audit, compliance audit, energy audit, Government audit- Management audit, Procedure for introduction of management audit, uses of management audit- Environmental accounting and Green accounting- Multiple role of an auditor- Difference between auditing and investigation.		
UNIT: 3		9 Hours
Responsibility Accounting-Concept of responsibility centre, cost centre, profit centre, investment centre- ABC costing- Transfer prices- Budgetary control-flexible budget, zero base budget, performance budgeting, master budget- control ratios- performance report- analysis of variance (standard costing control)- Financial statement and control- CVP Analysis- Sensitivity analysis (what if analysis).		
UNIT: 4		9 Hours
Behavioural aspect of management control-motivations, quality of work life, morale, participatory management; learning curves- HR accounting- knowledge management control- risk management-replacement technique- controls for different situations- measuring performance to match strategy-Balanced score cards.		
UNIT: 5		9 Hours
Sectorial applications- controlling banking sector-the balance sheet concept, the concept of schedule of advances for bankers- controlling insurance sector- controlling non-profit organisations- controlling public service organisations- Control mechanism used on subsidiary companies; controlling public utility service providers; controlling co-operative business.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	RC Sekhar: Management control systems, Tata Mc Graw-Hill, Publishing Co. New Delhi	
2	Robert N Antony: Management Control Systems, Tata Mc Graw-hill, New Delhi	

Reference Book(s)	
1	S P Jain, K.L. Narag, Advance Cost Accounting, Kalyani Publishers, Ludhiana
2	R.K. Gupta, Operation Research, Krishna Prakashan Media Pvt. Ltd. Delhi
COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	To understand the purpose, structure, and design principles of Management Control Systems.
CO2	To gain knowledge of various auditing types, procedures, and the role of management audit.
CO3	To develop skills in responsibility accounting, budgeting, costing, and financial performance analysis.
CO4	To understand behavioural influences and modern techniques used in effective management control.
CO5	To apply management control mechanisms across banking, insurance, public, non-profit, and cooperative sectors.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	0	1	0	3	3
CO2	3	3	3	0	0	3	3
CO3	2	0	1	3	0	2	0
CO4	3	2	1	0	3	3	2
CO5	2	0	1	2	3	2	0
	3	1.6	1.2	1.2	1.2	3	1.6

HUMAN RESOURCE MANAGEMENT

MBA26S201	ADVANCED ORGANIZATION BEHAVIOUR	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To understand individual behavior, well-being, and group dynamics in organizational contexts.
- To analyze organizational citizenship behavior (OCB), counterproductive work behavior, and cultural variations.
- To apply concepts of psychological capital including hope, self-efficacy, optimism, and resilience in the workplace.
- To integrate emotional intelligence theories and models into organizational behavior for improved outcomes.
- To explore workplace spirituality, its impact, and the reconciliation of professional and personal values.

METHODOLOGY:

Class sessions comprise a mixture of lectures, interactive discussions, role play, case presentations, gamification of concepts and problem solving.

UNIT: 1		9 Hours
<p>Individual Behaviour: Meaning, Definition, Individual differences, principles, Factors affecting individual attributions. Concept of individual well-being: Burn Out and Life satisfaction. Meaning of work group, Formation and composition of group, Necessity of work groups, Group Link in Organizational Practices. Framework of Work Group factors: Group Task, Group Process, Group Cohesion, Group Structure. Organisational Learning: Meaning, Definition, Theories of OL, learning processes, Enablers of OL, Linking OL and Knowledge Management.</p>		
UNIT: 2		9 Hours
<p>Organizational citizenship behavior (OCB)- Introduction, Definition, Origin, Dimensions of OCB, Individual level and Organisational level OCB, Pro-social organizational behavior, Employee Extra-Role Behaviors, Counterproductive work behavior (CWB), Cultural Variations</p>		
UNIT: 3		9 Hours
<p>Psychological Capital-Definition, Meaning, Dimensions of Psychological capital- Hope, Self-efficacy, Optimism, Resiliency. Scope and Application of Psychological capital in organization. Relationship between Positive Psychological Capital, stress, OCB and different organizational outcomes-performance, satisfaction, supportive climate and organizational change- and its measurement.</p>		

UNIT: 4		9 Hours
Emotional intelligence- Definition, Meaning, dimensions of emotional intelligence, Personality traits- perception, intelligence and attitude; - MSELT-Goalman's model-Bar- on Reuven model, Application of emotional intelligence in organization; Emotional intelligence- positive and negative work outcomes.		
UNIT: 5		9 Hours
Spirituality in workplace: Meaning, definitions and history, need for spiritual workplace, fundamentals of spiritual workplace, HRM and workplace spirituality; Individual and Organisation contribution towards a spiritual workplace. Conceptualizing Workplace Spirituality — reconciling professional and personal values, spiritual wellness in workplace.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Newstrom, J. W., & Davis, K. (2006). Organizational Behavior: Human Behavior at Work. McGraw-Hill Education.	
2	Argote, L. (2013). Organizational Learning: Creating, Retaining and Transferring Knowledge. Springer.	
3	Dhiman, S., Marques, J., & King, R. (Eds.). (2023). The Workplace and Spirituality: New Perspectives on Research and Practice. Springer Nature.	
4	Organ, D. W., Podsakoff, P. M., & Mackenzie, S. B. (2006). Handbook of Organizational Citizenship Behavior: A Review of Good Soldier Activity in Organizations. Routledge.	
5	Goleman, D. (1995). Emotional Intelligence. Bantam Books.	
Reference Book(s)		
1	Luthans, F., Youssef, C., & Avolio, B. (2015). Psychological Capital: Developing the Human Competitive Edge. Oxford University Press.	
2	Pawar, B. S., & Eastman, K. K. (2012). Organizational Citizenship Behavior and Employee Extra-Role Behaviors. Indian Institute of Management Ahmedabad.	
3	Klein, R. H. (2020). The Dark Side of OCB: Citizenship Behavior and Work-to-Family Conflict. Routledge.	
4	Avey, J. B., Norman, S. M., & W. D. Compton. (2012). The Relationship Between Team Context and Team Performance. Wiley.	

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://www.positivepsychology.org
2	https://study.com/academy/lesson/workplace-spirituality-and-organizational-culture.html
3	https://www.selfgrowth.com/emotionalintelligence.html
4	https://www.inc.com/marcel-schwantes/15-websites-that-will-make-your-emotional-intelligence-better.html
5	https://www.spiritualengland.org.uk/spirituality-workplace-websites-articles

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Define organizational learning (OL) and discuss its importance, theories, learning processes, and enablers.
CO2	Analyze cultural variations in OCB and CWB.
CO3	Examine the relationship between Positive Psychological Capital, stress, OCB, and various organizational outcomes such as performance, satisfaction, supportive climate, and organizational change.
CO4	Explore models of Emotional Intelligence such as the MSEIT, Goleman's model, and Bar-On's model.
CO5	Explore individual and organizational contributions towards creating a spiritual workplace.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	3	3	2	2	3
CO2	3	1	2	3	3	3	2
CO3	3	0	2	2	0	3	2
CO4	3	3	0	0	2	3	1
CO5	2	3	2	2	1	3	2
	2.6	2	1.8	2	1.6	2.8	2

MBA26S202	COMPENSATION MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To enable students to understand and apply traditional and modern job evaluation techniques
- To provide a comprehensive understanding of the components, types, and structure of compensation
- To examine major theories of wages
- To equip students with the knowledge to design and evaluate compensation plans for sales personnel and executives
- To enable students to understand the role of wage boards and pay commissions in India

METHODOLOGY:

Theories and core concepts will be learnt through lectures, case discussions, and industry-based fieldwork.

UNIT: 1		9 Hours
Job Evaluation – Definition – Traditional and new Techniques – Performance Appraisal – Basic concepts – Performance standard – Appraisal methods.		
UNIT: 2		9 Hours
Compensation – Definition – Classification – Types – Incentives – Fringe Benefits.		
UNIT: 3		9 Hours
Theories of wages – wage structure – wage fixation – wage payment – salary administration		
UNIT: 4		9 Hours
Rewards for sales personnel – pay, commission, performance-based pay system, incentives – Executives' compensation plan and packages.		
UNIT: 5		9 Hours
Wage Boards – Pay Commissions – Compensation Management in Multi-National organizations		
Total Lecture Hours		45 Hours
Text Book(s)		
1. Martocchio, J. J. (2024). Strategic compensation: A human resource management approach (11th ed.). Pearson		
2. Gerhart, B. A., Newman, J. M., & Milkovich, G. T. (2020). Compensation (13th ed.). McGraw-Hill Education		
3. Henderson, R. I. (2007). <i>Compensation management in a knowledge-based world</i> (10th ed.). Pearson Education		
4. DeMarr, B. J., Taylor, V. F., & Ferrante, C. J. (2024). <i>Compensation: A balanced approach</i> (1st ed.). SAGE Publications.		

Reference Book(s)	
1	Sharma, R. C., & Sharma, S. (2024). Compensation and reward management: Wage and salary administration and benefits. Routledge.
2	Goel, D. (2023). Performance appraisal and compensation management: A modern approach (3rd ed.). PHI Learning
3	Martocchio, J. J. (2022). Employee benefits: A primer for human resource professionals (7th ed.). McGraw-Hill Education
4	DeVaro, J. (2020). Strategic compensation and talent management: Lessons for managers. Cambridge University Press
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.hrexecutive.com/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	To know how the compensation options are determined
CO2	To analyse about the different structures of wages
CO3	To evaluate the reward system and executives' compensation plan and packages
CO4	To identify the wage board and pay commission s of MNC's
CO5	To understand the various dimensions of Compensation Management

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	1	1	2	3
CO2	1	1	1	2	1	0	1
CO3	3	2	1	2	1	1	3
CO4	3	1	1	2	2	2	3
CO5	3	0	2	2	2	1	3
	2.6	1.4	1.4	1.8	1.4	1.2	2.6

MBA26S203	CROSS CULTURE MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the conceptual framework of global business environments and the significance of cross-cultural management in organizations.
- To analyze the impact of culture on global management practices, communication, and high-performance teams.
- To develop skills in cross-cultural negotiation, decision-making, and strategy alignment across diverse organizational contexts.
- To examine global human resource management practices, focusing on staffing, training, motivation, and leadership in multicultural settings.
- To assess and facilitate the process of organizational culture change and cultural adjustment for global business success.

METHODOLOGY:

Lectures, Case studies, Application exercises, Group or Class learning activities, Experiential Exercises

UNIT: 1		9 Hours
Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Definition of CCM [cross culture management]; Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work.		
UNIT: 2		9 Hours
Culture and Global Management: Global Business Scenario and Role of Culture – A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.		

UNIT: 3		9 Hours
Cross Culture – Negotiation & Decision Making; Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi-cultural contexts [India–Europe/ India – US settings, for instance]; International and Global Business Operations –Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.		
UNIT: 4		9 Hours
Global Human Resources Management – Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included]		
UNIT: 5		9 Hours
Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Bhattacharyya, D. K. (2010). Cross-cultural Management: Text and Cases. PHI Learning.	
2	Maheshkar, C., & Sharma, V. (2023). Handbook of Research on Cross-Culture Business and Management. Vernon Press.	
3	Madhavan, S. (2016). Cross-Cultural Management: Concepts and Cases (2nd ed.). Oxford University Press.	
4	Deresky, H. (2013). International Management: Managing Across Borders and Cultures (8th ed.). Pearson Prentice Hall.	
5	Thomas, D. C., & Peterson, M. F. (2014). Cross-Cultural Management: Essential Concepts (3rd ed.). SAGE Publications.	
Reference Book(s)		
1	Rohmetra, N., & Gupta, A. (2014). Cross-Cultural Management: Practice and Research. Primus Books.	

2	Maheshkar, C., & Sharma, V. (2023). Cross-cultural Business and Management: Perspectives and Practices. Vernon Press.
3	Patel, T. (2015). Cross-cultural Management. T&F India.
4	Hofstede, G. (2001). Culture's Consequences (2nd ed.). Sage Publications.
5	Mahadevan, J. (2025). Cross-Cultural Management. SAGE Publications Ltd.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.phindia.com/Books/BookDetail/9788120340091/CROSS-CULTURAL-MANAGEMENT-TEXT-AND-CASES-Bhattacharyya
2	http://vernonpress.com/book/1679
3	https://www.oxforduniversitypress.com
4	https://www.routledge.com/Global-Business-Management-A-Cross-Cultural-Perspective/Adekola-Sergi/p/book/9781138262348
5	https://www.geert-hofstede.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Define Cross-Culture Management (CCM) and its significance to managerial personnel and organizations in the global competitive market.
CO2	Evaluate the cultural implications for team building and high-performance winning cultures.
CO3	Examine the process of negotiation and the skills and knowledge required, with a focus on multicultural contexts (e.g., India-Europe, India-US settings).
CO4	Foster the development of values and behaviors necessary for building high-performance organizational personnel.
CO5	Implement successful culture change phases and measure ongoing improvement in organizational culture.

Mapping of COs with Pos

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	3	3	3
CO2	3	3	3	2	2	3	3
CO3	3	2	2	3	1	3	3
CO4	3	3	3	3	2	2	3
CO5	3	3	3	3	2	3	3
	3	2.8	2.8	3	2	2.75	3

MBA26S204	GLOBAL HR PRACTICES	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the evolution of globalization and its implications for managing human resources in multinational organizations.
- To examine contemporary global HR challenges such as multiculturalism, global mobility, ethics, and data-driven HR practices.
- To evaluate global HR policies and processes including staffing, capability development, performance systems, and compensation.
- To understand the role of HR in managing organizational change, leadership development, and global learning systems.
- To analyze quality standards, technology-enabled HR practices, and Eastern management perspectives influencing global HR excellence.

METHODOLOGY:

- Interactive lectures, group discussions, and global HR case studies
- Workshops for applying global HR theories to real-time scenarios
- Mini-projects on cross-cultural management, global staffing, and HR technology
- Web-based exercises using HR analytics dashboards & global HR data
- Guest lectures from global HR leaders, researchers, and industry professionals
- Simulations on change management, multicultural teams, and global strategy alignment

UNIT: 1	Introduction	9 Hours
Introduction- Growth of International Business and Globalization; Operational Objectives and Means of Globalization – An HR Perspective; Use of Balanced Score Card to bring out the linkages among people, strategy and performance; Choosing an International Competitive Strategy; Forms or Operations.		
UNIT: 2	Global HR Climate	9 Hours
HR Challenges & Opportunities: National Difference Facing Operations – Domestic & MNC Perspectives; Linkages among Countries; Governance of Operations; Individual and Company Concerns; Multi cultural orientation to employees; Research and documentation orientation in global organizations; Data Management; Ethical and Socially Responsible Behaviour; Careers in International Business.		

UNIT: 3	Global HR Management	9 Hours
HR Policy Frame & Operations in a Global Setting: Distinctive Features of HR Functions [Planning, Organizing, Directing & Control] and Operations [Manpower Plan to Separation] in a Global Set-up and the related HR Practices such as Staffing, Skill & Knowledge Development, Incentive & Compensation Package; Motivational Systems, Reporting Relationships; Performance Appraisal Systems; Employee Empowerment; Value Systems; Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms.		
UNIT: 4	Trends in Global HR	9 Hours
Change Management Model: Appreciating Change: Industry Analysis; Business Models; Mobilizing Support; Executing Change; Building Change Capability; Leadership and Change; Diversity as enhancer of learning and effectiveness within groups and organizations; HR to develop global organizational learning systems.		
UNIT: 5	Illustrations of Global HR	9 Hours
Quality Performance in Knowledge Based Organizations: Technology – Behavioural & Technical – for HRM; Universal Quality Standards & HRM – Illustrations from PCMM & EFQM; Eastern Management Thought for Global Management with Illustrations from Sri Aurobindo’s Writings & Practices thereof in the areas such as Commitment, Quality, and Stress-Free orientation.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	International Human Resource Management-Peter Dowling and Denice Welch. 9th edition, 2021	
2	Global HR- Doona Deeprose, 2019	
3	Dowling, P., Festing, M., & Engle, A. (2022). <i>International Human Resource Management</i> . Cengage.	
4	Scullion, H., & Collings, D. (2021). <i>Global Talent Management</i> . Routledge.	
Reference Book(s)		
1	Sanjeev Kumar Singh (2017). <i>Global HR Practices and Challenges</i> . ICFAI University Press.	

2	Tarique, I., Briscoe, D., & Schuler, R. (2022). <i>International Human Resource Management</i> . Routledge.
3	Harzing, A-W., & Pinnington, A. (2017). <i>International Human Resource Management – 4th Ed.</i> Sage Publications.
4	Stahl, G., & Björkman, I. (2020). <i>Handbook of International HRM</i> . Oxford University Press.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.hrmguide.net/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the evolution and growth of international business and globalization.
CO2	Analyze challenges and opportunities related to multiculturalism in international HR.
CO3	Evaluate HR practices including staffing, skill development, incentive systems, and compensation packages in an international context.
CO4	Understand change management models and their application in international business.
CO5	Analyze universal quality standards and their integration with HRM practices.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	0	2	1	0	2	3
CO2	3	3	2	0	3	3	3
CO3	3	3	3	2	3	3	2
CO4	3	0	2	3	0	3	3
CO5	3	2	2	3	2	2	3
	3	1.6	2.2	1.8	1.6	2.6	2.8

MBA26S205	HR ANALYTICS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand and enhance the strategic value of human resources through evidence-based insights and analytics.
- To master the use and application of workforce analytics for maximizing returns on human capital.
- To analyze and interpret key HR metrics for informed decisions in recruitment, performance, and retention.
- To evaluate training, development, and talent management processes using quantitative analytics.
- To apply compensation and rewards analytics to optimize pay strategy, incentives, and cost management.

METHODOLOGY:

- Lectures, Group Discussion, Case Studies
- Seminar Presentations, Laboratory assignments, Field works

UNIT: 1		9 Hours
Introduction to HR analytics: Meaning of HR analytics, Definition of analytics, Need for HR Analytics, Leading Practices for Improved Organizational Performance, Contribution of HR Analytics, Approaches to HR Analytics, Human Resources analytics applications, Role of HR in building organizational capabilities.		
UNIT: 2		9 Hours
HR intelligence framework: Human Capital Maturity Framework- leadership practices; engagement practices; access to knowledge practices. People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, HR Scorecard; Workforce Scorecard; constructing HR scorecard.		
UNIT: 3		9 Hours
Recruiting tools and practices an overview, measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push and pull model		

UNIT: 4		9 Hours
Training ROI, Training evaluation models, tracking the value of career management, measurement, performance metrics, EFQM, and Baldrige criteria, The Intuitive, non-analytic framework for Performance Management; The Targeted Analytics to improve Talent Decisions		
UNIT: 5		9 Hours
Calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost benefit analysis, and comp ratios. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives. Monitoring planned and unexpected absence, the cost impact of unplanned absences and staffing.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Gupta, D., Gupta, M., & Gupta, P. M. (2024). HR Analytics. PHI Learning.	
2	Dhir, S., & Pal, S. (2021). Human Resource Analytics: Theory and Application Techniques. Cengage India.	
3	Singh, K., & Soundararajan, R. (2025). Winning on HR Analytics: Leveraging Data for Competitive Advantage. Atlantic Publishers.	
4	Edwards, M. R., & Edwards, K. (2024). Predictive HR Analytics: Mastering the HR Metric (2nd ed.). Kogan Page.	
5	Fernandez, V. (2024). A Research Agenda for HR Analytics. Edward Elgar Publishing.	
Reference Book(s)		
1	Sharma, S., & Sharma, R. C. (2024). Compensation and Reward Management: Wage and Salary Administration and Benefits. Himalaya Publishing House.	
2	Bhattacharyya, D. K. (2023). HR Analytics: Theory & Applications. Oxford University Press.	
3	Mohapatra, M., & Dhir, S. (2023). HR Analytics: Theory and Applications. Sage India.	
4	Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments. AMACOM.	
5	Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2024). Human Resource Management: People, Data, and Analytics. Sage Publications.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	https://www.phindia.com/Books/BookDetail/9788119364909/HR-ANALYTICS-GUPTA	
2	https://www.cengage.co.in/book-list/print/human-resource-analytics-theory-and-application-techniques-zj	
3	https://atlanticbooks.com/products/winning-on-hr-analytics-leveraging-data-for-competitive-advantage-9788126941292	

4	https://www.koganpage.com/hr-learning-development/predictive-hr-analytics-9781398615656
5	https://www.e-elgar.com/shop/gbp/a-research-agenda-for-hr-analytics-9781035301089.html

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the HR analytics and find the leading practises for improved organization performance with listing of approaches to HR analytics and recall the role of HR in building Organizational capabilities
CO2	Discuss about Human Capital Maturity framework and classify the different practices of HR intelligence with generalizing the different models and scorecard of HR Workforce
CO3	Measuring the quality of hire, quality of applicants and cost of hiring with over viewing the recruiting tools and practices. Determine the attrition metrics and manpower metrics techniques and push and pull model
CO4	Enumerate the training ROI, value of career management and performance metrics and describe the EFQM and Baldrige criteria and framework for performance management
CO5	Identify the different types of executive compensation and quantitative application in compensation with calculating wage/salary related measures. List out the employee benefits and calculation of incentives to employees calculating wage/salary related measures.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	0	0	1	0
CO2	1	0	1	0	0	1	0
CO3	0	0	0	0	0	1	0
CO4	1	0	0	0	0	1	0
CO5	1	0	1	0	0	1	0
	2	1	1	0	0	1	0

MBA26S206	HRIS (HR INFORMATION SYSTEM)	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concepts of Human Resources Information System
- To enable the students to appreciate the application of HRIS in Organizations.
- To enable them to understand the availability of the existing Software for HRIS and evaluate them.
- To survey the use of HRIS in organizational contexts and submit reports for evaluation.

METHODOLOGY:

Power point presentation, Participative type classes, case study, Assignments, Test, Company visit and field study, Seminar.

UNIT: 1	9 Hours
Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens].	
UNIT: 2	9 Hours
Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision-Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment	
UNIT: 3	9 Hours
HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control;	
UNIT: 4	9 Hours
HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making;	
UNIT: 5	9 Hours
Security, Size & Style of Organizations & HRIS: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation.	
Total Lecture Hours	
45 Hours	

Text Book(s)	
1	Human Resource Information Systems, Basics, Applications, and Future Directions Third Edition, Sage Publications. Michael J. Kavanagh, State University of New York (SUNY) at Albany, USA Richard D. Johnson, Griffith University 4th Edition, 2018
2	Human Resource Information System Kelvin Molly, Publisher: Grin Verlag GmbH, Santa Cruz, USA. ISBN-10: 3656624968, 2014
3	Back to the Future of Human Resource Information Systems? Yorrick Bakker, LAP Lambert Academic Publishing, 2012.
Reference Book(s)	
1	“The agenda: What Every Business Must Do to Dominate the Decade”, “Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
2	A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan Page, 14th Edition, 2017
3	Managing and Measuring Employee Performance – Understanding Practice Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page, 2006
4	Accountability in Human Resource Management, “Jack J. Philips”, Gulf Professional Publishing.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://en.wikipedia.org/wiki/Human_Resource_Management_Systems

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the concept, structure, and mechanics of HR Information Systems (HRIS).
CO2	Explain data storage and retrieval methods in HRIS.
CO3	Identify and describe modules in HRIS related to Manpower Planning & Budgeting (MPP), Recruitment, Selection, and Placement.
CO4	Analyze organizational structures and related management processes, including authority flows and communication processes.
CO5	Evaluate the role and application of HRIS in Small and Medium-sized Enterprises (SMEs) through an analytical framework.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	2	3
CO2	3	3	2	2	3	3	2
CO3	3	3	2	3	0	3	2
CO4	3	3	0	0	2	3	2
CO5	3	3	2	3	2	3	2
	3	3	1.8	2.2	1.8	2.8	2.2

MBA26S207	INDUSTRIAL RELATIONS & LABOUR LEGISLATION	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To provide an exposure of theories, techniques and approaches to manage industrial relations.
- To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

METHODOLOGY:

Theories and core concepts will be learnt through lectures, case discussions and industry-based field work.

UNIT: 1		9 Hours
Introduction - Concept and Determinants of Industrial Relations – Industrial Relations in India- Managing IR Changes.		
UNIT: 2		9 Hours
Trade Unions-Purpose, Functions and Structure of the Trade Unions- Multiplicity of Trade Unions- Conflict Resolutions-Social Responsibility of Trade Unions.		
UNIT: 3		9 Hours
Discipline and Grievance Redressal Machinery- Purposes and Procedures of Disciplinary Action- Grievance Redressal Procedures-Conciliation-Arbitration and Adjudication- collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining)- The Bargaining Process-Strength and Skills-Employee Counselling-ILO-ILC.		
UNIT: 4		9 Hours
Factories act 1948 – contract labour act 1970 – the shops and establishment act 1947 – the trade union act 1926 – the industrial disputes act 1947 - Payment of wages act 1936 – payment of bonus act 1965 – payment of gratuity act 1972		
UNIT: 5		9 Hours
The Employees state insurance act 1948 – The employee’s provident funds and miscellaneous act 1952 – workmen’s compensation act 1923 – the Employees’ pension scheme 1995 – Maternity Benefit Act – Information Technology Act 2006 – Consumer Protection Act 1986.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, Industrial Relations and Labour Laws, Tata McGraw Hill Education Private Limited (14 August 2012)	
2	Arun Monappa: INDUSTRIAL RELATIONS; Tata McGraw Hill Publishing Company Ltd.	
3	Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES; Oxford and IBH Publication.	
Reference Book(s)		

1	T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
2	Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR – FIVE YEAR PLANS.
3	B.O. Sharma: ART OF CONCILIATION AND INDUSTRIAL UNREST; Labor Consultancy Bureau, Bombay, 1985.
4	Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.ilo.org

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the evolution and contemporary challenges of industrial relations.
CO2	Analyze the legal framework governing industrial relations in India.
CO3	Develop strategies for effective labor-management relations.
CO4	Evaluate the impact of industrial relations on organizational performance.
CO5	Understand the role of trade unions in industrial relations and their impact on organizational outcomes.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	4	2	3	3
CO2	3	3	2	4	2	3	3
CO3	3	3	3	3	2	3	3
CO4	3	3	2	3	2	3	3
CO5	3	3	2	3	2	3	3
	3	2.8	2.4	3.2	2	3	3

MBA26S208	KNOWLEDGE MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To impart the basic concepts of knowledge management and to make the students understand the processes and practises in knowledge management in various organisation.

UNIT: 1		9 Hours
Introduction - History, Concepts, Definitions and the Antecedents of KM - Information Management to Knowledge Management - Knowledge Management: What Is and What Is Not? - The Evolution of Knowledge Management - Explicit Knowledge, Tacit Knowledge and the Infrastructure Knowledge Management and Ethics		
UNIT: 2		9 Hours
KM cycle – Major approaches to KM cycle, Integrated KM cycle – strategic implications – practical considerations – KM models – Theoretical models – Nonaka’s knowledge spiral model – other KM models – Strategic implications – practical implications		
UNIT: 3		9 Hours
Knowledge capture and codification – Tacit knowledge capture – Explicit knowledge codification - Knowledge sharing – social nature of knowledge, knowledge sharing communities, obstacles to knowledge sharing, organisational learning. Knowledge application – at individual, group and organisational levels – knowledge reuse –knowledge repositories		
UNIT: 4		9 Hours
Role of organisational culture – different types of culture – culture analysis-culture at the foundation of KM – Knowledge sharing culture – KM Maturity models – KM tools – content creation, data mining, blogs, content management, groupware and collaboration, wikis, networking technologies, intelligent filtering tools, adaptive technologies – KM strategy- knowledge audit, gap analysis, benchmarking, balanced score card method, house of quality		
UNIT: 5		9 Hours
Total Lecture Hours		45 Hours
Reference Book(s)		
1	Managing Knowledge Workers, “Fances Horibe” John Wiley & Sons.	
2	Knowledge Management – Enabling Business Growth “Ganesh Natarajan and Sandhya Shekhar”, Tata McGraw-Hill Publishing Company Limited, 2000.	
3	Management by Consciousness, Edited by Dr.G.P.Gupta, Sri Aurobindo Society,	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the historical evolution of Knowledge Management (KM) and its conceptual foundations.
CO2	Evaluate various KM models, including Nonaka's knowledge spiral model and other theoretical frameworks.
CO3	Explore the social nature of knowledge sharing and its impact on organizational learning.
CO4	Examine the role of organizational culture in Knowledge Management.
CO5	Describe the roles and responsibilities of KM teams and senior management in implementing KM initiatives.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	0	2	3
CO2	3	3	2	0	3	1	1
CO3	3	3	3	2	3	3	2
CO4	3	0	2	3	0	3	3
CO5	3	2	2	3	2	2	3
	3	2	2	2	1.6	2.2	2.4

MBA26S209	MANAGEMENT OF CHANGE AND DEVELOPMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To help students understand the nature of organisational change,
- To identify individual- and organisational-level sources of resistance to change
- To analyse various organisational change programs
- To understand the core values of Organisation Development (OD)
- To enable the skills for the application of OD in organisations.

METHODOLOGY:

Theories and core concepts will be learnt through lectures, case discussions, and industry-based fieldwork.

UNIT: 1		9 Hours
Change – stimulating forces – planned change – change agents – unplanned change – Model of organisational change – Lewin’s three Step Model.		
UNIT: 2		9 Hours
Resistance to change – individual factors – organisational factors – techniques to overcome change		
UNIT: 3		9 Hours
Change programs – effectiveness of change programs – change process – job redesign – socio-technical systems		
UNIT: 4		9 Hours
OD – basic values – phases of OD – entry – contracting – diagnosis – feedback – change plan – intervention – evaluation – termination.		
UNIT: 5		9 Hours
OD – basic values – phases of OD – entry – contracting – diagnosis – feedback – change plan – intervention – evaluation – termination.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Burke, W. W. (2023). <i>Organization Change: Theory and Practice</i> (6th ed.). SAGE Publications	
2	Cummings, T. G., & Worley, C. G. (2024). <i>Organization Development and Change</i> (12th ed.). Cengage Learning	
3	Deszca, G., Ingols, C., Cawsey, T. F., & Atanassova, E. (2023). <i>Organizational change: An action-oriented toolkit</i> (5th ed.). SAGE Publications	
4	Jones, G. R. (2013). <i>Organizational theory, design, and change</i> (7th ed.). Pearson.	
Reference Book(s)		
1	Raina, R. (2019). <i>Change management</i> . SAGE Publications India.	
2	Anderson, D. L. (2023). <i>Organization development: The process of leading organizational change</i> (5th ed.). SAGE Publications.	

3	French, W. L., Bell, C. H., & Zawacki, R. A. (2020). <i>Organization development: Behavioral science interventions for organization improvement</i> (8th ed.). McGraw-Hill Education.
4	Singh, R., & Ramdeo, S. (2020). <i>Leading organizational development and change: Principles and contextual perspectives</i> . Palgrave Macmillan.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.valuebasedmanagement.net/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of change within organizations, including stimulating forces and types of change.
CO2	Evaluate techniques and strategies used to overcome resistance to change.
CO3	Evaluate the effectiveness of change programs based on different organizational contexts.
CO4	Define Organizational Development (OD) and its basic values.
CO5	Evaluate different types of OD interventions, including human process interventions, structural and technological interventions, and strategic interventions.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	2	3
CO2	3	3	1	2	3	3	2
CO3	3	3	2	3	0	3	2
CO4	3	3	0	0	2	3	1
CO5	3	3	2	2	1	3	2
	3	3	1.6	2	1.6	2.8	2

MBA26S210	QUALITY PERFORMANCE MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

The paper intends to internalize quality orientation through knowledge about and adoption of QPM Mechanisms in practice

METHODOLOGY:

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, primary [where feasible] and secondary data compilation on QPM Practices in 5 organizations form part of the methods of coverage of syllabus.

UNIT: 1		9 Hours
Quality Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organisations for Performance – Organizational Dynamics and Employee Performance – A Multi-Dimensional Analysis.		
UNIT: 2		9 Hours
Work place and Its Improvement Through 5S – Modern Management Techniques (such as KAIZEN) and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.		
UNIT: 3		9 Hours
Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flextime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre- requisites for their Efficiency.		
UNIT: 4		9 Hours
Industrial Restructuring – Reward System and Employee Productivity [Case Studies]; Quality Standards and Employees Dimensions – Illustrations on HR Dimensions drawn from CMM.		
UNIT: 5		9 Hours
Quality Performance Management – Indian and Western Thought in a Market era, Performance Management from the Writings of Sri Aurobindo and the Mother Integrated Studies Dealing with Methods, Techniques, and Processes.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	The Flowering of Management, Pravir Malik, Sri Aurobindo Society, Pondicherry	
2	Peter Drucker: MANAGEMENT, Allied Publishers.	

Reference Book(s)	
1	William G. Dyer: TEAM BUILDING – ISSUES AND ALTERNATIVES, Addison – Wesley Publishing Company. 4th Edition, 2007
2	S.K. Chakravarthy: MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE – INDIAN INSIGHTS, Tata-McGraw Hill Publishing Co. Ltd.
3	G.C. Suri & R.C. Mmga: LIVING WAGES AND PRODUCTIVITY, National Productivity Council.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://werner.swlearning.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Evaluate the impact of organizational dynamics on employee performance through a multidimensional approach.
CO2	Evaluate the role of modern management techniques (e.g., KAIZEN) in enhancing employee performance
CO3	Explain the concept, features, and prerequisites for efficient Quality Circles
CO4	Discuss quality standards and their implications on employee dimensions, drawing examples from CMM (Capability Maturity Model).
CO5	: Integrate studies dealing with methods, techniques, and processes in Quality Performance Management

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	2	3
CO2	3	2	1	2	3	3	2
CO3	3	0	2	3	0	3	2
CO4	3	3	0	0	2	3	1
CO5	3	3	2	2	1	3	2
	3	2.2	1.6	2	1.6	2.8	2

MBA26S211	STRATEGIC HUMAN RESOURCE DEVELOPMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the evolution, functions, and strategic linkage of HRD with organizational goals and challenges.
- To analyze the framework of HRD, including needs assessment, program design, implementation, and evaluation of HRD interventions.
- To apply HRD applications such as socialization, coaching, counseling, and wellness programs for effective employee development.
- To develop HRD strategies for competitive advantage, including workforce management, retention, and compensation decisions.
- To evaluate the impact of globalization and diversity on HRD, and design programs for global assignments and diverse workforces.

METHODOLOGY:

The case-study approach to bring out the strategic orientation of an organization towards her HRD, appreciation of organizational context vis-à-vis strategic or otherwise orientation of HRD approaches in an organization, among others, form part of the methodology of covering the syllabus.

UNIT: 1		9 Hours
Introduction to Human Resource Development: Meaning, definition of HRD, Evolution of HRD, Relationship with HRM, Human Resource Development functions, Roles and competencies of HRD professionals, Challenges to organization and HRD professionals.		
UNIT: 2		9 Hours
Frame work of Human Resource Development: HRD processes, Assessing HRD needs, the HRD model, designing effective HRD program, HRD interventions, Creating HRD programs, Implementing HRD programs, training delivery methods, self-paced/computer based training, Evaluating HRD programs, models and frame work of evaluation, assessing the impact of HRD programs		
UNIT: 3		9 Hours
Human Resource Development Applications: Fundamental concepts of Socialization, models of socialization, Realistic job review, Assessment, determination and evaluation of Orientation programs. Coaching- need, coaching and performance management, skills for effective coaching, Employee counseling and wellness services – Counseling as an HRD activity, counseling programs, Issues in employee counseling, employee wellness and health promotion programs.		
UNIT: 4		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, Decision about compensation levels and competency-based pay.		

UNIT: 5		9 Hours
HRD and Globalization: Globalization of business and their impact on HRD- Diversity of work force, Discrimination, Equal employment opportunity, managing diversity and diversity training, HRD programs for diverse employees. Global assignment management- Staffing global assignment, Pre-departure orientation and training, Expatriate & Repatriate support and development, international compensation.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Prasad, K. (2011). Strategic Human Resource Development: Concepts and Practices. PHI Learning.	
2	Kandula, S. R. (2011). Strategic Human Resource Development. PHI Learning.	
3	Azmi, F. T. (2019). Strategic Human Resource Management: Text and Cases (Vol. 1). Cambridge University Press.	
4	Tarique, I., Briscoe, D. R., & Schuler, R. S. (2022). International Human Resource Management: Policies and Practices for Multinational Enterprises (6th ed.). Routledge.	
5	Beaven, K. (2025). Strategic Human Resource Management: An HR Professional's Toolkit. Kogan Page.	
Reference Book(s)		
1	Sharma, A., & Khandekar, A. (2006). Strategic Human Resource Management: An Indian Perspective. Response Books.	
2	Reddy, J., Nazeer, I., & Rajesh, E. (2023). Strategic Human Resource Management. KAAV Publications.	
3	Khan, M. S., & Singh, S. (2023). Human Resource Development. Himalaya Publishing House.	
4	Lucas, M., & Grant, J. (2023). Strategic Human Resource Management: Perspectives, Implementation and Challenges. Nova Science Publishers.	
5	Vaiman, V., Sparrow, P., Schuler, R., & Collings, D. (2018). Macro Talent Management: A Global Perspective on Managing Talent in Developed Markets. Routledge.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	https://www.routledge.com/Global-HRM/book-series/SE0692	
2	https://himpub.com/product/human-resource-development-by-m-s-khan-smita-singh/	
3	https://novapublishers.com/shop/strategic-human-resource-management-perspectives-implementation-and-challenges/	
4	https://www.phindia.com/Books/BookDetail/9788120318120/STRATEGIC-HUMAN-RESOURCE-DEVELOPMENT-KANDULA	
5	https://www.phindia.com/Books/BookDetail/9788120344303/STRATEGIC-HUMAN-RESOURCE-DEVELOPMENT-CONCEPTS-AND-PRACTICES-PRASAD	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Discuss the evolution of HRD and its historical development.
CO2	Outline the HRD processes and their significance in organizational development.
CO3	Analyze the role of counseling as an HRD activity.
CO4	Analyze productivity as a strategic HRD initiative.
CO5	Analyze the globalization of businesses and its impact on HRD practices.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	1	2	2	3
CO2	3	3	2	0	3	3	3
CO3	3	3	3	2	3	3	2
CO4	3	0	1	2	0	3	3
CO5	3	2	2	3	2	2	3
	3	2	2	1.6	2	2.6	2.8

MBA26S212	STRESS MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

1. To understand the nature, sources, and impact of stress on physical, psychological, and social wellbeing.
2. To analyse key theories, models, and assessment tools used to explain and measure stress.
3. To apply time management, personal management, and behavioural techniques for effective stress reduction.
4. To evaluate and practise various relaxation, mindfulness, and therapeutic techniques to manage stress.
5. To identify occupational, academic, and family-related stressors and design appropriate coping strategies.

METHODOLOGY:

- Interactive lectures and guided discussions on stress concepts and theories
- Video cases and real-life examples from workplace and academic settings
- Group activities, self-awareness exercises, and reflective assessments
- Practice sessions on meditation, yoga, breathing exercises, and muscle relaxation
- Case studies on stress-related behavioural responses and coping mechanisms
- Field-based activities including organizational visits to study stress in real contexts
- Student presentations, peer learning, and facilitator-led therapeutic demonstrations

UNIT: 1	Introduction to Stress	9 Hours
Concept of stress – Definition and Nature. Types of stress- eustress and distress – acute and chronic – hyper and hypo. Stress reaction. Stressors – definition, and identifying stressors - physiological systems, illnesses and diseases - psychological effects of stressors -individual stressors – organizational stressors – social stressors. Video case discussion, Web exercises, Self-Awareness Exercises – Studying sources of Stressors and consequences of Stress in Pandemic Period		
UNIT: 2	Theories of stress/ Models	9 Hours
Theories of stress/ Models – cognitive, behavioural, and psychological theories. Conceptual model - transactional model - health realization/innate health model - measuring stress. Video case discussion, Web exercises, Self-Awareness Exercises & Group Activities		
UNIT: 3	Stress Management	9 Hours
Stress management – Time Management, Personal Management. Therapy and Systematic Management – Stress Inoculation Method – Jacobson Progressive Muscle Relaxation – Systematic Desensitization. Video case discussion, Web exercises, Student Presentations, Group Discussion and Chalk and Talk		
UNIT: 4	Interventions in Stress	9 Hours
Interventions – Perception – Interpersonal Interventions – Spirituality - Meditation - Personal Responsibilities – Goal Setting – Self Assessment - Relaxation Techniques – Exercise - Diversity - Coping strategies for decreasing stressful behaviors – Rationalemotive - Behavior Therapy - Massage Therapy – Yoga. Clinical importance. Video case discussion, Web exercises, Self-Awareness Exercises – Importance of Relaxation techniques like yoga, exercises, meditation etc		
UNIT: 5	Work-Related Stress	9 Hours

Occupational Stress - Causes of occupational stress -Role of work place environments – Symptoms of work-related stress - Model of different components of work related stress – NIOSH approach to occupational stress - stress and college - family stress. Video case discussion, Web exercises, Field based activities-visiting organisation for studying Stress and Consequences during Pandemic Period.	
Total Lecture Hours	
45 Hours	
Text Book(s)	
1	VinayJoshi, Stress: From Burnout to Balance, Sage Publications, 2019
2	AnitaSingh, Stress Management, Global India Publications Pvt. Ltd. 2023
Reference Book(s)	
1	Sharma, U. (2020). <i>Stress Management Through Ancient Wisdom and Modern Science</i> . Excel Books India. ISBN: 8174464514
2	Davidson, J. (2021). <i>Stress management</i> . Breathing Space Institute.
3	Charlesworth, E. A., & Nathan, R. G. (2018). <i>Stress management: A comprehensive guide to wellness</i> . Ballantine Books.
4	Greenberg, J. (2017). <i>Comprehensive stress management</i> (13th ed.). McGraw-Hill.
5	Feldman, R. (2018). <i>The psychology of thriving in the face of stress</i> . Routledge.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.stress.org/ www.stress.org.uk

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the physiological, psychological, individual, organizational, and social stressors.
CO2	Explain cognitive, behavioral, and psychological theories of stress.
CO3	Apply personal management strategies in stress management.
CO4	Evaluate various relaxation techniques, including exercise, massage therapy, and yoga.
CO5	Identify causes of occupational stress

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	3	2	2	3
CO2	3	2	0	2	3	3	2
CO3	2	0	1	2	0	3	2
CO4	1	1	1	0	2	3	2
CO5	3	3	2	2	0	1	3
	2.4	1.6	1.4	1.8	1.4	2.4	2.4

MBA26S213	TRAINING AND DEVELOPMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To appreciate the significances of training and development To introduce the basic concepts in training and development To understand the methods of training and development and To expose to the HRD practices in organizations.

METHODOLOGY:

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, business-games [for example Inventory Management], role-plays, primary [where feasible] and secondary data compilation on T & D Practices & their impact in 5 organizations form part of the methods of coverage of syllabus.

UNIT: 1		9 Hours
Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.		
UNIT: 2		9 Hours
Learning Objectives – domains of learning – methods of learning – importance of teaching techniques – instruction technology – instructor behaviour – attention versus involvement.		
UNIT: 3		9 Hours
Need for Training and Development – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs –usefulness of training – development of competency-based training programs – Evaluation of training programs.		
UNIT: 4		9 Hours
Methods of training – on the job training – off the job training – choosing optimum method– the lecture – field trips – panel discussion – behaviour modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, inbaskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays – reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.		
UNIT: 5		9 Hours
Need for development – differences between training and development – management development program – career development program – counseling – evaluation of programs – job evaluation – methods and techniques.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	B. Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.	
2	William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.	

Reference Book(s)	
1	Nick P. Blanchard, James W. Thacker, EFFECTIVE TRAINING: SYSTEMS, STRATEGIES, AND PRACTICES, Prentice Hall, 2009.
2	Devendra Agochiya, EVERY TRAINER'S HANDBOOK, New Delhi; Sage Publications.
3	Goldstein, TRAINING IN ORGANIZATION, Thomson learning, Bombay, 2002.
4	Sahu, R.K., TRAINING FOR DEVELOPMENT, Excel Books, New Delhi, 2009.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.astd.org/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept, importance, and objectives of training and development.
CO2	Analyze the training needs of an organization and design effective training programs.
CO3	Evaluate different training methods and their effectiveness.
CO4	Develop and implement performance appraisal systems.
CO5	Understand the role of technology in training and development.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S214	INTERPERSONAL RELATIONSHIP MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To develop students' understanding of interpersonal relationship dynamics, communication, and conflict management within organizational settings, emphasizing the roles of employees and managers. It also equips students with practical skills to manage cultural diversity, resolve conflicts effectively, and foster healthy workplace relationships for enhanced organizational performance

METHODOLOGY:

Since the course involves various practical components of communication and interpersonal skills development, the teaching methodology will be a combination of lectures, management activities, and games, role-plays and active experiential practices.

UNIT: 1		9 Hours
Interpersonal Relationship Management – concept – need – Types – Factors affecting/ influencing Interpersonal Relationship – Stages in developing the interpersonal relationship		
UNIT: 2		9 Hours
Role of Communication in Interpersonal Relationship Management – Importance – how to improve – Management activities as a tool for IPRM		
UNIT: 3		9 Hours
Interpersonal Relationship Management Models and Theories – Interpersonal Relations at workplace: – Role of employees – role of Managers		
UNIT: 4		9 Hours
Conflict Management - Concepts – Conflict Management Styles – Managing conflicts in organizations- Steps in conflict management – Types of conflict: People Centered, Task Centered – Steps to conflict resolution- Conflict Transformation. Thomas Kilman Conflict Mode Instrument in deciding the Conflict Management Styles.		
UNIT: 5		9 Hours
Interpersonal Communication and Relationship Based On Cross Culture: Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building. Diversity Management: Impact of cultural diversity in organizational performance- developing interpersonal relationships among the homogenous and diverse task groups.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Introduction to Conflict Management, Kenneth W. Thomas, 2002, CPP Inc.	
2	Articles from American Management Association.	
Reference Book(s)		
1	International Management: Managing Across Borders and Cultures, 4th Ed. “Deresky	

2	Helen”, Prentice Hall of India, ISBN:81-203-2227-4, Rs.295.00
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://www.g-wonlinetextbooks.com/interpersonal-relationships-2018/23

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of international relationship management and its importance in global business.
CO2	Develop effective intercultural communication and negotiation skills.
CO3	Analyze the cultural and political factors influencing international business relationships.
CO4	Build and maintain strong relationships with international stakeholders.
CO5	Manage international business transactions and projects effectively

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	3	3	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	3	3	2	3	2
CO5	3	3	2	3	3	3	2
	3	2.8	2.4	3.2	2.2	3	2

MBA26S215	TALENT PLANNING AND ACQUISITION	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

1. To understand the strategic role of staffing, workforce planning, and talent acquisition in achieving organizational goals.
2. To analyse internal and external factors influencing talent supply, demand, job analysis, and staffing decisions.
3. To develop effective talent acquisition strategies by applying recruitment metrics, assessment methods, and data-driven decision-making.
4. To evaluate modern recruitment practices, selection tools, and technological trends shaping the staffing function.
5. To manage employment contracts, onboarding, workforce flow, and staffing system evaluations for organizational effectiveness.

METHODOLOGY:

1. Gain conceptual knowledge and operational understanding of all the key aspects of staffing function including human resource planning, job analysis, recruitment and selection.
2. Understand the role of human resource planning in creating effective organizations
3. Get acquainted with techniques necessary for successful strategic human resource planning.
4. Develop the skills to design and implement effective recruitment and selection processes and critically evaluate existing processes.
5. Become familiarized with the latest trends and best practices in talent acquisition.

UNIT: 1	Introduction	9 Hours
Defining Strategic Staffing, Components, Goals, integrating functional areas of HRM- Business and Staffing strategies: Resource Based View, Firm's Business Strategy, Firm's Talent Philosophy – Deriving the firms staffing strategy, The Firm's Strategic Staffing Decisions –Legal Context: Types of Employment Relationships. Video case discussion, Web exercises, Group Discussions, Self-Awareness Exercises & Group Activities		
UNIT: 2	Talent Planning	9 Hours
Job Analysis: Methods, Planning Job Analysis - Conducting Job Analysis, Developing Job Descriptions and Person Specifications – Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply- Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand, staffing planning Video case discussion, Web exercises, Field based activities-visiting organization for studying Job Analysis		
UNIT: 3	Talent Acquisition	9 Hours
Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics, Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically – Characteristics of using successful measures, Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods. Video case discussion, Web exercises, Self-Awareness Exercises – Studying methods of Talent Acquisitions in Pandemic Period		
UNIT: 4	Latest trends in Talent Acquisition	9 Hours
Latest trends in Recruitment: e-recruitment, social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices – Selection tools and Techniques, Predictors of Job Performance- Testing: Types of Tests, The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategie. Video case discussion, Web exercises, Self-Awareness Exercises & Group Activities-Students Presentations – latest trends in recruitments in Pandemic Period		

UNIT: 5	Talent Induction	9 Hours
The Employment Contract, presenting a job offer, Negotiating, Closing the Deal – Orienting (Induction) and Socializing New Employees – Managing the Flow of Workforce – Involuntary Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation. Video case discussion, Web exercises, Self-Awareness Exercises -Group Discussions		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Phillips, J. M., & Gully, S. M. (2022). <i>Strategic Staffing</i> (4th ed.). Pearson.	
2	Berger, L. A., & Berger, D. R. (2020). <i>The Talent Management Handbook: Creating a Sustainable Competitive Advantage</i> . ATD Press.	
3	Belcourt, M., McBey, K. J. (2020). <i>Strategic Human Resource Planning</i> (6th ed.). Cengage Learning.	
4	Collings, D. G., Mellahi, K., & Cascio, W. (2019). <i>The Oxford Handbook of Talent Management</i> . Oxford University Press.	
5	Cappelli, P. (2008). <i>Talent on Demand: Managing Talent in an Age of Uncertainty</i> . Harvard Business Press.	
Reference Book(s)		
1	Bhattacharya, D. K. (2009). <i>Human resource planning</i> . Excel Books.	
2	Armstrong, M., & Taylor, S. (2014). <i>Armstrong's handbook of human resource management practice</i> (13th ed.). Kogan Page.	
3	Berger, L. A., & Berger, D. R. (2011). <i>The talent management handbook</i> (2nd ed.). McGraw-Hill.	
4	Stahl, G., Björkman, I., & Morris, S. (2012). <i>Handbook of global talent management</i> . Oxford University Press	
5	Cappelli, P. (2008). <i>Talent on demand: Managing talent in an age of uncertainty</i> . Harvard Business Press.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.humanresourcestoday.com	

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Understand the strategic importance of talent planning and acquisition for organizational success.
CO2	Analyze the internal and external factors influencing talent planning and acquisition.
CO3	Develop effective talent acquisition strategies and processes.
CO4	Evaluate talent management practices and their impact on organizational performance.
CO5	Understand the role of technology in talent planning and acquisition.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3.2	2	3	2

MARKETING ELECTIVES

MBA26S301	BRAND MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To increase understanding of the key issues in crafting and evaluating brand strategies
- To provide theories, models, and other analytic tools to make better branding decisions

METHODOLOGY:

The classroom methodology will include lectures, quizzes, Web 2.0-based assignments, comprehensive case analysis and discussions, term paper writing with a requirement to take a position on a branding issue

UNIT: 1		9 Hours
Brands & Brand Management: What is a brand? - Brand Elements – Core Brand Values and Brand Mantra – Brand Value Chain – Brand Value Proposition – Functional, Emotional and Self Expressive Benefits – Strategic Brand Management Process - Iconic brands – Global brands		
UNIT: 2		9 Hours
Brand Positioning – Identifying, choosing and communicating Points of Parity and Points of Difference – Brand Associations – Primary and Secondary Associations – Repositioning. Customer Based Brand Equity – The Brand Equity Pyramid – Brand Resonance		
UNIT: 3		9 Hours
Brand Hierarchy – Levels, Principles of designing the brand hierarchy – Managing the Brand portfolio. Brand Architecture – Masterbrand, Overbrand, Freestanding Brand and Endorser Brand structures – Price-Quality Brand Structures - House of Brands, Branded House, and Hybrid Structures. Managing Brands over time: Brand Revitalization - Brand Extension strategies – Product Category and Line Extension – Pros and cons of brand extension.		
UNIT: 4		9 Hours
Brand Identity – Kapferer’s Brand Identity Prism – Elements of Brand Identity – Co-branding and Ingredient branding. Brand Personality – Brand Personality Dimensions and Traits – Drivers of brand personality. Luxury brands – Cult brands		
UNIT: 5		9 Hours
Brand Metrics – Measuring Brand Equity – Loyalty measures, perceived quality and leadership measures, associations/ differentiation measures, awareness measures and market behavior measures. Brand Valuation – Methods: Cost, market and Income approach, Brand Valuation Models – Interbrand, Y&R’s Brand Asset Valuator, Millward Brown’s Brand Dynamics approach and Brand.		
Total Lecture Hours		45 Hours
Reference Book(s)		
1	Kevin Lane Keller: Strategic Brand Management (Pearson)	
2	Jean-Noel Kapferer: The New Strategic Brand Management (Kogan Page)	
3	Subroto Sengupta: Brand Positioning (Tata McGraw-Hill)	
4	Brad VanAuken: The Brand Management Checklist (Kogan Page)	

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.martinlindstrom.com – website of a popular author on branding topics like sensory branding and neuromarketing

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the concept of branding and its strategic importance for organizations.
CO2	Develop a comprehensive brand strategy for a product or service.
CO3	Evaluate brand equity and its impact on organizational performance.
CO4	Manage brand image and reputation effectively.
CO5	Understand the role of digital media and technology in brand building.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S302	CONSUMER BEHAVIOUR	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To develop a comprehensive understanding of the fundamental theories and frameworks of consumer behaviour.
- To understand the role of psychological, personal, and social factors influencing consumer behaviour, including perception, motivation, learning, personality, attitudes, group dynamics, and reference groups.
- To evaluate the consumer decision-making process across various product and service categories, with a focus on identifying key internal and external determinants affecting each stage of the process.
- To analyse the influence of culture, subculture, social class, and lifestyle on consumer behaviour, particularly in the context of diverse and globalized markets.
- To apply consumer behaviour insights to the formulation of effective marketing strategies, including market segmentation, targeting, positioning, and the development of customer-centric promotional and communication campaigns.

METHODOLOGY:

- The course will be delivered through structured lectures integrated with in-depth discussions and case study analyses.
- Interactive learning methods such as consumer research projects, behavioural experiments, and group discussions will be utilized to enhance students' ability to observe, interpret, and predict consumer behaviour in both traditional and digital marketplaces.
- Students will engage in experiential activities such as field studies, consumer interviews, and data analysis projects, aimed at building competencies in primary research and interpretation of consumer behaviour data for actionable marketing decisions.

UNIT: 1	Studying Consumer Behaviour	9 Hours
Introduction – Defining Consumer Behaviour – Significance – Application in Decision Making – Application of Consumer Behaviour Knowledge – Modelling Behaviour. Understanding consumer and market segments – Markets & alternative marketing strategies – Demographic characteristics & Market Segmentation – Lifestyle & Psychographic Segmentation – Usage and Benefit Segmentation – Product Position – Future of Segmentation and Positioning.		
UNIT: 2	Environmental Influences on Consumer Behaviour	9 Hours
Culture – Definition – Cultural Relevance to Marketing Decisions – Characteristics of Culture – Cultural Values – Cultural Change and Countercultures – Cross Cultural Understanding of Consumer Behaviour. Subcultures – Nature of Subculture – Types of Subculture – Youth Subculture – Older Subculture. Social Class – Process of Social Class Stratification – Nature of Social Class – Social Class Measurement and Categorization – Lifestyles – Role of Social Class in Segmenting Markets – Social class and Consumer Behaviour. Social Groups – Classification of Social Groups – Group Priorities – Reference Groups – Nature of Reference Group Influence.		

Family – Significance of Family in Consumer Behaviour – Family Life Cycle – Family Purchasing Decision – Changing Family Structure – Changing Female / Male Roles. Personal Influence & Diffusion of Innovations – Opinion Leaders in Marketing – Adoption & Diffusion of Innovations – Marketing Implications of Personal Influencer.		
UNIT: 3	Individual Determinants of Consumer Behaviour	9 Hours
Personality and Self Concept – Personality theories & applications – Psychographics – Personality & Marketing – Self Concept. Motivation and Involvement – Nature and Role of Motives – Classifying Motives – Motive Arousal – Motive Structuring – Motivation Research – Involvement. Information Processing – Acquisition – Perceptual Encoding – Marketing Implications. Learning and Memory – Characterizing Learning – Classifying Learning – Memory – Characteristics – Retrieval of Information – Applications. Attitudes – Definition – Characteristics – Functions – Sources of Attitude Development – Theories and Models – Peripheral route to developing attitude. Changing Attitudes – Strategies – Communication process – Source Factors – Message Factors – Receiver Factors.		
UNIT: 4	Consumer Decision Processes	9 Hours
Problem Recognition – Types – Decision process model – Problem Recognition – Marketing Implications. Search & Evaluation – Information Search Process – Information Evaluation Process. Purchasing Processes – Choosing a store – In Store Purchase Behaviour – Situational nature of Consumer decisions – non-store purchasing processes – Purchasing patterns – Paying for the Purchase. Post-Purchase Behaviour – Behaviour related to the Purchase – Post Purchase evaluations – product disposition.		
UNIT: 5	Modelling and Researching Consumer Behaviour	9 Hours
Modelling Behaviour – Consumer Behaviour Models – Research Strategies – Methods of gathering Consumer information – Measuring Consumer characteristics. Consumerism – Roots – History – Consumer Safety – Consumer Information – Environmental Concerns - Consumer privacy – Legislative procedures – Consumers Responsibilities – Marketers Responses to Consumer Issues. Organizational Buying Behaviour – Nature of Organizational buying – Influences on Organizational buying – Buying decisions.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Loudon, D. L., & Della Bitta, A. J. (2002). Consumer behavior: Concepts and application (4th ed.). New Delhi: Tata McGraw-Hill Education Private Limited.	
2	Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2018). Consumer behavior (12th ed.). New Delhi: Pearson Education India.	
3	Assael, H. (1998). Consumer behavior and marketing action (6th ed.). Cincinnati, OH: South-Western College Publishing.	
Reference Book(s)		
1	Nair, S. R. (2025). Consumer behaviour (text and cases) (1st ed.). Mumbai: Himalaya Publishing House. ISBN: 978-93-5202-567-1	
2	Sharma, D., Sheth, J. N., & Mittal, B. (2015). Consumer behavior: A managerial perspective (1st Indian ed.). New Delhi: Cengage Learning India. ISBN: 978-8131511602	

3	Sahney, S. (2017). <i>Consumer behaviour</i> (1st Indian ed.). New Delhi: Oxford University Press. ISBN: 9780199472680.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://www.millwardbrowndigital.com/category/consumer-behavior-insights/
2	https://www.ipsos-retailperformance.com/solutions/customer-behavior-insights/
3	https://www.information-age.com/can-use-consumer-behavior-strengthen-insight-123468045/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Students will be able to explain key theories and concepts related to consumer behaviour.
CO2	Students will identify and analyse psychological and social factors influencing consumer decisions.
CO3	Students will evaluate consumer decision-making processes for different product and service categories.
CO4	Students will assess the impact of culture, social class, and lifestyle on consumer behaviour.
CO5	Students will apply consumer behaviour insights to develop effective and targeted marketing strategies.

Mapping of COs with POs

POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Cos							
CO1	3	2	3	2	3	3	2
CO2	2	2	2	3	2	3	2
CO3	2	3	3	2	3	2	2
CO4	3	3	2	3	2	3	2
CO5	3	2	3	2	3	2	3
	2.6	2.4	2.6	2.4	2.6	2.6	2.2

MBA26S303	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand core CRM principles, customer lifecycle management, and strategic role of CRM in business growth.
- To analyze the integration of marketing, sales, and service functions through CRM tools.
- To apply analytical CRM techniques to enhance customer retention and profitability.
- To understand technology adoption including digital, social, and AI-enabled CRM systems.
- To evaluate CRM implementation challenges, governance, and performance measurement.

METHODOLOGY:

- Delivered through lectures, CRM case studies, and practical exposure via CRM tools and customer experience projects. Assignments include service audits, data-based CRM analysis, and industry-based presentations.

UNIT: 1	CRM Foundation & Customer Lifecycle	9 Hours
Introduction, CRM evolution; Importance in digital era; Customer acquisition, engagement & loyalty; Relationship marketing; Customer Experience (CX) strategy; Service Level Agreements (SLAs); Strategic CRM models and CRM success factors.		
UNIT: 2	CRM in Marketing & Customer Service	9 Hours
One-to-one marketing; Cross-selling, up-selling, churn prevention; Customer segmentation & value-based marketing; Customer Lifetime Value (CLV); Event-based marketing; Omnichannel service support; Call center and AI-enabled service desks, satisfaction metrics & service recovery.		
UNIT: 3	Sales Force Automation	9 Hours
Sales processes and funnel management; Lead, contact & opportunity management; Field force mobility solutions; CRM in e-Business; CRM and ERP/SCM/SRM/PRM integration; E-CRM solutions, Social CRM & customer engagement platforms.		
UNIT: 4	Analytical CRM & Data-Driven Value Creation	9 Hours
Customer data platforms & data governance; Data warehouse, mining and ethics; Predictive analytics: Market Basket Analysis, Clickstream data; Personalization and recommendation engines; Customer insights dashboards; AI & Machine Learning in CRM		
UNIT: 5	CRM Implementation, Governance & Strategy	9 Hours
Developing CRM business case; Implementation lifecycle; Vendor selection; User adoption and change management; Privacy and compliance (GDPR, DPDP Act India); Measuring CRM performance (KPIs, NPS, Retention metrics); Resetting CRM strategy during disruption.		
Total Lecture Hours		45 Hours
Text Book(s)		
1.	Shainesh, G., & Sheth, J. N. (2021). <i>Customer relationship management: Emerging concepts, tools and applications</i> (3rd ed.). McGraw Hill Education India.	
2.	Kumar, V., & Petersen, J. A. (2022). <i>Customer relationship management: A</i>	

	<i>strategic approach to building customer value</i> (Indian ed.). Trinity Press.
3.	Greenberg, P. (2023). <i>CRM at the speed of light: Essential customer strategies for the digital age</i> (5th ed.). McGraw Hill.
4.	Buttle, F., & Stan, M. (2022). <i>Customer relationship management: Concepts and technologies</i> (4th ed.). Routledge
5.	Kumar, V., & Reinartz, W. (2021). <i>Customer relationship management: Concept, strategy, and tools</i> (3rd ed.). Springer.
Reference Book(s)	
1.	Brown, S. A. (2020). <i>Customer relationship management: A comprehensive guide</i> (2nd ed.). Wiley.
2.	Dyche, J. (2021). <i>The CRM handbook: A business guide to customer relationship management</i> (Updated ed.). Addison Wesley.
3.	Schmitt, B. H. (2022). <i>Customer experience management: Revolutionizing engagement</i> (Rev. ed.). Wiley.
4.	Peppers, D., & Rogers, M. (2020). <i>Managing customer relationships: A strategic framework</i> (3rd ed.). Wiley.
5.	Buttle, F., & Stan, M. (2022). <i>Customer relationship management: Concepts and technologies</i> (4th ed.). Routledge.
6.	Kumar, V., & Reinartz, W. (2021). <i>Customer relationship management: Concept, strategy, and tools</i> (3rd ed.). Springer.
7.	Ramaswamy, V., & Ozcan, K. (2023). <i>The business of platforms and customer value co-creation</i> (2nd ed.). Springer.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Demonstrate knowledge of CRM concepts, customer lifecycle and relationship strategies.
CO2	Apply CRM practices for marketing, sales, and service effectiveness across channels.
CO3	Utilize CRM analytics to measure customer lifetime value and retention strategies.
CO4	Integrate CRM systems with ERP, SCM, and digital platforms for value creation.
CO5	Develop CRM implementation plans with change management and performance metrics.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	2	2	3	2	3	2
CO5	3	3	2	3	2	3	3
	3	2.8	2	3	2	3	2.2

MBA26S304	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- Understand the foundational concepts and strategic importance of IMC in modern marketing.
- Analyse and design advertising strategies using traditional and digital tools.
- Evaluate the role of digital, mobile, and alternative media in enhancing customer engagement.
- Apply various promotional tools such as personal selling, PR, and sales promotion in integrated campaigns.
- Assess IMC programs from legal, ethical, and effectiveness perspectives.

METHODOLOGY:

- The course will be delivered through lectures complemented by in-depth case study analyses, enabling students to gain a robust understanding of Integrated Marketing Communications (IMC) principles.
- Experiential learning approaches, including team-based projects, campaign simulations, and interactive presentations, will be utilized to build students' practical skills in designing and executing integrated marketing campaigns.

UNIT: 1	The IMC Foundation	9 Hours
Introduction to IMC: The IMC Foundation – Nature of Communication- Emerging Trends in Marketing Communications – IMC Components. Brand Management Basics: Brand Types – Brand Image – Developing Powerful Brands – Private Labels – Role of Packaging. Buyer Behaviour: Information Searches - Consumer Purchasing Process- Evaluation of Alternatives - Trends in the Consumer Buying Environment. Business-to-Business Buyer Behaviours and Influences: Types of Business-to-Business Sales- Business-to-Business Buying Process - Dual Channel Marketing. IMC Planning Process: Communications Research - Market Segmentation by Consumer Groups - Business-to-Business Market Segmentation - Product Positioning -Marketing Communications Objectives - Types of Budgets		
UNIT: 2	IMC Advertising Tools	9 Hours
Advertising Campaign Management: Advertising Theory- The Impact of Advertising Expenditures - In-House versus External Advertising Agencies – Choosing Agency & Role – Campaign Parameters – Creative brief. Advertising Design: Media Strategies – Types of Advertising Appeals - Executional Frameworks - Sources and Spokespersons. Traditional Media Channels: Media Strategy – Planning-Terminology - Achieving Advertising Objectives - Media Selection - Media Mix - Media Selection in Business-to-Business Markets.		
UNIT: 3	Digital, Mobile & Alternative Marketing	9 Hours
Digital and Mobile Marketing: Digital Marketing - Consumer Shopping Patterns - E-Commerce - Mobile Marketing - Digital Strategies – Web Advertising - Search Engine Optimization Social Media: Social Networks - Social Media Sites - Social Media Marketing - Social Media Marketing Strategies. Alternative Marketing: Alternative Marketing Programs - Product Placements and Branded Entertainment - Alternative Media Venues - In-Store Marketing – Brand Communities.		
UNIT: 4	IMC Promotional Tools	9 Hours
Database and Direct Response Marketing and Personal Selling: Database Marketing - Database-Driven Marketing Communications - Database-Driven Marketing Programs - Direct Response Marketing - Personal Selling. Sales Promotions: Consumer Promotions - Planning for Consumer Promotions – Trade Promotions - Concerns with Trade Promotions Public Relations & Sponsorship Programs: Public Relations - Public Relations Functions - Creating		

Positive Image-Building Activities - Preventing or Reducing Image Damage – Sponsorships- Event Marketing.		
UNIT: 5	IMC Ethics, Regulation and Evaluation	9 Hours
Regulation & Ethical Concerns: Marketing Communications Regulations - Deception Versus Puffery - IMC and Ethics - Marketing and Ethics - Responding to Ethical Challenges		
Evaluating an Integrated Marketing Program: Evaluation Metrics - Matching Methods with IMC Objectives - Message Evaluations - Evaluation Criteria - Online Evaluation Metrics - Behavioural Evaluations.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Kenneth E. Clow & Donald Baack (2022). Integrated Advertising, Promotion, and Marketing Communications, Pearson Education Limited, United Kingdom [9 th Edition Global Edition].	
2	Kumar, D., Rehman, V., & Rahman, Z. (2024). Integrated Marketing Communication in Digital Age. Wiley India.	
3	Dutta, K. (2022). Integrated Marketing Communications. Oxford University Press, India.	
Reference Book(s)		
1	George E. Belch, Michael A. Belch & Keyoor Purani (2021): Advertising and Promotion: An IMC Perspective, McGraw Hill Education (India) Private Limited, New Delhi, India. [11th Edition (Indian Adaptation)]	
2	Kruti Shah & Alan D’Souza (2021). Advertising and Integrated Marketing Communications, Pearson Education India, Noida, Uttar Pradesh, India. [2nd Edition].	
3	Ruchi Gupta (2020): Integrated Marketing Communication, Himalaya Publishing House Pvt. Ltd. Mumbai, India [Latest Revised Edition].	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.emarketer.com	

COURSE OUTCOMES On Completion of the course, the students will be able to							
CO1	Demonstrate an understanding of the key concepts, components, and strategic role of Integrated Marketing Communications in contemporary marketing environments.						
CO2	Develop effective advertising strategies by integrating both traditional and digital media platforms.						
CO3	Critically assess the effectiveness of digital, mobile, and alternative media in fostering customer engagement and brand loyalty.						
CO4	Design integrated promotional campaigns incorporating tools such as personal selling, public relations, and sales promotions.						
CO5	Evaluate IMC programs with regard to legal compliance, ethical considerations, and performance effectiveness.						
Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	1	2	3	2
CO2	2	3	2	2	2	3	3
CO3	2	3	2	3	3	2	3
CO4	2	3	2	2	3	3	3
CO5	2	3	3	2	2	3	3
	2.2	2.8	2.2	2.0	2.4	2.8	2.8

MBA26S305	INTERNATIONAL MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the concepts, scope, and significance of international marketing in a rapidly globalizing economy.
- To analyze the international marketing environment, including cultural, economic, political, technological, and regulatory forces.
- To develop global marketing strategies through market research, segmentation, entry modes, and international product-price decisions.
- To design and implement global marketing communication programs and international distribution systems.
- To evaluate and manage international marketing plans, negotiations, and operations using contemporary tools and global best practices.

Methodology:

- Introductory cases, interactive lectures, and global marketing simulations
- Web-based exercises using digital marketing tools and databases
- Case discussions from multinational markets and trade blocs
- Subject quizzes, global market audits, and mini projects
- Video case analysis on consumer behavior, global branding, and cross-cultural marketing
- Application-based activities using McGraw Hill Connect & market analytics
- Guest lectures from industry experts in international trade, export strategy, and global marketing

UNIT: 1	Introduction	9 Hours
An overview: The importance of world trade - Scope and challenges of international marketing - Recent trends and developments in international trade- protectionism, trade barriers, easing trade restrictions, role of the IMF and World Bank, WTO and TRIPS, TRIMS and liberalization of service industries.		
UNIT: 2	International Marketing Environment	9 Hours
International marketing environment: International economic environment, trade environment, social and cultural environments - International political, legal and regulatory environments – Multilateral and geographical groupings - Cultural dynamics in assessing global markets.		
UNIT: 3	International Marketing Management	9 Hours
Assessing International market opportunities: Developing a global vision through marketing research - International marketing management - planning and organization - Market entry strategies - export, joint ventures and direct investments.		
UNIT: 4	Developing Global Marketing Strategies I	9 Hours
Developing Global Marketing Strategies I: Global marketing management - Planning and organization - Products and services for Consumers - Products and services for businesses - Pricing for international markets - International marketing channels.		
UNIT: 5	Developing Global Marketing Strategies II	9 Hours
Developing Global Marketing Strategies II: Integrated Marketing Communications and International Advertising - Personal Selling and Sales Management. Implementing Global Marketing Strategies: Inventive Negotiations with International Customers, Partners, and Regulators - Cultural Analysis Economic Analysis Market Audit and Competitive Market Analysis Preliminary Marketing Plan.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Philip R Cateora., R Bruce Money., Mary C Gilly and John L Graham (2020), International Marketing, (18/e), McGraw Hill (India).
2	Mark C. Green and Warren J. Keegan (2022), Global Marketing, (11/e), Pearson Education
3	Svend Hollensen (2020), Global Marketing, (8/e), Pearson Education.
4	Jean-Pierre Jeannet & H. David Hennessey (2021). <i>Global Marketing Strategies</i> , Cengage.
Reference Book(s)	
1	Francis Cherunilam (2016), International Marketing: Text and Cases, (15/e), Himalaya Publishing House.
2	Masaaki Kotabe and Kristiaan Helsen (2017), Global Marketing Management, (7/e), John Wiley & Sons.
3	Justin Paul and Ramneek Kapoor (2012), International Marketing: Text and Cases, (2/e), McGraw Hill (India).
4	Rakesh Mohan Joshi (2014), International Marketing, (2/e), Oxford University Press.
5	Hollensen, S. (2021). Essentials of Global Marketing, Pearson. (Updated edition)
6	Keegan, W. & Green, M. (2022). Global Marketing: A Decision-Oriented Approach, Pearson.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept and scope of international marketing.
CO2	Analyze the international marketing environment and its impact on business.
CO3	Develop international marketing strategies and plans.
CO4	Implement international marketing programs and evaluate their effectiveness.
CO5	Manage international marketing operations and control activities.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3.2	2	3	2

MBA26S306	INTERNET MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

The objectives of this course are:

- To rethink marketing in an Internet-enabled marketing environment
- To conceptualize marketing strategy formulation in the context of the Internet
- To understand the Internet marketing mix
- To address the emerging issues on the Internet from a marketing perspective

METHODOLOGY:

The classroom methodology will include lectures, quizzes, comprehensive case analysis and discussions, brainstorming on industry news, white papers and group-wise development of an Internet marketing plan.

UNIT: 1	9 Hours
Rethinking marketing in a connected world – Internet as a marketing platform: critical success factors – market opportunity analysis in the new economy – generating business model canvas Delivering customer value types: trapped, hybrid and new-to-the-world value – application of the Long Tail concept in Internet marketing	
UNIT: 2	9 Hours
Planning the Internet strategy – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis - SOSTAC framework for Internet marketing planning - Internet marketing scenarios – pure-play and bricks-and-clicks businesses - User experience design and its core principles - Web development and customer interface design – 7Cs framework – Adaptive Vs Responsive designs	
UNIT: 3	9 Hours
Online market research, Web tracking audits, analytics – marketing performance metrics – Conversion funnel and optimization; Introduction to Search engine optimization and Google Analytics - Online consumer behaviour and characteristics – Issue of trust – Internet communities: creation and transfer of value within communities	
UNIT: 4	9 Hours
Comparing traditional marketing mix with Internet marketing mix - Product hierarchy - Influence of interactivity and individualization - new product development process – mass customization – online brand building - Pricing on the internet – characteristics, customer-driven pricing, dynamic pricing and pricing strategies - Internet as a distribution channel – disintermediation effect – the role of Internet intermediaries – Creating and Managing Online Partnerships: Affiliate marketing Online advertising models and types – Search advertising, Display advertising, Email marketing, Social media channels – Risks and challenges	
UNIT: 5	9 Hours
Influence of Web 2.0 on Internet marketing – crowdsourcing applications in marketing Mobile marketing – advantages and challenges – virtual, augmented and mixed reality – location-based contextual marketing - Global Internet marketing – standardization Vs. differentiation dilemma – Global navigation of website.	
Total Lecture Hours	
45 Hours	

Text Book(s)	
1	Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building advantage in a networked economy (Tata McGraw-Hill)
2	Chaffey, Meyer, Johnston and Ellis-Chadwick: Internet Marketing (Prentice-Hall/Financial Times)
Reference Book(s)	
1	Vassos: Strategic Internet Marketing - Practical e-commerce and branding tactics (Que Books)
2	Stokes: eMarketing - The essential guide to digital marketing, Quirk eMarketing (P) Ltd. (www.quirk.biz/emarketingtextbook)
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.hubspot.com – offering in-bound marketing software, support and methodology

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of internet banking and its role in the financial industry.
CO2	Analyze the technological infrastructure and security aspects of internet banking.
CO3	Evaluate the impact of internet banking on customer behavior and expectations.
CO4	Develop strategies for effective online banking service delivery.
CO5	Assess the risks and challenges associated with internet banking.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	3.2	2	3	2

MBA26S307	MARKETING OF HIGH-TECH PRODUCTS & INNOVATIONS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To prepare students for a career in product management. This course focuses on issues facing companies selling innovations and technology-based products and integrates the impact of strategic marketing decisions and business models for Technology diffusion.

METHODOLOGY:

Discussions of concepts, beta versions of innovations, and class presentations. Experiential Exercises: The entire UNIT V is for practical applications and will be entwined with all the other UNIT s of the course. Live cases for class discussions will be used for understanding the dynamic environment of high-tech innovations, their ethical dimensions, regulatory frameworks for controversial innovations and customer resistance to change.

UNIT: 1		9 Hours
Opportunity analysis for innovations: Special characteristics of market and technological uncertainty & competitive volatility - High-Tech vs. Low-Tech Marketing - New technology (push) or customer demand (pull), Environment and industry structure, Competition analysis and critical success factors. Forms of product leadership Quality, Operational efficiency, Supply chain and Internal processes, Brand and relationship management, Customers or collaborators or distribution channel - Core competencies: unique, internal capabilities, processes, resources, values or people as bases for competitive advantage.		
UNIT: 2		9 Hours
Creation of value – Developing new products - Technological Cycles and Innovation Typology Breakthrough or disruptive or incremental innovation, Innovation Diffusion – Bio mimicry and Customer co-innovation, Entry timing and launch or relaunch strategies – Marketing research and understanding high tech consumers - Customer Acceptance of Technology and Technology Readiness		
UNIT: 3		9 Hours
Capturing value: The economic model, Unbundling, Versionizing and contextual marketing – Customer acquisition strategies and costs Customer Intimacy and Other Value Disciplines; Discovery Driven Planning - Marketing mix decisions, Technology maps, POP Points of Parity & POD Points of Differentiation, Buzz marketing – Steering Innovation management teams, challenges of Disruptive Change - Strategy to executable tactics – Technographic segmentation – Engagement and making technology fun ‘Gamification’		
UNIT: 4		9 Hours
Sustaining value and renewal: Competitive response analysis - Regulation, social/political, macroeconomic trends – Gestation or Time-to-market, Product life cycle, diffusion, maturation issues, obsolescence, and substitution – Customers retention - Product/service pipeline and contingency plans – Creating sustainable competitive advantage: Customer value proposition and profitability – Handling failures and cannibalization		
UNIT: 5		9 Hours
Cases of high technology products and companies from various sectors like retail, financial services, education, IT and ITES, biotech and pharma, engineering goods, telemedicine, leisure & entertainment like books, music, etc.		
Total Lecture Hours		45 Hours

Reference Book(s)	
1	Text: Marketing of High Technology Products and Innovations, Mohr, Jakki, Sanjit Sengupta and Stanley Slater, Pearson Education
2	Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers, Geoffrey A. Moore ISBN: 9780060517120 ISBN 10: 0060517123, Harper Business Books
3	Techno-ready Marketing, Techno-Ready Marketing: How and Why Your Customers Adopt Technology, A. Parasuraman & Charles L. Colby, Free Press, 2001: ISBN-10: 0684864940 ISBN-13: 978-0684864945
4	Websites of companies, articles and resources from Business Periodicals, technology blogs like engadget.com, etc

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the unique characteristics of high-tech products and markets.
CO2	Develop marketing strategies for high-tech product launches.
CO3	Manage the product life cycle of high-tech products effectively.
CO4	Utilize digital marketing and technology for high-tech product promotion.
CO5	Evaluate the impact of innovation on high-tech marketing strategies.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	3.2	2	3	2

MBA26S308	MARKETING RESEARCH	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain.
- To provide a foundation to pursue the summer training/ project work and a winter project work and a professional career in Marketing Research domain.

METHODOLOGY:

The methodology is predominantly lecturing mode and case discussion, complemented with a mini-project work.

UNIT: 1		9 Hours
Introduction to Marketing Research – definitions – classification – marketing research process – nature of marketing – ethics in marketing research – importance of problem definition-environment context-internet and computer applications.		
UNIT: 2		9 Hours
Research Design – definition – classification – exploratory research – descriptive research –casual research – interrelationships – usages – significance		
UNIT: 3		9 Hours
Data Collection: Objectives – data sources – data types – primary versus secondary data-classifications of primary and secondary data – accuracy and errors – qualitative and quantitative data – their advantages and disadvantages – Data collection methods – data instruments – administration of data instruments – surveys- observations – interviews.		
UNIT: 4		9 Hours
Measurements and scaling – non comparative scaling techniques – itemized rating scales– Likert scale – semantic differential scale – staple scale – multi-item scales – Sampling designs and procedures – Non probability sampling Techniques – Probability Sampling techniques – Sample size determination.		
UNIT: 5		9 Hours
Data analysis and reporting: Nature of field work – data checking and editing – data cleaning – frequency distribution – cross-tabulation – hypothesis testing – chi-square, phi coefficient, contingency coefficient, other statistics – usage of SPSS – report writing – executive summary – final technical report.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Malhotra, Naresh: Marketing Research – An applied Orientation, Prentice-Hall of India, New Delhi. (6th Edition)	
2	Green, Tull and Albaum: Research for Marketing Decisions, Prentice-Hall India, New Delhi.	
Reference Book(s)		
1	Kinnear and Taylor: Marketing Research – An Applied Approach, McGraw-Hill, New York.	

2	Panneerselvam, R., Research Methodology, PHI Learning Pvt. Ltd., New Delhi.
3	Boyd, Westfall & Stasch, Marketing research Text & Cases, AITBS, New Delhi 2004.
4	Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.emeraldinsight.com (A renowned research journal database)

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of marketing research and its role in decision making.
CO2	Design and develop marketing research projects.
CO3	Collect and analyze marketing research data using appropriate techniques.
CO4	Prepare and present marketing research reports and findings.
CO5	Evaluate the ethical implications of marketing research.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	3	3	2	3	3
	3	2.8	2	3	2	3	2.2

MBA26S309	PRODUCT DEVELOPMENT AND MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the strategic role of product innovation in business growth and competitiveness.
- To develop skills for managing the product development lifecycle from idea to launch and beyond.
- To utilize design thinking, customer insights, and modern tools for product concept development.
- To analyze commercialization strategies, launch planning, and post-launch performance.
- To apply product portfolio, sustainability, and innovation governance frameworks in real-world contexts.

METHODOLOGY:

- Delivered through lectures, case studies, product innovation workshops, and prototype-based project assignments. Students will undertake a New Product Proposal / Market Testing mini-project supported by industry and consumer insights.

UNIT: 1	Introduction to Product Innovation & Management	9 Hours
Introduction, Evolution, and importance of product innovation; Types of new products; Product life cycle & technology cycles; Role of NPD in competitive advantage; Product organization & cross-functional teams; Design-Driven Innovation.		
UNIT: 2	New Product Strategy & Portfolio Management	9 Hours
Strategic planning - Product strategy alignment; Target market selection; Portfolio analysis (BCG, GE Matrix); Stage - Gate framework; Risk & feasibility screening; NPD in Digital and Service businesses.		
UNIT: 3	Idea Generation to Product Design	9 Hours
Creativity and structured ideation methods: TRIZ, Brainstorming, SCAMPER; Customer insights, ethnography, and Design Thinking; Concept testing; Business Analysis & financial projection; Rapid prototyping; Agile & Lean Startup for NPD.		
UNIT: 4	Product Development, Validation & Launch	9 Hours
Engineering, design integration & MVP development; Testing types: alpha, beta, user testing; Marketing planning; Branding and packaging decisions; Launch strategies; Product roadmapping; Demand forecasting for new products.		
UNIT: 5	Commercialization, Growth & Lifecycle Management	9 Hours
Scaling production & supply chain coordination; Market tracking & analytics; Product adaptation and line extension strategies; Sustainability in product development; Managing failures & product withdrawals; Future trends: Platform-based ecosystems, AI in NPD.		
Total Lecture Hours		45 Hours
Text Book(s)		
1.	Prabhu, G. N. (2020). <i>New product development: Managing business innovation</i> (Course material; 2nd ed.). IIM Bangalore Publishing.	
2.	Ulrich, K. T., & Eppinger, S. D. (2021). <i>Product design and development</i> (7th ed.). McGraw Hill.	
3.	Crawford, C. M., & Di Benedetto, C. A. (2020). <i>New products management</i> (12th ed.). McGraw Hill.	

4.	Cagan, J., & Vogel, C. M. (2021). <i>Creating breakthrough products: Innovation from design to market success</i> (Rev. ed.). Pearson.
5.	Majumdar, R. (2010). <i>Product management in India</i> (3rd ed.). PHI Learning Pvt. Ltd.
Reference Book(s)	
1.	Cooper, R. G. (2021). <i>Winning at new products: Creating value through innovation</i> (5th ed.). Basic Books.
2.	Blank, S., & Dorf, B. (2020). <i>The startup owner's manual: The step-by-step guide for building a great company</i> (Rev. ed.). Wiley.
3.	Brown, T. (2019). <i>Change by design: How design thinking transforms organizations and inspires innovation</i> (Updated ed.). Harper Business.
4.	Kelley, T., & Littman, J. (2020). <i>The art of innovation: Lessons in creativity from IDEO</i> (Updated ed.). HarperCollins.
5.	Ries, E. (2020). <i>The lean startup: How constant innovation creates radically successful businesses</i> (10th anniversary ed.). Crown Business.
6.	Tidd, J., & Bessant, J. (2021). <i>Innovation and entrepreneurship</i> (4th ed.). Wiley.
7.	Veryzer, R. W., & Borja de Mozota, B. (2022). <i>Design and innovation: Insights into creating winning products</i> (2nd ed.). Routledge.

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Demonstrate strategic understanding of product innovation and new product management concepts.
CO2	Apply structured processes for idea generation, screening, and product concept development.
CO3	Develop efficient project plans integrating design, technology, and market requirements.
CO4	Formulate commercialization and launch strategies with success measurement indicators.
CO5	Evaluate evolving product management challenges including sustainability and digital disruption.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	2	2	3	2	3	2
CO5	3	3	2	3	2	3	3
	3	2.8	2	3	2	3	2

MBA26S310	RETAIL MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with a retail operation in the Indian market place.
- To help the learner to explore the current retail environment, key retail management strategies, and trends in retailing.

METHODOLOGY:

The methodology is predominantly lecturing mode and case discussion, complemented with a mini-project work.

UNIT: 1		9 Hours
An overview of retailing – Types of stores – Product retailing vs. Service retailing – non-store retailing. Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry		
UNIT: 2		9 Hours
Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection - Store design and layout – Comprehensive store planning - Exterior design and layout – Interior store design and layout – Interior design elements		
UNIT: 3		9 Hours
Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations - Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies		
UNIT: 4		9 Hours
Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity - Retail selling process – Retail database – In-store customer service		
UNIT: 5		9 Hours
Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Hasty and Reardon: Retail Management, McGraw-Hill.	
2	Lucas, Bush and Gresham: Retailing, Houghton Mifflin – AIPD, India	
Reference Book(s)		
1	Ogden and Ogden: Integrated Retail Management (Indian adaptation), Wiley-DreamTech	
2	Gilbert: Retail Marketing Management, Pearson Education	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	http://www.dmsretail.com/	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of retailing and its role in the economy.
CO2	Analyze the retail environment and consumer behavior.
CO3	Develop retail marketing strategies and plans.
CO4	Manage retail operations and supply chain effectively.
CO5	Evaluate retail performance and identify growth opportunities.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S311	SALES & DISTRIBUTION MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand and apply concepts and techniques in Personal Selling and Sales Management.
- To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management.

METHODOLOGY:

The methodology is predominantly lecturing mode and case discussion, complemented with a mini-project work.

UNIT: 1		9 Hours
PERSONAL SELLING: Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.		
UNIT: 2		9 Hours
THE SALES FORCE: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.		
UNIT: 3		9 Hours
PHYSICAL DISTRIBUTION: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.		
UNIT: 4		9 Hours
MANAGING THE MARKETING CHANNEL: Product, Pricing and Promotion issues in channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail cooperatives, Franchise systems and corporate marketing systems.		
UNIT: 5		9 Hours
E-enabled selling and distribution: e-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Charles Futrell: SALES MANAGEMENT, Pearson Education Books	
2	Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: SALES MANAGEMENT; Mcgraw Hill.	
Reference Book(s)		
1	Bert Rosenbloom: MARKETING CHANNELS: A MANAGEMENT VIEW, Dryden Press.	
2	Coughlan, Anderson, Stern & El Ansary: MARKETING CHANNELS, PrenticeHall India.	
3	Satish K. Kapoor& Purva Kansal: BASICS DISTRIBUTION MANAGEMENT – A LOGISTICAL APPROACH, Prentice-Hall India, 2003.	

4	Richard R. Still, Edward W. Cundiff & Norman A.P. Govani: SALES MANAGEMENT, Prentice-Hall India.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.webresearchservices.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the sales process and the role of salespeople in an organization.
CO2	Develop effective sales strategies and plans.
CO3	Manage sales teams and build sales capabilities.
CO4	Design and manage distribution channels.
CO5	Evaluate sales performance and implement improvement measures.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S312	SERVICES MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand service characteristics, service design, and the strategic importance of services in the global economy.
- To analyze the expanded Services Marketing Mix and technology-enabled service delivery.
- To gain expertise in service quality frameworks, customer expectations, and service recovery strategies.
- To apply strategic marketing models to manage service demand, capacity, and relationship marketing.
- To develop domain-specific service marketing applications across major service sectors.

METHODOLOGY:

- The course will utilize lectures, service case studies, role-play activities, and customer experience analyses emphasizing real-world application. Students will undertake service blueprinting or service audit-based mini-projects.

UNIT: 1	Foundations of Services Marketing	9 Hours
Introduction, Role & growth of service sector – Nature & characteristics of services – Classification – Service Product concept – Service Blueprinting – Service encounters & Moments of Truth – Technology-enabled services (Self-service technologies, AI Chatbots) – Service excellence culture – Human element in service delivery.		
UNIT: 2	Services Marketing Mix – 7Ps	9 Hours
Service product planning & experience design – Pricing strategies & revenue management – Service distribution & omnichannel delivery – Integrated services marketing communication – People: Internal marketing, Service behavior standards – Physical Evidence: Servicescapes – Process: Service flow & customer participation.		
UNIT: 3	Service Strategy & Relationship Management	9 Hours
Demand management & capacity planning – Segmentation, Targeting & Positioning for services – Customer loyalty, CRM strategies, Service Domination Logic – Internal vs. external marketing alignment – Relationship profitability – Service guarantees.		
UNIT: 4	Delivering & Measuring Service Quality	9 Hours
Service Quality gaps model – Customer expectation vs. perception – SERVQUAL dimensions – Managing promises vs. performance – Service recovery tools – Communication & customer education – Complaint handling – Service Failure & Recovery strategies – Managing service productivity.		
UNIT: 5	Services Marketing Applications	9 Hours
Marketing of Services with special reference to: Financial Services - Healthcare Services - Hospitality, Travel, Tourism - Communication & Digital Platforms - Public Services & Utilities - Educational Services & EdTech - Logistics, Retailing & Professional Services.		
Total Lecture Hours		45 Hours
Text Book(s)		
1.	Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2024). <i>Services marketing: Integrating customer focus across the firm</i> (8th ed.). McGraw Hill India.	
2.	Lovelock, C., & Wirtz, J. (2023). <i>Services marketing: People, technology, strategy</i> (9th ed.). Pearson.	
3.	Verma, H. V. (2022). <i>Services marketing: Text and cases</i> (3rd ed.). Pearson India.	

4.	Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2022). <i>Marketing of services</i> (3rd ed.). McGraw Hill.
5.	Srinivasan, R. (2020). <i>Services marketing: The Indian context</i> (4th ed.). PHI Learning Pvt. Ltd.
Reference Book(s)	
1.	Wirtz, J., & Lovelock, C. H. (2022). <i>Services marketing: People, technology, strategy</i> (9th ed.). World Scientific.
2.	Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2024). <i>Services marketing: Integrating customer focus across the firm</i> (8th ed.). McGraw Hill.
3.	Hoffman, K. D., & Bateson, J. E. G. (2024). <i>Services marketing: Concepts, strategies & cases</i> (6th ed.). Cengage India.
4.	Kumar, D. (2024). <i>Services marketing and customer relationship management</i> . Toronto Academic Press.
5.	Gupta, S. L., & Israney, R. S. (2023). <i>Services marketing: India context & case studies</i> (2nd ed.). Sultan Chand & Sons.
6.	Srinivasan, R. (2020). <i>Services marketing: The Indian context</i> (4th ed.). PHI Learning Pvt. Ltd.
7.	Shainesh, G., & Sinha, P. K. (2021). <i>Services marketing in emerging markets</i> (1st ed.). Sage Publications India.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Demonstrate understanding of core concepts & unique characteristics of services marketing.
CO2	Apply the 7Ps and service blueprinting to design competitive service offerings.
CO3	Analyze service quality using gap models and recommend improvement strategies.
CO4	Develop customer relationship and internal marketing plans for service organizations.
CO5	Formulate marketing strategies for key service sectors.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	3
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	3
CO4	3	2	2	3	2	3	3
CO5	3	3	2	3	2	3	3
	3	2.8	2	3	2	3	3

MBA26S313	SOCIAL MEDIA MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the foundations of social media and its role in marketing
- To conceptualize social media marketing strategy formulation
- To understand the typology of social media platforms and their utility for marketers
- To become familiar with social media analytics and metrics

METHODOLOGY:

The classroom methodology will include lectures, quizzes, lab sessions, comprehensive case analysis and discussions, brainstorming on industry news and latest developments, white papers and development of a social media marketing plan.

UNIT: 1	9 Hours
FOUNDATIONS OF SOCIAL MEDIA MARKETING Social media and its role within Marketing - The Social media environment – Social consumers – Social applications – Social business ecosystem – Network structure and group influences in social media	
UNIT: 2	9 Hours
SOCIAL MEDIA MARKETING STRATEGY AND PLANNING Rules of engagement for social media marketing Target audience – Influencers – Message/Content Developing a Social media marketing plan	
UNIT: 3	9 Hours
SOCIAL MEDIA PLATFORMS: TYPOLOGY, SCOPE AND UTILITY Scope and marketing utility of blogging, micro-blogging, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars	
UNIT: 4	9 Hours
SOCIAL MEDIA DATA MANAGEMENT AND MEASUREMENT Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram) - Social media monitoring and Online reputation management	
UNIT: 5	9 Hours
USING POPULAR SOCIAL MEDIA PLATFORMS Marketing through Facebook– Community building and engagement Marketing through LinkedIn – B2B lead generation and personal branding Marketing through Twitter – Driving traffic and conversations - Marketing through YouTube – Viral marketing Marketing through Instagram – Visual story telling - Planning and creating multi-channel social media strategy.	
Total Lecture Hours	
45 Hours	
Text Book(s)	
1	Social Media Marketing: A Strategic Approach (2e). Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning (https://www.cengage.com/c/social-media-marketing-a-strategic-approach-2e-barker#overview)
2	Social Media Marketing (3e), Tuten and Solomon, 2018, Sage (https://in.sagepub.com/en-in/sas/social-media-marketing/book257852)

Reference Book(s)	
1	Social Media Marketing for Dummies (3e). Singh and Diamond, 2014, Wiley (https://www.wiley.com/en-us/Social+Media+Marketing+For+Dummies%2C+3rd+Edition-p-9781118985533)
2	Social Media Marketing: Next generation of business engagement, Evans and McKee, 2010, Wiley (https://www.pauladaunt.com/books/Social%20Media%20Marketing.pdf)
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.hubspot.com –offering in-bound marketing software, support and methodology

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of social media and its role in marketing.
CO2	Develop social media marketing strategies and plans.
CO3	Utilize social media platforms effectively for marketing purposes.
CO4	Measure and analyze social media marketing performance.
CO5	Manage social media crisis and reputation.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S314	STRATEGIC MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the concepts, frameworks, and processes of strategic marketing and their role in achieving organizational competitiveness.
- To analyse internal and external marketing environments using strategic tools for effective decision-making.
- To develop market-driven strategies for diverse business sectors by integrating product, pricing, distribution, and promotional decisions.
- To evaluate marketing strategy implementation through marketing audits, performance metrics, and feedback systems.
- To formulate strategic initiatives for new product development, brand building, global markets, and emerging industry sectors.

METHODOLOGY:

- Interactive lectures supported by real-world strategic marketing cases
- Case study analysis and presentations on competitive strategy and marketing planning
- Field-based mini projects, assignments, and industry-focused term papers
- Web exercises on market analysis, SWOT, BCG, GE Matrix, and competitive mapping
- Simulation exercises and group activities to practise strategic decision-making
- Discussions on global marketing trends, digital strategy integration, and emerging business models
- Guest lectures from marketing strategists and industry professionals

UNIT: 1	Strategy Formulation	9 Hours
Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.		
UNIT: 2	Strategic Marketing Management	9 Hours
Strategic Marketing Management – Objectives & concept of Strategic Marketing Management - Strategy Definition, Creating the marketing plan, Anticipating and adapting to change and Ethical and legal issues.		
UNIT: 3	Strategic Marketing analysis	9 Hours
Strategic Marketing analysis – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.		
UNIT: 4	Marketing Strategy Implementation	9 Hours
Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year’s Marketing strategy formulation.		
UNIT: 5	Specific Strategy Initiatives	9 Hours
Specific strategy initiatives new product development and introduction strategies, Planned or unplanned strategy withdrawals /obsolescence, Contingency/alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Aaker, D. A. (2012). <i>Strategic market management</i> (9th ed.). Wiley.
2	Cravens, D. W. (2021). <i>Strategic marketing</i> (16th ed.). Irwin McGraw-Hill.
3	Cravens, D. W., & Piercy, N. F. (2021). <i>Strategic marketing</i> . McGraw-Hill.
4	Kerin, R. A., Hartley, S. W., & Rudelius, W. (2024). <i>Marketing: The core</i> . McGraw-Hill.
5	Kotler, P., & Keller, K. L. (2020). <i>Principles of marketing</i> . Prentice Hall.
Reference Book(s)	
1	Thompson, A. A., & Strickland, A. J. (2019). <i>Crafting and executing strategy</i> . McGraw-Hill.
2	Andreasen, A., & Kotler, P. (2015). <i>Strategic marketing for non-profit organizations</i> . Prentice Hall.
3	Boyd, H. W., Walker, O. C., Mullins, J., & Larréché, J.-C. (2013). <i>Marketing strategy: A decision-focused approach</i>). Tata McGraw-Hill.
4	McLoughlin, D., & Aaker, D. A. (2010). <i>Strategic market management—Global perspectives</i> . Wiley.
5	Varadarajan, R. (2020). <i>Strategic marketing management: Theory and practice</i> . Springer.
6	West, D., Ford, J., & Ibrahim, E. (2018). <i>Strategic marketing: Creating competitive advantage</i> . Oxford University Press.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.paulgerhardt.com/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the strategic marketing process and its role in organizational success.
CO2	Analyze the external and internal environment of an organization to formulate marketing strategies.
CO3	Develop and implement marketing strategies aligned with organizational goals.
CO4	Evaluate the performance of marketing strategies and make necessary adjustments.
CO5	Understand the role of digital marketing in strategic marketing.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3.2	2	3	2

MBA26S315	CONSUMER NEUROSCIENCE AND NEUROMARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

This course will provide learners with an introduction to the emerging fields of consumer neuroscience and neuromarketing and some of the research methods applied. The course will give an overview of the current and future uses of neuroscience in business. Designed to equip learners for professional roles in marketing research and brand management.

METHODOLOGY:

Classroom lectures, Term Project assignments, Analysis of live cases, Group tasks in conducting mini research assignments, Student presentations, etc - Experiential Exercises: An applied orientation will be used for all topics as the learners are expected to identify the neuroscience approaches such as nudge used in marketing.

UNIT: 1	9 Hours
Defining Neuromarketing - Neuromarketing versus marketing - Brain science and the foundations of neuromarketing - Understanding the New Scientific Foundations of Neuromarketing - The Rational Consumer: Rational models for rational marketing to consumers and limitations – Consumer Perceptions – Interpretation, Impression, Meaning and Value – The Intuitive Consumer Model - Putting Neuromarketing to Work – Branding, Product designing, Packaging, Advertising and marketing communications, Shopping behaviour, Online consumer behaviour, Storytelling	
UNIT: 2	9 Hours
NONCONSCIOUS PROCESSES UNDERLYING CONSUMER BEHAVIOUR The Intuitive Consumer – From cognition to nonconscious thinking, Attention: The doorway to conscious awareness, Emotion: Arousal, attraction, motivation, Memory: How we construct, retrieve, and reconstruct the past - Emotions in Consumer Responses - Nonconscious emotions versus conscious feelings, Emotions and Attention, Emotions and Memory - Consumer Motivation - Conscious and nonconscious goals, Consumer Motivation, Goal Seeking, and Goal Attainment - Consumer Decision Making - Kahneman’s System 1 and System 2, explicit and implicit decisions. Judgment heuristics, Persuasion versus implicit consumer decisions, judgment heuristics and habit.	
UNIT: 3	9 Hours
NEUROMARKETING IN ACTION Understanding brand “equity” and the brand experience, Brain-friendly brands, brand leadership and Leveraging habitual buying - Creating Products and Packages - Standing out versus blending in, Neurotising, Neuromarketing and New Product Innovation, Testing Product and Package Designs - Advertising Effectiveness - Indirect Route and low-attention processing, Tracking attention - high and low, Monitoring emotional reactions - Shopping and In-Store Marketing - Multisensory experience, Goal pursuit, Personality and shopping styles. Using Neuromarketing to Test Shopping Environments - Simulating the shopping experience - Online consumer behaviour - Embracing interactivity and consumer control, Website frustration, confusion, and rejection, Online search and limitless information, Social networking and limitless sharing, Online shopping and limitless choice. Testing online ad effectiveness and website ease of use - Entertainment Effectiveness and Storytelling - Stories and persuasion, synchronizing the brain, triggering nonconscious goals. Product Placement, Immersive Games and Simulations. Measuring physiological, brain and behavioural responses to entertainment.	
UNIT: 4	9 Hours
MEASURING CONSUMER RESPONSE Traditional Approaches - in-depth interviews, focus groups, consumer surveys, Consumer panels, Observational and experimental studies. - Neuromarketing Measures: Listening to Signals from the Body and the Brain - Interpreting facial expressions, Eye tracking, Electrodermal activity,	

Physiological responses and Biometrics, Behavioral response times - Running Response-Time Studies - Measuring implicit brand attitudes, Measuring semantic and emotional connections. Wisdom of Crowds - Online eye tracking and facial expression analysis, using “gamification” in online research, “Crowdsourcing” with prediction markets - Ten Scientific Pillars Underlying Neuromarketing - System 1 and System 2, Priming, Emotional “Somatic Markers”, Processing Fluency, Misattribution, Nonconscious Goal Pursuit, Low-Attention Processing, Implicit Memory, Implicit Decisions, Reverse Inference		
UNIT: 5		9 Hours
NEUROMARKETING ETHICS		
Ethics, Standards and Public Policy Implications – protecting the rights of research participants, Setting “Neuro-Standards”, Legal Issues - Balancing accountability and free speech. Ten Myths about Neuromarketing - Neuromarketing and public service advertising - health and education.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Text Book: Neuromarketing for Dummies (Paperback) 2013; Stephen J Genco, Andrew P Pohlmann, Peter Stiedl; John Wiley & Sons, Canada ISBN 978-1-118-51868-8	
2	Unconscious Branding: How neuroscience can empower (and inspire) marketing (Paperback) 2014; Douglas van Praet; Palgrave MacMillan ISBN 978-1-137-27892-0	
3	The Buying Brain: Secrets for selling to the Subconscious Mind 2010; A K Pradeep; John Wiley & Sons ISBN 978-0-470-60177-8	
Reference Book(s)		
1	Introduction to Neuromarketing and Consumer Neuroscience (Paperback) 2015; Thomas Zoega Ramsoy; Neurons Inc. ISBN 8799760207, 9788799760206	
2	Thinking, Fast and Slow; Daniel Kahneman; Farrar, Straus and Giroux ISBN 0374275637 (ISBN13: 9780374275631)	
3	Penguin Books, ISBN 014311526X (ISBN13: 9780143115267)	
4	Hultén, B. (2015). Sensory Marketing: Theoretical and Empirical Grounds (Vol. First edition). New York: Routledge.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	CHARTRAND, T. L., HUBER, J., SHIV, B., & TANNER, R. J. (2008). Nonconscious Goals and Consumer Choice. Journal of Consumer Research, 35(2), 189–201. https://doi.org/10.1086/588685	

COURSE OUTCOMES - On Completion of the course, the students will be able to							
CO1	Understand the fundamentals of neuroscience and its application to consumer behavior.						
CO2	Apply neuroscience principles to marketing research and consumer insights.						
CO3	Develop neuromarketing strategies and tactics for product and brand development.						
CO4	Evaluate the ethical implications of neuromarketing.						
CO5	Understand the future trends and applications of consumer neuroscience						
Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	3	3	2	3	3
CO5	3	3	2	3	2	3	2
	3	2.8	2.2	3	2	3	2.2

MBA26S316	INTERNATIONAL BRAND COMMUNICATION	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

To equip students to create a relationship between a product offer and the target market in the international and cross-cultural context by designing effective integrated brand communication, advertising and promotion. This course will help students gain an understanding of branding and communication principles and tools for entry level careers in product and brand management.

Upon completion of this course, the student should be able to:

- Explore the strategies that brands employ to target international markets and understand how the integrated marketing communication mix works
- Understand how the principles of branding are applied in the international communication mix
- Develop the Product/ Campaign Brief and create ad Copy
- Understand and apply principles of media planning and selection

UNIT: 1	INTERNATIONAL MARKETING COMMUNICATION STRATEGIC ORIENTATIONS	9 Hours
The International Product Lifecycle – Internationalization strategy and target markets - The standardization versus customization dilemma – Product-Communication Adaptation Strategy Matrix - Integrated Marketing Communication Mix advertising and promotion campaigns and packaging design in the international context.		
UNIT: 2	ELEMENTS OF BRANDING IN MARKETING COMMUNICATION	9 Hours
Brand Equity – Brand Extension - Brand Positioning - Brand Personality - Brand Propositions - Brand Associations - Points of Parity and Points of Difference - Brand Meanings and Brand Values in international cross-cultural contexts – 360 Degree Branding - Storytelling		
UNIT: 3	DEVELOPING THE INTEGRATED MARKETING COMMUNICATION CAMPAIGN	9 Hours
Product Concept Platform - Product/ Campaign Brief – Campaign Objectives and Budget - elements of ad Copy – hierarchy of effects - message appeals, message strategies and execution frameworks – Celebrity endorsement – Sensory Branding.		
UNIT: 4	ELEMENTS OF MEDIA PLANNING AND STRATEGY	9 Hours
Principles of Media Planning and Selection – Exposure, Reach, Frequency, Continuity, and Media Selectivity - Integrated Brand Placement - Media Metrics – Surrogate Advertising - Self-regulation and Codes of Ethics.		
UNIT: 5	CORPORATE IMAGE BUILDING	9 Hours
Measuring Advertising Effects - Control of Advertising by practitioners, media and the market – Owned, earned and owed media communications – Customer Engagement and Interactivity – Crisis Communications. Experiential Exercise: Analysing media reports, corporate crises, live cases		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Robin Landa (2010 / 2016) Advertising by Design: Generating and Designing Creative Ideas across Media; 2nd Edition / 3rd Edition, Wiley	
2	Jean-Noël Kapferer (2012). The new Strategic Brand Management: Advanced insights and strategic thinking, 5e, Kogenpage.	
3	Kevin Lane Keller and Vanitha Swaminathan (2020). Strategic Brand Management:	

	Building, measuring and managing Brand Equity, 5e, Pearson
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COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of branding and its importance in international markets.
CO2	Develop effective brand positioning and messaging for global audiences.
CO3	Create integrated marketing communication plans for international markets.
CO4	Manage international advertising and promotional campaigns.
CO5	Evaluate the effectiveness of international brand communication efforts.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S317	RURAL MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To provide a comprehensive understanding of the rural marketing environment and its distinct characteristics compared to urban markets.
- To analyze the behavior of rural consumers and explore segmentation, targeting, and positioning strategies suitable for rural markets.
- To examine rural product, pricing, distribution, and communication strategies and their adaptations to rural dynamics.
- To explore the significance and challenges of rural services marketing and marketing in small towns.
- To assess the role of government policies and digital innovations in shaping the future of rural marketing in India.

Methodology:

- The methodology is predominantly by lecture mode and complemented with applications of case discussion / research articles / reports discussion.
- Students may conduct surveys or mini research in nearby rural areas to understand consumer behavior and distribution issues purchase pattern/distribution characteristics.
- Experiential sharing through various cases like Project Shakti, E-Chaupal, Mahindra Shubh Labh, Gurukul Adhaar, TATA Kisan Sansar, DSCL Hariyali Kisan Bazaar, etc.

UNIT: 1	Introduction to Rural Marketing	9 Hours
The Call of Rural India - Defining Rural Markets – Rural Marketing Mix Challenges – Evolving Rural Consumer – Rural India – Exploding Middle class. Rural Marketing Environment – Evolution of Rural Marketing – Rural Market Environment – Economic Environment – Rural Economic Structure – Rural Infrastructure – Government Initiatives – Road & Employment Generation Programs. Demographic, Physical, Economic, Political, Technological & Socio-cultural environment of Indian Rural Markets- Rural Market Size, Rural Consumer Income Pattern - Consumption Patterns . Rural Bharat: Indian Experiences - HUL, Coca-Cola, LIC, LG, Max New York Life, ITC initiatives & lessons learned.		
UNIT: 2	Rural Consumers and Market Research	9 Hours
Rural Consumer Behaviour – Buying Behaviour Model – Factors influencing consumer behaviour - Reference Groups in rural places – Buyer Decision process – Product Adoption Process – Diffusion of innovation. Rural Marketing Research – process – special tools in rural marketing research – field procedures and rural realities – Rural Research Business – Data Collection – Attributes of Rural Researcher.		
UNIT: 3	Rural Market Strategy	9 Hours
Segmenting and Targeting Rural Markets – Basis of Segmentation – Targeting – Positioning – Challenges & Strategies for FMCG, Consumer Durables, Agricultural Goods and Services. Product Strategy – Product Concept & classification of rural products – product decisions and strategies – product acceptability – product line and mix decisions – product designing for rural market needs – rural branding – packaging for rural markets – new product development in rural markets. Pricing Strategy – Pricing in Rural Markets – consumer psychology and pricing – setting the price for rural products and services – price setting strategies – rising consumption of branded products – caution for discounts to rural markets.		
UNIT: 4	Distribution and Promotion in Rural Markets	9 Hours
Distribution – Challenges and the dilemma – distribution channels – rural retail environment - changing face of rural retailing – channel behaviour in rural areas – distribution models in rural markets – rural centric distribution models – Rural Logistics – Syndicated Distribution for Rural Dominance. Communication Strategies for Rural Markets – Challenges in Rural Communication – Communication Process – Developing Effective Communication – Creating Advertisements		

for Rural Markets – Rural Media – Rural centric non-conventional media – Sales promotions – Events and Experiences.							
UNIT: 5		Emerging Trends and Institutional Support					9 Hours
Rural Services Marketing – Role of Telecom Revolution in Rural Indian Market Growth – Financial / Health Care / ICT Services in Rural Markets. Marketing in Small Towns – The changing face of small towns in India – small town consumer behaviour – strategic importance of small towns for rural marketers. Role of Government in Rural India – Government Intervention and Rural Development – Rural Infrastructure Growth – Education / Health / Skill Development / Financial Inclusion / Sanitation / Agriculture - & Emergence of Marketing in Rural Areas. Future of rural markets - Digital Transformation in Rural India - E-commerce & Last-Mile Delivery Innovations - Fintech & Rural Financial Inclusion - Agricultural-Marketing and Value Chain Transformation - Sustainable & Ethical Rural Marketing - Changing Demographics and Aspirations - Government Policies & Public-Private Partnerships (PPP) - Localization and Hyper-Customization - Innovative Rural Distribution Models.							
Total Lecture Hours							45 Hours
Text Book(s)							
1	Kashyap Pradeep (2016). Rural Marketing, Pearson India, New Delhi, Third Edition						
2	Kumar, D., & Gupta, P. (2023). Rural marketing: Challenges and opportunities. Atlantic Publishers & Distributors.						
3	Velayudhan, S. K. (2022). Rural marketing: Developing the non-urban consumer (3rd ed.). SAGE Publications Pvt. Ltd.Mathur, U. C. (2013). Rural marketing: Text and cases. Excel Books.						
4	Chakraborty, D., Dhara, S. K., & Santra, A. (2021). Rural marketing in India: Text and cases. Atlantic Publishers.						
Reference Book(s)							
1	Singh, A. K., & Pandey, S. P. (n.d.). Rural marketing: Indian perspectives. New Age International Publishers.						
2	Rehman, H. (n.d.). Rural marketing in India. Himalaya Publishing House.						
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]							
1	www.emeraldinsight.com (A renowned research journal database)						
COURSE OUTCOMES - On Completion of the course, the students will be able to							
CO1	Understand the dynamics and unique characteristics of rural markets in India.						
CO2	Analyze the behavior of rural consumers and develop appropriate segmentation and targeting strategies.						
CO3	Design suitable product, pricing, and communication strategies for rural markets.						
CO4	Evaluate distribution models and promotional tools tailored to rural environments.						
CO5	Assess the impact of government initiatives and digital technologies on rural marketing practices.						
Mapping of COs with Pos							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	3	2	2	3	2
CO2	3	2	2	3	3	3	2
CO3	3	1	2	2	3	3	2
CO4	3	3	3	3	3	2	2
CO5	2	3	3	2	2	2	3
	2.8	2.4	2.6	2.2	2.6	2.6	2.2

MBA26S318	DIGITAL MARKETING	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- To understand the scope, evolution, and strategic role of digital marketing.
- To familiarize students with core digital marketing tools, channels, and metrics.
- To build competencies in analytics and customer insights for decision-making.
- To explore artificial intelligence applications in digital marketing.
- To analyze emerging trends like Web 3.0, AR/VR, blockchain, and sustainable digital practices

METHODOLOGY:

Interactive lectures and discussions on integrated strategy and omnichannel planning.

- Practical workshops on designing omnichannel advertising campaigns.
- Hands-on exercises in online sentiment analysis using digital analytics tools.
- Mini-projects exploring metaverse, AR/VR applications, and immersive advertising.
- Case studies and demonstrations on blockchain use-cases in advertising and media.
- Group presentations, field-based digital audits, and peer reviews for applied learning.

UNIT: 1	Introduction to Digital Marketing	9 Hours
Evolution from traditional to digital marketing – Scope & significance in modern business environment – Key concepts: inbound vs. outbound marketing – Digital consumer behavior & buyer journey in online spaces – Trends shaping the digital landscape – Consumer journey & digital marketing funnel – Creating digital marketing strategies (4Ps, SWOT, competitor analysis) – Website fundamentals: domain, hosting, UI/UX, responsive design.		
UNIT: 2	Core Digital Marketing Channels	9 Hours
SEO: Google algorithms, on-page & off-page optimization, keyword research, do-follow vs. no-follow links, SEO mistakes, black hat vs. green SEO, Google Search Console – SMM: Role of social media in engagement, platforms & ecosystems, content strategies (4-1-1 rule, storytelling, creatives), tools for SMM (Hootsuite, Buffer, Meta Business Suite), influencer marketing, affiliate marketing, ROI measurement – Content Marketing: Blogs, videos, storytelling, podcasts – Advertising: Targeting types, PPC campaigns, Google Ads, Meta Ads, LinkedIn Ads, YouTube Ads, keywords & negative keywords, A/B testing, landing page optimization – Email Marketing: Types, segmentation, personalization, automation, best practices, email marketing software (Mailchimp, HubSpot, SendGrid) – Mobile Marketing: SMS, WhatsApp campaigns, push notifications, app-based marketing.		
UNIT: 3	Digital Analytics & Metrics	9 Hours
Importance of analytics in decision-making – SEO analytics, social media analytics, email analytics – Key performance indicators: CTR, CPC, CPA, CLV, ROI – Campaign tracking, attribution models – Dashboard creation & reporting – RFM analysis & customer segmentation – Competitor analysis tools & dashboards – Introduction to NLP & AI in analytics.		
UNIT: 4	AI in digital marketing	9 Hours
Overview of AI in Marketing: AI vs. traditional digital tools – Predictive analytics for consumer behavior – AI-driven personalization & recommendation engines – Chatbots & conversational AI – AI in content creation (text, image, video generation) – Programmatic advertising & real-time bidding – AI Tools: ChatGPT, Jasper, Canva AI, HubSpot AI, Salesforce Einstein – Ethical & Legal Considerations: Bias in AI, privacy, transparency – Future Trends: Generative AI, voice search optimization, hyper-personalization.		
UNIT: 5	Emerging Technologies in Digital Marketing	9 Hours
Integrating digital and traditional marketing strategies – Omnichannel marketing & customer experience management – Digital branding & reputation management – E-commerce & digital marketplaces – Future of digital marketing: Web 3.0, Metaverse marketing, AR/VR campaigns,		

blockchain in advertising – Sustainable & ethical digital marketing.	
Total Lecture Hours	
45 Hours	
Text Book(s)	
1	Chaffey, D., & Ellis-Chadwick, F. (2023). <i>Digital Marketing: Strategy, Implementation and Practice</i> . Pearson.
2	Kotler, P., Kartajaya, H., & Setiawan, I. (2021). <i>Marketing 5.0: Technology for Humanity</i> . Wiley
3	Soundararajan, R., & Singh, K. (2016). <i>Winning on HR analytics: Leveraging data for competitive advantage</i> . SAGE Publications India.
4	Subba Rao, P. (2006). <i>Essentials of human resource management and industrial relations. Text Cases and Games</i> ., Himalaya Publishing House, (265-267).
Reference Book(s)	
1	Ryan, D. (2020). <i>Digital Marketing: Understanding Strategy, Planning & Implementation</i> . Kogan Page.
2	Kingsnorth, S. (2022). <i>Digital Marketing Strategy</i> . Kogan Page.
3	Strauss, J., & Frost, R. (2021). <i>E-Marketing</i> . Routledge.
4	Charlesworth, A. (2021). <i>Digital Marketing: A Practical Approach</i> . Routledge.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.hubspot.com
2	www.thinkwithgoogle.com
3	www.semrush.com
4	www.socialmediaexaminer.com

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Understand the evolution, scope, and key concepts of digital marketing and analyze consumer behavior in online contexts.
CO2	Gain hands-on knowledge of digital marketing channels including SEO, SMM, content, advertising, email, and mobile marketing.
CO3	Apply digital analytics tools and metrics to measure campaign performance and interpret data for decision-making.
CO4	Explore applications of Artificial Intelligence in digital marketing and evaluate its impact, opportunities, and ethical implications.
CO5	Develop integrated digital marketing strategies considering emerging technologies, platforms, and ethical practices.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	3	2	2	3
CO2	3	2	0	2	3	3	2
CO3	3	0	2	2	0	3	2
CO4	3	3	0	0	2	3	2
CO5	3	3	2	2	0	2	3
	3.0	2.0	1.4	1.8	1.4	2.6	2.4

MBA26S319	BUSINESS TO BUSINESS MARKETING	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

1. Understand the unique characteristics and dynamics of business-to-business (B2B) marketing as distinct from consumer marketing.
2. Analyze the organizational buying process, buyer behavior, and inter-firm relationships in industrial markets.
3. Evaluate opportunities in B2B markets and develop effective product, pricing, and channel strategies.
4. Apply concepts of supply chain, logistics, and negotiation for efficient B2B distribution management.
5. Design and manage communication, personal selling, and customer relationship strategies for long-term business success.

METHODOLOGY:

Lectures and interactive discussions, Case studies on industrial buying and supplier relationships, Simulation and role-play exercises on negotiation and sales, Field visits to manufacturing or B2B organizations, Group projects on market segmentation, product and channel strategy, Guest lectures from industry professionals, Use of digital tools (CRM demos, LinkedIn Marketing, ERP systems) for experiential learning.

UNIT: 1	Organizational Buying	9 Hours
Business Marketing versus Consumer Marketing, Customer Value Proposition, Trends, Ex OBJECTIVES ring Business to Business Environment, Customers, Organization and Marketing. Organizational Buying and Decision Process, Buyer Behaviour and Motivation, Buying Center, Buying Phases and the Buy-grid framework, Buyer-Seller Relationship, Supplier Choice and Evaluation, Purchasing Function and Documentation		
UNIT: 2	Assessing Marketing Opportunities and Formulating Product Strategy	9 Hours
Market Research, Segmenting, Targeting and Positioning, Developing Product, Service and Value of the offering, Industrial Product Life-cycle, New Product Development Process, Innovation and Competitiveness, Business to Business Branding		
UNIT: 3	Channel Relationships and Communication	9 Hours
Channel Design and Management, Channel Opportunities and Relationships, Channel Motivation and Conflicts. Elements of the Promotion Mix, Managing B2B Advertising – Budget, Message and Media Strategy, Internet Communication with the Market, Trade Shows Strategy.		
UNIT: 4	Distribution	9 Hours
Distribution : Distinctive Nature, Channel Design, Managing and Administering Channel Members, Direct & Indirect Channels, Supply Chain and Logistics Management Pricing and Negotiation : Pricing Basics and Objectives, Price Models and Skills, Pricing tactics, Negotiated Pricing		
UNIT: 5		9 Hours
Managing the Personal Selling Function: Personal Selling, Industrial Sales Force Management, Sales Force Selection, Training, Control and Evaluation. Customer Retention and Ethics: Delivering Value and avoiding commoditization, Strategies for Customer Retention, Managing the Product Offering, Key Account Management, Corporate Requirement Analysis, Customer Relationship Management		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, (2014), B2B Marketing-A South Asian Perspective, 11th edition, Cengage Learning
2	Krishna K. Havaladar, (2010), Business Marketing- Text and Cases, McGraw Hill
Reference Book(s)	
1	Robert Vitale, Joseph Giglier, Waldemar, Pfoertsch, (2011), Business to Business Marketing –Analysis and Practice, Person Education
2	James C Anderson, James A. Narus, Das Narayandas, (2009), Business Market Management – Understanding, Creating, and Delivering Value, 3rd edition, Person Education.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.hubspot.com
2	www.thinkwithgoogle.com
3	www.semrush.com
4	www.socialmediaexaminer.com

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Differentiate between business and consumer markets, and explain organizational buying processes and motivations.
CO2	Analyze market opportunities and apply segmentation, targeting, and positioning for B2B markets.
CO3	Develop product and brand strategies that enhance value propositions in industrial markets.
CO4	Design and manage effective channel relationships and communication strategies, including trade shows and digital media.
CO5	Evaluate distribution structures and apply pricing and negotiation skills in B2B contexts.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	1	3	2
CO2	3	3	1	2	2	3	2
CO3	3	3	2	2	2	3	1
CO4	2	3	2	3	3	3	2
CO5	3	3	3	1	2	3	3
	2.75	3	2	2	2.25	3	2

MBA26S320	MARKETING ANALYTICS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand how analytics supports data-driven marketing decisions across customer lifecycle.
- To apply quantitative and predictive models for pricing, demand forecasting, segmentation, and media planning.
- To utilize analytical tools for extracting and visualizing marketing insights.
- To measure marketing performance using metrics and marketing attribution models.
- To develop actionable dashboards and communicate insights effectively to support managerial decisions.

METHODOLOGY:

- Hands-on learning through real datasets, case-based problem solving, and software-driven exercises using analytics tools. Students will complete a Marketing Analytics Live Project / Dashboard applying course concepts.

UNIT: 1	Introduction to Marketing Analytics & Tools	9 Hours
Introduction, Role of analytics in marketing; Data types & sources; ETL basics; Excel for analytics: Using Excel to Summarize Marketing Data, PivotTables, What-if Analysis, Solver.		
UNIT: 2	Predictive Analytics for Pricing & Forecasting	9 Hours
Understanding price - volume relationship; Demand curve estimation; Price optimization models; CLV forecasting; Regression models (linear & multiple); Time-series forecasting: trend, seasonality, causal forecasting.		
UNIT: 3	Customer & Market Insights	9 Hours
Segmentation analytics: Cluster analysis, Decision Trees; Market Basket Analytics; Conjoint & product attribute analysis; Customer churn prediction; Resource allocation for acquisition vs retention.		
UNIT: 4	Campaign, Digital & Retail Analytics	9 Hours
Media & advertising metrics: CPM, CTR, ROI simplified; Retail performance metrics: sales per store, category contribution; Web & social analytics — traffic, engagement, conversion; Evaluating marketing spending impact.		
UNIT: 5	Dashboards, Visualization & Managerial Reporting	9 Hours
Visualization principles; Introduction to Power BI/Tableau dashboards; Communicating insights using reports; Final mini-project: Marketing analytics decision support presentation.		
Total Lecture Hours		45 Hours
Text Book(s)		
1.	Winston, W. L. (2024). <i>Marketing analytics: Data-driven techniques for better business decisions</i> (2nd ed.). Wiley.	
2.	Sorger, S. (2022). <i>Marketing analytics: Strategic models and metrics</i> (2nd ed.). McGraw Hill.	
3.	Lilien, G. L., & Rangaswamy, A. (2021). <i>Marketing engineering and analytics</i> (4th ed.). Pearson.	
4.	Farris, P., Bendle, N., Pfeifer, P., & Reibstein, D. (2021). <i>Marketing metrics: The definitive guide to measuring marketing performance</i> (4th ed.). Pearson.	
5.	Hair, J. F. Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). <i>Multivariate data analysis</i> (8th ed.). Cengage.	

Reference Book(s)	
1.	Davenport, T. H., & Harris, J. G. (2017). <i>Competing on analytics: The new science of winning</i> (Updated ed.). Harvard Business Review Press.
2.	Kumar, V., & Reinartz, W. (2021). <i>Customer relationship management: Concept, strategy, and tools</i> (3rd ed.). Springer.
3.	Wedel, M., & Kamakura, W. A. (2019). <i>Market segmentation: Conceptual and methodological foundations</i> (3rd ed.). Springer.
4.	Issenberg, S. (2020). <i>The victory lab: The secret science of winning campaigns</i> (Updated ed.). Crown. (<i>Excellent for campaign analytics insights</i>)
5.	Perreault, W. D., Cannon, J. P., & McCarthy, E. J. (2022). <i>Marketing: Creating value for customers</i> (21st ed.). McGraw Hill. (<i>Concept foundation + analytics role</i>)
6.	Hanssens, D. M., Pauwels, K. H., & Dekimpe, M. G. (2021). <i>Marketing modeling in the 21st century: Measuring and improving marketing performance</i> (2nd ed.). Springer.
7.	Chaffey, D., & Ellis-Chadwick, F. (2022). <i>Digital marketing: Strategy, implementation, and practice</i> (8th ed.). Pearson.

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Analyze marketing data to extract customer, product, and performance insights.
CO2	Develop predictive and optimization models for marketing decisions.
CO3	Evaluate marketing success using KPIs and ROI-driven metrics.
CO4	Build marketing dashboards for decision support using industry-standard tools.
CO5	Communicate analytical insights effectively for strategic recommendations.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

OPERATION ELECTIVES

MBA26S401	ADVANCED PRODUCTION MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

Discussions of Advanced nature on the following topics reinforced by Case Analysis, Situation Diagnosis, finding remedial alternatives, mathematical modeling, heuristics, etc. will form a major component of the teaching methodology.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours
Advanced Production System Concept: Forecasting using Multiple Regression (Matrix Method), Introduction to CIM, FMS, Reverse Engineering, Integrated Business Logistics, ERP.		
UNIT: 2		9 Hours
Single Facility Location Problem, Multifacility Location Problem – Minimax Location Problem - Computerized Layout Techniques - ALDEP, CRAFT, Group Technology - Rank Order Clustering Algorithm		
UNIT: 3		9 Hours
Aggregate Planning: Concepts, Mathematical model. Master Scheduling - Single Machine Scheduling: Branch and Bound Algorithm to Minimize Mean Tardiness, Simple heuristic to minimize total tardiness, Flow Shop Scheduling: Branch and Bound Technique to minimize make span, CDS heuristic - Job Shop Scheduling: priority rules, Non-delay schedule generation - Travelling Salesman Problem and its use to solve Single Machine Scheduling Problem with dependent set up time.		
UNIT: 4		9 Hours
Assembly Line Balancing: COMSOAL, Resource Allocation and Resource Leveling in Project Networks - Replacement Analysis: - Due to Complete Failure - Distinction between Break Down Maintenance and Preventive Maintenance - Use of Simulation for Maintenance Management Decision, AHP for vendor rating		
UNIT: 5		9 Hours
Inventory Models - Probabilistic Models – Multi-Item Model with Storage Limitation, Purchase model of inventory for multi-item Joint Replenishment without shortages, Manufacturing model of inventory for multi-item Joint Replenishment without shortages, P&Q Systems of Inventory, ABC Classification, VED Analysis, FSN Analysis, XYZ Analysis, Design of Single Sampling Plan using Nomogram.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT- 3 rd Edition, PHI learning, Delhi, 2012.	

Reference Book(s)	
1	Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, (Prentice Hall, 1994).
2	William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
3	Joseph G. Monks: OPERATIONS MANAGEMENT - THEORY AND PROBLEMS, (McGraw Hill).
4	Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).
5	Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT- 3 rd Edition, PHI learning, Delhi, 2012.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Analyze and apply advanced production management techniques to optimize operational efficiency.
CO2	Utilize critical thinking and research tools to solve complex production management issues through case analysis and mathematical modeling.
CO3	Demonstrate ethical leadership and social responsibility in decision-making processes within the production management environment.
CO4	Develop sustainable production strategies by understanding the global, economic, and legal aspects influencing production management.
CO5	Collaborate effectively in team-based projects to design and implement production management solutions that align with organizational goals.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	2	2	3	2
CO2	3	3	0	2	2	3	3
CO3	2	0	3	1	0	2	3
CO4	3	2	0	3	1	3	2
CO5	2	2	2	2	3	3	3
	2.6	1.8	1.4	2.0	1.6	2.8	2.6

MBA26S402	COMPUTER INTEGRATED MANUFACTURING SYSTEMS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To help students understand different manufacturing systems and production planning methods, using tools like CAD/CAM, aggregate planning, MRP, and CRP to improve efficiency.
- To provide knowledge of advanced manufacturing concepts such as CIM structures, lean manufacturing, and performance modeling.
- To build skills to apply intelligent manufacturing systems like JIT, FMS, robotics, and CAPP, along with technologies such as AGVS, RFID, machine vision, and robot programming.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	9 Hours
Manufacturing System Management :Types of production system, CAD and CAM, Concurrent engineering, Design for Manufacturing (DFM), Design for Assembly (DFA), Review of aggregate planning, Master production planning, Materials Requirement Planning (MRP), Capacity requirements planning (CRP)	
UNIT: 2	9 Hours
CIM : Need for CIM, Objectives of CIM, major components of CIM, Standard Architecture of CIM : IBM Architecture of CIM, Digital Equipment Corporation CIM Architecture, CASA/ SME's CIM wheel, Components of manufacturing enterprise, Integrated view of CIM (Hierarchical Planning and Control of CIM, Various Modes of Factory data Exchange), Benefits of CIM, Mathematical Models of Production Performance : Performance Measures of Layout, Performance Measures of Capacity Planning, Performance Measures of Inventory Systems, ABC Analysis, Measures of Performance of Single Machine Scheduling Problem	
UNIT: 3	9 Hours
Just-In-Time : Types of Kanban, Push/pull production, Kanban systems - Pull system, Agile Manufacturing : Dimensions, Bolts and nuts of agile manufacturing, Computer Aided Process Planning (CAPP) : Variant Process Planning, Generative Process Planning, Knowledge-Based Process Planning, Benefits of CAPP, Feature Recognition in CAPP, FEATURES – A Feature Recognition System, Algorithms for Group Technology : Rank Order Clustering (ROC) Algorithm, Bond Energy Algorithm , Production Flow Analysis (PFA), Hierarchical Clustering Algorithm/ Single Linkage Clustering Algorithm	
UNIT: 4	9 Hours
Elements of FMS, types of FMS, Types of FMS layout, Complete FMS, FMS Scheduling : Review of single machine scheduling, flow scheduling, Job shop scheduling, Shop Floor Control : Operation/production planning and control, Shop floor data collection, Shop floor control elements, Types of factory data collection system, Fundamentals of Communication : Factory communication linkages, Components of communication, Data flow, Networks : Network topology, Types of Networks, Types of data transmission, Computer Network Models [OSI Reference Model, TCP/IP Reference Model, Manufacturing Automation Protocol (MAP), TOP (Technical Office Protocol)	
UNIT: 5	9 Hours
Geometric Modelling : Wireframe modelling, Surface modelling, Solid modelling [Constructive Solid Geometry, Boundary Representation (B-Rep)], Robotics : Terminologies of robot, Coordinate	

systems, Point to Point Type Robot, Continuous Path Type Robot, drive systems of robot, Robot precision, Applications of robots, **Sensing:** Range sensor, Time-of-flight range finders, Proximity sensors, Touch sensors, Force and torque sensors, **Robot End Effector:** Grippers, Mechanical grippers, Gripper mechanisms, Tools as end effectors

Total Lecture Hours		45 Hours
Text Book(s)		
1	Kant Vajpayee, S., Principles of Computer-Integrated Manufacturing, Prentice- Hall of India Private Limited, New Delhi, 1995.	
2	Rao, P.N., Tewari, N.K. and Kundra, T.K., Computer Aided Manufacturing, Tata McGraw Hill Publishing Company, Delhi, 1993.	
3	Schilling, R.J., Fundamentals of Robotics- Analysis & Control, Prentice Hall of India Private Limited, New Delhi, 1990.	
Reference Book(s)		
1	Radhakrishnan, S and Subramanyan, S., CAD/CAM/CIM, Wiley Eastern Limited, New Delhi, 1994.	
2	Panneerselvam, R., Production and Operations Management (3 rd Edition), PHI Learning Pvt. Limited, New Delhi, 2012.	
3	Craig, J.J., Introduction to Robotics: Mechanics and Control, Pearson Education, New Delhi, 2009.	
4	FU, K.S., Gonzalez, R.C. and Lee, C.S.G., Robotics: Control, Sensing, Vision and Intelligence, McGraw-Hill Book Company, Singapore, 1987.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.135.4069&rep=rep1&type=pdf	
2	http://www.alphace.ac.in/downloads/notes/me/10me61.pdf	

COURSE OUTCOMES - On Completion of the course, the students will be able to	
CO1	Explain production systems and use modern design and planning tools such as CAD/CAM, DFM, DFA, and material/capacity planning.
CO2	Describe CIM architecture, assess production performance, and understand Lean Manufacturing and TPM.
CO3	Understand JIT and Agile Manufacturing, apply process planning, and use group technology and AGV systems.
CO4	Identify FMS types and layouts, analyze scheduling and shop floor control, and use factory data and communication technologies.
CO5	Apply geometric modeling and robotics basics, including sensing, end effectors, and robot programming for automation.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	1	3	2
CO2	3	3	1	1	1	3	2
CO3	3	3	2	1	1	3	2
CO4	3	2	1	2	1	3	1
CO5	3	2	1	1	1	3	1
	3	2.5	1.25	1.25	1	3	1.5

MBA26S403	COMPUTER SIMULATION	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand stochastic models
- To know the various aspects of simulation
- To use high level languages and GPSS etc. In a stochastic environment

METHODOLOGY:

A practical, hands-on approach using simulation software enables students to model, analyze, and interpret real-world systems in a virtual environment. The methodology combines interactive lectures with lab-based exercises to develop problem-solving and decision-making skills through experimentation and scenario analysis

UNIT: 1	9 Hours
System concept, need for simulation, Types of model, Major steps of simulation, Types of simulation, Advantages of simulation, Monte-Carlo simulation, Methods of random number generation- Mid-square method, Multiplicative Congruential method, Testing of randomness of random numbers- Chi-square method, Kolmogorov-Smirnov Test, Run test	
UNIT: 2	9 Hours
Random variate formulas for Uniform distribution, Exponential distribution, Poisson distribution, Methods of Random variate generation for Normal distribution, Gamma distribution. Introduction to simulation languages – GPSS, SIMULA I, SIMSCRIPT, GASP, SIMAN, DYNAMO.	
UNIT: 3	9 Hours
Simulation using high level language- Single server model with single queue, Parallel server model with single queue, Single server queueing system with two queues with alternate service, Single server queueing system with balking and with reneging, Single server queueing model with single queue with bulk arrivals, Inventory system, Assembly line system	
UNIT: 4	9 Hours
GPSS Preliminary blocks- GENERATE, QUEUE, DEPART, TERMINATE, SEIZE, RELEASE, ADVANCE, TABLE OF DEFINITION, ENTER, LEAVE, STOEG, TRANSFER BLOCKS, SAMPLING PROBABILITY DISTRIBUTION	
UNIT: 5	9 Hours
GPSS- Standard Numerical attributes (SNAs), Transaction parameters, Priority block, Select Block, Equivalence Declaration, Table Entity. ARENA Modules - Basic Process Modules, Advanced Process Module Panel, Data Modules Simulation case Studies in Manufacturing and Service organizations.	
Total Lecture Hours	
45 Hours	
Text Book(s)	
1	R. PANNEERSELVAM and P. SENTHILKUMAR, SYSTEM SIMULATION, MODELLING AND LANGUAGES, PHI Learning, Delhi.
2	J. Banks, J.S. Carson B.L. Nelson, D.M. Nicol, S. Shah and P. Shahabudeen, DISCRETE EVENT SYSTEM SIMULATION, Pearson Education, 2011, New Delhi.

Reference Book(s)	
1	G. Gordon, System Simulation, Prentice- Hall.
2	T.H. Naylor, et.al., COMPUTER SIMULATION TECHNIQUES, John Wiley.
3	Michael Pidd, COMPUTER SIMULATION IN MANAGEMENT SCIENCE, John Wiley.
4	R.E. Shannon, SYSTEM SIMULATION: THE ART OF SCIENCE, Prentice-Hall.
5	R. Panneerselvam, OPERATIONS RESEARCH, PHI Learning, Delhi

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Apply stochastic models to simulate complex business scenarios and improve decision-making processes.
CO2	Utilize high-level programming languages and simulation software like GPSS to model and analyze business systems.
CO3	Demonstrate critical thinking in the development and evaluation of simulation models for business applications.
CO4	Integrate ethical considerations and social responsibility when designing simulation models that impact business and society.
CO5	Collaborate effectively in teams to develop and implement simulation projects that address organizational challenges.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	2	3	2
CO2	3	3	0	2	1	3	2
CO3	3	3	2	1	0	2	3
CO4	2	1	3	1	0	2	3
CO5	2	2	1	2	3	3	3
	2.6	2.2	1.4	1.6	1.2	2.6	2.6

MBA26S404	FUNDAMENTALS OF SIX SIGMA	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

Objective of this course is to train management students about the principles of six sigma implementation and improving quality with respect to products and services.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours
The fundamentals of six sigma-principles of quality management- Business Performance Improvement and six sigma-the evolution of Six Sigma-Qualities as a Business Performance Metric-Quality Principles and Six Sigma- six sigma and Competitive Advantage. Principles of Six Sigma- process Concept and Systems Thinking- Six Sigma Body of Knowledge-Metrics and Measurement-Six Sigma Problem Solving-Six Sigma in Service Organization.		
UNIT: 2		9 Hours
Project Organization, Selection, and Definition- Organizing for Six Sigma Projects- People skills-Six sigma Project Selection- Project Definition-Project Review. Process Measurement- Process Metrics- Data Collection-Data Summarization– Measurement System Evaluation and Verification- Process Capability Evaluation Benchmarking		
UNIT: 3		9 Hours
Process Analysis – Statistical Methods in Six Sigma- Probability Distribution- Basic Statistical Methods- Tools for Process Analysis. Process Improvement- Principles of Process Improvement- Tools for Process Improvement- Six Sigma and Lean Production- Implementation Planning.		
UNIT: 4		9 Hours
Process Control- Control Systems-Statistical Process Control- Constructing and Using Control Charts. Design for Six Sigma-Concept and Design Development- Overview of DFSS- Concept Development- Concept Engineering- Design Development- Quality Function Deployment- Detailed Design and Analysis- Design Failure Mode and Effect Analysis- Reliability Prediction in DFSS.		
UNIT 5		9 Hours
Design for Six Sigma-Optimization and Verification- Design of Experiments- Taguchi Methods for Robust Design- Design for Reliability- Reliability Evaluation- Simulation in DFSS-Design Verification. Six Sigma Implementation- Principles for Six Sigma Implementation-Project Management-Organizational Culture and Change Management- Enterprise Leadership- Knowledge Management		
Total Lecture Hours		45 Hours
Text Book(s)		
1	James R. Evans and William M. Lindsay, 2014. An introduction to six sigma and process improvement 2e, Cengage Learning India Private Limited, New Delhi - 110092.	
2	Thomas Pyzdek and Paul Keller ,2015. The Six Sigma Handbook, Fourth Edition by - McGraw-Hill.	

Reference Book(s)	
1	Dhirendra Kumar, 2006. Six Sigma Best Practices: A Guide to Business Process Excellence for Diverse Industries, J. Ross Publishing.
2	Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006. World class applications of Six Sigma, Oxford: Butterworth-Heinemann,
3	Georgette Belair and John O' Neill 2007. Implementing Design for Six Sigma: A leader's guide, Pearson Education, New Delhi 110 017.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.sixsigmatutorial.com
2	www.sixsigmaonline.org
3	www.sixsigmaspc.com
4	www.sixsigma.in
5	www.sixsigmaindia.net

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Apply Six Sigma principles to identify and eliminate defects in business processes, enhancing overall quality and efficiency.
CO2	Utilize critical thinking and problem-solving skills to analyze quality-related issues in products and services, using Six Sigma tools and techniques.
CO3	Demonstrate ethical leadership in the implementation of Six Sigma projects, ensuring that improvements benefit both the organization and society.
CO4	Understand the environmental and legal implications of Six Sigma practices and develop strategies that support sustainable business growth.
CO5	Collaborate effectively in team environments to lead Six Sigma initiatives that align with organizational goals and improve process performance.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	2	3	2
CO2	3	3	0	1	1	3	2
CO3	2	1	3	1	0	2	3
CO4	3	2	1	3	0	2	2
CO5	2	2	2	2	3	3	3
	2.6	2	1.4	1.8	1.2	2.6	2.4

MBA26S405	INNOVATION AND PRODUCT DEVELOPMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

Objective of this course is to train management students about the principles of innovation with respect to products and services.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	9 Hours
High technology-strategic context Characteristics of high technology, high-tech markets, high-tech products, high-tech environment –market penetration and marketing management, IT-internet opportunities, IT-enablement of new products and industries, IT and digital technology –implications for new product development and competitive advantage Product Development Strategies Business, Market, technology and resource strategies, business strategy, basis of competition, competitive strategy, technology strategy and roadmap, product strategy, global resource strategy, implementing strategy, strategy officer, guidelines for preparing and implementation of strategic plans	
UNIT: 2	9 Hours
Marketing management Marketing-definitions, the role of marketing in high-tech markets-misconceptions, marketing management functions, the marketing process-characteristics, marketing managers –output and success metrics, inventing the whole product, ancillary products and tools, understanding stakeholders needs and priorities. Need satisfaction and window of opportunity-criticality of timing, S-curve model and growth through successive product introduction, value proposition, market segmentation in product development, segment analysis, market segmentation by diffusion of innovation and the technology adoption life cycle, impact of market infrastructure on new product penetration, product development and commercialization investment, the product roadmap, positioning strategy, value pricing, the selling process, managing customer relations,	
UNIT: 3	9 Hours
The Product Development process The product development framework, the product development process at leading companies, the new product development and commercialization process, scaling the process and the dynamic nature of product development, knowledge generation and integration in PDCP, flexibility in product development, market requirement specification, phases of the PDCp, product launch, cross-functional responsibilities and deliverables in product development, deliverables checklist, process development methodology, software product development, product release and post release management, product change management.	
UNIT: 4	9 Hours
Flawless execution, Global resources management Challenges in the development and commercialization of high-tech products-strategies for flawless execution-process orientation-kaizen in PDCP-managing critical interfaces systems analysis, systems engineering and life cycle thinking, product development systems analysis methodology-product development –a global perspective-managing constraints-fostering	

innovation and entrepreneurship-common innovation problems in large companies-engineering excellence and team productivity-manufacturing metaphors for lean product development.		
UNIT: 5		9 Hours
Best practices for product development managers Business processes- decision making-risk management- the decision tree in risk management- problem solving-root cause analysis- creative brainstorming- cycles of learning-effective meeting management- effective Presentation.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Dariush Rafinejad 2006. Innovation, Product Development and Commercialization- case studies and key practices for market leadership, Cengage Learning India Private Limited , New Delhi 110092.	
2	Paul Trott 2010. Innovation Management and New Product Development, Pearson Publication, New Delhi 110 017.	
Reference Book(s)		
1	Kahn, K.B., Ed. <i>PDMA Handbook of New Product Development</i> , New York: John Wiley & Sons; 2005.	
2	Ulrich, K.T., Eppinger, S.D. Product Design and Development. .New York: McGraw-Hill; 1995.	
3	Kuczmarski, T.D.Managing New Products. Upper Saddle River,NJ: Prentice Hall: 1988.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.productinnovationeducators.com	
2	www.innovationtools.com	

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Apply innovative management theories and practices to develop and implement strategies for new product and service innovation.
CO2	Utilize critical thinking and communication skills to analyze and articulate the challenges and opportunities in innovation processes.
CO3	Demonstrate ethical leadership and social responsibility in guiding innovation initiatives that benefit various stakeholders.
CO4	Assess the global, economic, and legal implications of innovation and design sustainable business models.
CO5	Work collaboratively in teams to drive innovation projects and contribute to organizational objectives.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	2	3	2
CO2	3	3	0	1	1	3	2
CO3	2	1	3	1	0	2	3
CO4	3	2	1	3	0	2	2
CO5	2	2	2	2	3	3	3
	2.6	2	1.4	1.8	1.2	2.6	2.4

MBA26S406	SERVICE OPERATIONS MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

The objective of this course is to teach Service Operations Management concepts and also to make students understand tools necessary to solve Service Operations Management problems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Service organization visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours
<ul style="list-style-type: none">• The Role of Services in an Economy• The Nature of Services• Service Strategy		
UNIT: 2		9 Hours
<ul style="list-style-type: none">• New Service Development• Technology in Services• Service Quality		
UNIT: 3		9 Hours
<ul style="list-style-type: none">• The Service Encounter• The Supporting Facility• Service Facility Location		
UNIT: 4		9 Hours
<ul style="list-style-type: none">• Managing Projects• Forecasting Demand for Services• Managing Capacity and Demand• Managing Waiting Line		
UNIT: 5		9 Hours
<ul style="list-style-type: none">• Capacity Planning and Queuing Models• Service Supply Relationships• Managing Facilitating Goods• Growth and Globalization of Services		
Total Lecture Hours		45 Hours
Text Book(s)		
1	James A. Fitzsimmons and Mona J. Fitzsimmons Service Management: Operations, Strategy, Information Technology, 2013. Tata McGraw Hill Publishing Company Limited, New Delhi.	
2	Robert Johnston and Graham Clark, 2012. Service Operations Management: Improving Service Delivery, Pearson Education, Delhi.	
Reference Book(s)		
1	William J Stevenson, 2017. Operations Management, McGraw-Hill Irwin New York, USA	

2	Mark M. Davis and Janelle Heineke 2005. Operations Management: Integrating Manufacturing and Services, McGraw-Hill Irwin New York, USA
3	Jay Heizer, Barry Render, Chuck Munson and Amit Sachan, 2017. Operations Management: Pearson Education, USA.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.amazon.com
2	www.poms.org
3	www.ebay.com
4	www.ibid.informindia.co.in
5	www.sixsigma.in

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Identify and analyze key operational challenges in a service business, enabling them to address issues proactively.
CO2	Adept at resolving quality issues in service operations by applying quality management principles and techniques to ensure consistent service excellence.
CO3	Critically evaluate and optimize design processes to enhance the intended customer service experience, ensuring alignment with customer expectations and business objectives.
CO4	Measure service process performance using relevant metrics and tools, enabling them to implement continuous improvement initiatives for better efficiency and effectiveness.
CO5	Capable of developing comprehensive service operations strategies tailored to the specific needs of a service business, fostering innovation and competitive advantage.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	2	2	2
CO2	3	2	2	1	2	1	2
CO3	2	3	2	2	2	2	1
CO4	2	3	1	2	2	2	2
CO5	3	2	2	3	3	2	2
	2.5	2.5	1.75	2	2.25	1.75	1.75

MBA26S407	SUPPLY CHAIN ANALYTICS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand key decisions in supply chain design and operations.
Students will learn to identify essential data for evaluating supply chain performance.
- To measure performance using data on inventory, product availability, vendors, warehouses, and customer service.
Students will learn how these metrics support better supply chain decisions.
- To use data analysis tools to study trends and forecast customer demand.
Students will learn to extract business intelligence for informed decision-making.
- To apply analytical methods for improving supply chain processes.
Students will learn how data supports efficient and optimized operations.
- To gain practical insights through case studies.
Students will learn how to design flexible, goal-aligned, and high-value supply chains.

Methodology:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercises

UNIT: 1	BUILDING A STRATEGIC FRAMEWORK TO ANALYZE SUPPLY CHAINS	9 Hours
<ul style="list-style-type: none"> • Understanding the Supply Chain • Supply Chain Performance: Achieving Strategic Fit and Scope • Supply Chain Drivers and Metrics 		
UNIT: 2	DESIGNING THE SUPPLY CHAIN NETWORK	9 Hours
<ul style="list-style-type: none"> • Designing Distribution Networks and Applications to Online Sales • Network Design in the Supply Chain • Designing Global Supply Chain Networks 		
UNIT: 3	PLANNING AND COORDINATING DEMAND AND SUPPLY IN A SUPPLY CHAIN	9 Hours
<ul style="list-style-type: none"> • Demand Forecasting in a Supply Chain • Aggregate Planning in a Supply Chain • Sales and Operations Planning in a Supply Chain • Coordination in a Supply Chain 		
UNIT: 4	PLANNING, MANAGING INVENTORIES IN A SUPPLY CHAIN AND TRANSPORTATION NETWORKS	9 Hours
<ul style="list-style-type: none"> • Managing Economies of Scale in a Supply Chain: Cycle Inventory • Managing Uncertainty in a Supply Chain: Safety Inventory • Linking Product Availability to Profits • Transportation in a Supply Chain 		
UNIT: 5	MANAGING CROSS FUNCTIONAL DRIVERS IN A SUPPLY CHAIN	9 Hours
<ul style="list-style-type: none"> • Sourcing Decisions in a Supply Chain • Pricing and Revenue Management in a Supply Chain • Sustainability and the Supply Chain • Information Technology in a Supply Chain 		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Chopra S (2019), Supply Chain Management: Strategy, Planning and Operation, 7th Edition, Pearson Education, USA.
2	Fisher M. and Raman A. (2010). The new Science of Retailing: How analytics are transforming the supply chain and improving performance, Harvard Business Press, Boston, Massachusetts, USA
Reference Book(s)	
1	Feigin G. (2012). Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA.
2	Handfield R. (2006). Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	SCM Knowledge Base: http://supplychain.ittoolbox.com
2	Supply Chain Council: http://www.supply-chain.org
3	Supply Chain Management Review: http://www.scmr.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Identify and explain key performance indicators (KPIs) and metrics used in supply chain management, such as inventory turnover, order accuracy, and lead time.
CO2	Apply optimization techniques to improve supply chain efficiency, including methods for inventory management, demand forecasting, and transportation planning.
CO3	Predictive models to forecast demand, assess risks, and evaluate the impact of various scenarios on supply chain performance.
CO4	Analytics to support decision-making processes, including supply chain optimization, risk management, and resource allocation.
CO5	Interpret analytical results to provide actionable insights and recommendations for improving overall supply chain performance.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	2	2	2	2
CO2	2	2	1	2	3	3	2
CO3	2	3	2	2	2	2	2
CO4	2	3	2	3	2	2	3
CO5	2	3	2	3	2	1	2
	2	2.75	1.75	2.5	2.25	2	2.25

MBA26S408	SUPPLY CHAIN MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the key elements and functions of a supply chain.
- To identify the main drivers that influence supply chain performance.
- To learn structured methods for evaluating supply chain effectiveness.
- To recognize best practices used in modern supply chain management.
- To develop the ability to manage supply chains in an integrated and efficient manner.

METHODOLOGY:

- Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	Fundamentals and Strategic Framework of Supply Chain Management	9 Hours
Overview of the supply chain management Supply Chain –Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains and examples & Strategic, tactical, and operational decisions in supply chains		
UNIT: 2	Supply Chain Network Design and Logistics Management	9 Hours
Supply chain Network Design, Managing Inventory under certainty and uncertainty. Introduction to logistics -Definition and Scope of Logistics, Functions & Objectives –Modes of Transportation-Packaging-Freight Management –Route Planning –Containerization-Modal Characteristics, Inter-modal Operators and Transport Economies		
UNIT: 3	Supply Chain Risks, Resilience, and Performance Optimization	9 Hours
Supply chain disruption, Supply chain resilience, push and pull boundary in supply chain, Bullwhip Effect and coordinated supply chain, Introduction to SCOR model		
UNIT: 4	Digital Tools and Case Studies in Supply Chain Coordination	9 Hours
Case on Supply chain coordination, digital twin and supply chain optimization, case studies.		
UNIT: 5	Sourcing Strategies and Supplier Management	9 Hours
Sourcing strategies Sourcing issues and strategies, sourcing process –Types of Purchasing Strategies. Supplier Evaluation, Selection, and Measurement. Supplier Quality Management. Case on sourcing strategies.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Janat Shah, 2017. Supply Chain Management-Text and Cases, Pearson Education, Noida 201309.	
2	Sunil Chopra, Peter Meindl and D.V.Kalra ,2016. Supply Chain Management: Strategy,Planning and Operations, Pearson, Noida.	
Reference Book(s)		
1	Donald J Bowersox et al., Logistics Management –Integrated Supply Chain Process, McGraw Hill Education, 2017.	

2	David Simchi-Levi et al., Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, 4th Edition, McGrawHill. 2022.
3	Joel D Wisner, G. Keong Leong and Keah- Choon Tan, 2011. Principles of Supply Chain Management- A Balanced Approach, Cengage Learning, New Delhi.
4	John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack and Edward
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	SCM Knowledge Base: http://supplychain.ittoolbox.com
2	Supply Chain Council: http://www.supply-chain.org
3	Supply Chain Management Review: http://www.scmr.com
4	Supply Chain Podcasts: http://www.richardwilding.info/podcasts
5	Supply Chain Resource Consortium: http://scrc.ncsu.edu/index.html
6	Supply Chain Standard: http://www.supplychainstandard.com
7	The Stanford Global SCM Forum: http://www.stanford.edu/group/scforum
8	Logistics Manager.com: http://www.logisticsmanager.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the fundamentals, structure, and drivers of supply chain management and analyze different supply chain models and decision phases.
CO2	Design effective supply chain networks and apply logistics concepts including transportation modes, packaging, freight management, and routing to optimize operations.
CO3	Evaluate supply chain risks and disruptions, and propose resilience strategies using concepts such as push-pull boundaries, bullwhip effect, and SCOR model.
CO4	Apply digital tools, optimization techniques, and case-based approaches to improve coordination and performance of supply chains.
CO5	Develop and assess sourcing strategies by applying supplier evaluation, selection, and quality management techniques in diverse business contexts.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	1	3	1
CO2	3	3	1	2	2	3	1
CO3	2	3	2	3	2	3	2
CO4	3	3	2	2	2	3	1
CO5	3	2	3	2	2	3	2
	2.8	2.6	1.8	2.2	1.8	3	1.4

MBA26S409	TOTAL QUALITY MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- After undergoing this course student will get clear idea about Total Quality Management and will be able to work efficiently in a Total Quality Management organization
- Also, they
- Can be a member of Total Quality Management Implementation team in an organization.

METHODOLOGY:

- Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	The Foundations of TQM	9 Hours
Understanding quality Models and frameworks for total quality management Leadership and commitment Case studies on planning		
UNIT: 2	Planning	9 Hours
Policy, strategy and goal deployment Partnerships and resources Design for quality Case studies on planning		
UNIT: 3	TQM – performance	9 Hours
Performance measurement frameworks. Self-assessment, audits and reviews Benchmarking Case studies on performance		
UNIT: 4	TQM – Processes	9 Hours
Process management Process redesign/engineering Quality management system Continuous improvement Case studies on process		
UNIT: 5	TQM – People and Implementation	9 Hours
Human resource management Culture change through teamwork Communications, innovation and learning Implementation Case studies on people and Implementation		
Total Lecture Hours		45 Hours
Text Book(s)		
1	John S. Oakland , 2003. Total Quality Management text with cases, Butterworth Heinmann, Oxford/New Delhi	
2	Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre , 2003. Total Quality Management, Pearson Education, New Delhi.	

Reference Book(s)	
1	Feigenbaum, A.V. , 1983. Total Quality Control, McGraw-Hill, New York.
2	Omachonu, V.K., Ross, J.E. , 1994. Principles of Total Quality, Lucie Press, Florida.
3	J. Juran 1979. Quality Control Handbook, McGraw-Hill, New York
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.iso.org
2	www.qcin.org
3	www.asq.org
4	www.qualitymag.com
5	www.qualitymanagementinternational.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the fundamental concepts of quality, key TQM models, leadership roles, and demonstrate the ability to analyze quality planning through case studies.
CO2	Apply policy deployment, strategic planning, resource management, and quality design principles to develop effective TQM plans, supported by case study analysis.
CO3	Evaluate performance measurement frameworks, conduct self-assessments, audits, and benchmarking exercises to improve organizational quality performance.
CO4	Analyze process management and redesign techniques, implement quality management systems, and promote continuous improvement initiatives using practical case examples.
CO5	Demonstrate understanding of the role of human resource management, teamwork, communication, innovation, and culture change in successful TQM implementation

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	2	2	3	2
CO2	3	3	2	2	2	3	2
CO3	3	3	2	2	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	3	2	3	3	3
	3	2.8	2.4	2.2	2.2	3	2.2

MBA26S410	QUALITY MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To recognize the importance of Quality Management
- To have comprehensive knowledge of quality management
- To study the tools and techniques which are needed for enhancing quality.

UNIT: 1		9 Hours
Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, need for quality approach to strategy, Quality and its types, Supporting policies		
UNIT: 2		9 Hours
Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus		
UNIT: 3		9 Hours
Process and Statistical Quality Control- quality system, Process Capability – Concepts and indices -control chart for variables (X and R) and (X and S charts), control charts for attributes (p, c and u charts), Quality function deployment, Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Introduction to Shainin techniques, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card		
UNIT: 4		9 Hours
Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM, reliability, Failure modes and effects analysis (FMEA), Analysis of Variance (ANOVA) - complete factorial experiment with three factors, Orthogonal arrays - design of orthogonal arrays, ANOVA for orthogonal array with two-level factors, ISO 9000 series and ISO 9000:2000.		
UNIT: 5		9 Hours
Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Panneerselvam, R. and Sivasankaran, P., Quality Management, PHI Learning, New Delhi, 2014.
2	Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary BesterfieldSacre, Total Quality Management, Pearson Education, Inc., USA, 2003.
Reference Book(s)	
1	Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.
2	Phillip J. Ross, Taguchi Techniques for Quality Engineering, Tata McGraw-Hill (Second Edition), New Delhi, 2005.
3	Saaty, T.L., Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process, Vol.6, RWS Publications, Pittsburg, PA., 2000.
4	Summers, C.S., Quality Management: creating and Sustaining Organizational Effectiveness, Prentice-Hall of India, New Delhi, 2005.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	To recall conceptual frame work of quality, contribution of quality guru, service quality, quality information system and supporting policies.
CO2	To demonstrate the functions of quality circle and customer focus.
CO3	To apply statistical quality control, benchmarking, business performance management to assure quality and ensure quality control
CO4	To apply TPM, FMEA, ANOVA in the process of quality assurance
CO5	To recall the criteria of MALCOM BALDRIDGE award and comprehend implementation of Business Process Reengineering.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	0	1	0
CO2	3	2	2	2	3	2	2
CO3	3	2	0	2	0	1	1
CO4	3	3	0	2	0	0	1
CO5	2	0	3	2	1	2	3
	3	2	1	2	1	1	1

SYSTEMS ELECTIVES

MBA26S501	BUSINESS INTELLIGENCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- This subject aims to presents the importance of data and data warehouse
- It also gives different methods perform data mining to find useful patterns if any
- It focuses on Business performance measures

METHODOLOGY:

UNIT: 1		9 Hours
Business Intelligence – Introduction, Framework of Business Intelligence- Definition, History, Architecture of BI, benefits of BI, Intelligence creation and use of BI governance, Transaction processing versus analytic processing, BI implementation – Developing or acquiring BI, Justification and Cost-benefit analysis, Security and protection of privacy, Integration of systems and applications, BI tools and techniques, Major vendors.		
UNIT: 2		9 Hours
Data Warehousing – Definition, and concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata, Architectures. Data warehouse process overview. Data integration, ELT. Data warehouse development – Vendors, Development approaches, Representation of data in data warehouse, OLAP Vs OLTP, OLAP operations Implementation issues of data warehouse, Administration, security and future trends of data warehouse.		
UNIT: 3		9 Hours
Business performance management (BPM) – Overview, Definition, BPM Vs BI, Strategize, Plan, Monitor, Act and Adjust of BPM, Performance management, BPM methodologies, technologies and applications, Performance dashboards and scoreboards.		
UNIT: 4		9 Hours
Data mining for business intelligence – concepts, definitions, applications, process, methods, Clustering methods, meta heuristics, Artificial neural networks for data mining, data mining software tools.		
UNIT: 5		9 Hours
Text mining – concepts and definitions, Natural language processing, Applications, Process, Tools. Web mining – overview, web content mining, Web structure mining, Web usage mining. BI Implementation – Overview (BI implementation factors, managerial issues), BI and integration implementation, Connecting BI systems to databases and other systems, On demand BI, Issues of legality, privacy and ethics, Social networks and BI for collaborative decision making, RFID and new BI application opportunities.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012.	
Reference Book(s)		
1	Sonar, R.M., Next generation Business Intelligence – A Knowledge Based Approach, VIKAS Publications, New Delhi, 201	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the fundamental concepts, architecture, and governance of Business Intelligence (BI) and differentiate between transaction and analytic processing. <i>Bloom's Level: Understanding</i>
CO2	Illustrate the structure, components, and development methodologies of Data Warehousing and evaluate its integration with BI. <i>Bloom's Level: Applying / Analyzing</i>
CO3	Analyze the concepts of Business Performance Management (BPM), its methodologies, and how dashboards and scorecards are used for performance tracking. <i>Bloom's Level: Analyzing</i>
CO4	Apply data mining techniques and tools to extract business insights using clustering, metaheuristics, and neural networks. <i>Bloom's Level: Applying</i>
CO5	Evaluate the applications and processes of text mining, web mining, and the ethical, legal, and managerial issues in BI implementations. <i>Bloom's Level: Evaluating</i>

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1		2		3	
CO2	3	2		2		3	
CO3	3	3	1		2	3	2
CO4	3	2				3	
CO5	3	3	2	2		3	2
	3.3	2.2	1.5	2	2	3	2

MBA26S502	DATABASE MANAGEMENT SYSTEMS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

The objective of the subject is to introduce the concepts of data modelling, database design, DBMS products and Database administration

METHODOLOGY:

Lectures supplemented with case studies and classroom exercises

UNIT: 1	9 Hours
Concept of system, Conventional file processing system, Drawbacks of conventional file processing system, Database system, Definition, Advantages, Components of Database Management System, Economic Justification of Database Approach, Terminologies of database systems, Data structure: Location methods, Types of pointers, Stack, Queue, sorted list, Ring, Inverted list, Multi –List, Tree, Balanced tree.	
UNIT: 2	9 Hours
Data model: Hierarchical data model, Network data model, Relational data model, E-R model. Database Design: Steps of database design, Normalization – 1NF, 2NF, 3NF, Case problems for design of conceptual data model, Data Volume and Usage Analysis	
UNIT: 3	9 Hours
Implementation design: guidelines for mapping conceptual data model into hierarchical data model, Network data model and Relational data model, Program design guidelines (DAD). Hierarchical Database Management Systems: DBD and DL/I of IMS and DDL and DML of PC-FOCUS. Examples with small programs	
UNIT: 4	9 Hours
Network database management systems: DDL and DML of IDMS, Relational Database Management Systems: Relational Algebra and Relational calculus, DDL and DML of SQL.	
UNIT: 5	9 Hours
Database Administration: Functions of DBA, Security Mechanism: Authorization, Encryption, Concurrency control, Problem of concurrency control, Resource locking, deadlock/Deadly embrace, Database recovery: Restore/Return, backward recovery, Forward recovery.	
Total Lecture Hours	
45 Hours	
Text Book(s)	
1	Panneerselvam, R., Database Management Systems PHI Learning Pvt. Ltd., New Delhi, 2011.
Reference Book(s)	
1	James martin, Principles of Database Management, Prentice-Hall of India, 1998.
2	Silberschatz.,
3	Date, C.J., An Introduction to Database Systems, Narosa Publishing House, New Delhi, 1987.
4	Everest, Gorden, C., Database Management, McGraw-Hill, New York, 1986.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	

1	www.sciencedirect.com
2	www.ebsco.com
3	www.google scholar.com
4	www.scirp.org
5	www.springerlink.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the basic concepts of database systems and explain their advantages over traditional file processing systems. <i>Bloom's Level: Understand</i>
CO2	Illustrate and compare various data models (hierarchical, network, relational, E-R) and normalize data structures up to 3NF. <i>Bloom's Level: Apply</i>
CO3	Design and map conceptual data models into appropriate database architectures and write sample programs using hierarchical and network DBMS. <i>Bloom's Level: Apply</i>
CO4	Develop queries using SQL and demonstrate an understanding of relational algebra and relational calculus. <i>Bloom's Level: Apply</i>
CO5	Analyze the functions of a Database Administrator (DBA), and evaluate database security, concurrency, and recovery mechanisms. <i>Bloom's Level: Analyze & Evaluate</i>

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2				2	
CO2	2	3				3	
CO3	3	3			2	3	
CO4	3	3			2	3	
CO5	3	2	2	2		2	2
	2.6	2.6	2	2	2	2.6	2

MBA26S503	DECISION SUPPORT SYSTEMS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To help towards a career in Info. Systems Management.
- To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

METHODOLOGY:

- The methodology of this subject includes lectures, application problem solving and case studies.

UNIT: 1		9 Hours
Decision Support Systems – Definition – Characteristics & capabilities of DSS – Components of DSS-database, Model base, Communication subsystem & User – Classes of DSS.		
UNIT: 2		9 Hours
DSS hardware and software – Group DSS – components & typology – Constructing a DSS – development process.		
UNIT: 3		9 Hours
DSS development tools – Yardsticks for choosing DSS software – Executive information and support systems.		
UNIT: 4		9 Hours
Illustrative DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System, Small Business Application, Manufacturing DSS.		
UNIT: 5		9 Hours
Expert Systems – fundamentals – Types of expert systems – Developing ES – Problems & Limitations of ES		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Efralm Turbon: DECISION SUPPORT SYSTEM AND EXPERT SYSTEMS, Macmillan.	
Reference Book(s)		
1	Ralph H. Sprange, Jr. and Eric. D.Carlson: BUILDING EFFECTIVE ESS, Prentice Hall.	
2	Ralph H. Sprange, JR. & Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO PRACTICE, Prentice Hall.	
3	R. Jayshankar: DECISION SUPPORT SYSTEMS, Tata McGraw Hill.	
4	Janakiraman and Sarukesi, Decision Support Systems, Prentice Hall of India, New Delhi.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.sciencedirect .com	
2	www.ebsco.com	
3	www.google scholar.com	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the fundamental concepts, components, and types of Decision Support Systems (DSS). <i>Bloom's Level: Understand</i>
CO2	Explain the hardware, software, and development processes involved in building and implementing DSS, including Group DSS. <i>Bloom's Level: Understand</i>
CO3	Evaluate DSS development tools and software, and distinguish between Decision Support Systems and Executive Information Systems. <i>Bloom's Level: Evaluate</i>
CO4	Analyze real-world DSS applications in functional areas like marketing, finance, HR, and manufacturing. <i>Bloom's Level: Analyze</i>
CO5	Explain the fundamentals, types, and limitations of Expert Systems and assess their role in decision support. <i>Bloom's Level: Understand & Evaluate</i>

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1			2	2	
CO2	2	2	3			2	
CO3	2	3			3	3	
CO4	3	3		2		3	2
CO5	2	2		2		2	2
	2.2	2.2	3	2	2.5	2.4	2

MBA26S504	E-COMMERCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concepts of Electronic Commerce
- To make students to understand the concepts of Electronic Commerce through case studies

METHODOLOGY:

Lectures, mini-projects, case studies, tutorials using Open-Source software

UNIT: 1		9 Hours
<ul style="list-style-type: none">• Foundations of Electronic Commerce• Retailing in Electronic Commerce		
UNIT: 2		9 Hours
<ul style="list-style-type: none">• Internet Consumers and Market Research• Advertisement in Electronic Commerce		
UNIT: 3		9 Hours
<ul style="list-style-type: none">• Electronic Commerce for Service Industries• Business-to-Business Electronic Commerce		
UNIT: 4		9 Hours
<ul style="list-style-type: none">• Intranet and Extranet• Electronic Payment Systems		
UNIT: 5		9 Hours
<ul style="list-style-type: none">• EC Strategy and Implementation• Public Policy: From Legal Issues to Privacy		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Dave Chaffey, E-Business and E-Commerce Management, Pearson, 2007	
2	P.T. Joseph, E- commerce: An Indian Perspective, Prentice-Hall, 2009	
Reference Book(s)		
1	Ritendra Goel, E-Commerce, New Age International, 2007	
2	Gary Schneider, Electronic Commerce, Cengage Learning, 2008	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	http://www.ecommercetimes.com	
2	http://e-commerce.net.in/	
3	http://e-commerce.meetup.com/	
4	http://www.davechaffey.com/	
5	http://www.ecommerce-ebooks.com/	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the fundamental concepts and foundations of Electronic Commerce and retailing models. <i>Bloom's Level: Understand</i>
CO2	Analyze Internet consumer behavior, market research techniques, and online advertising strategies. <i>Bloom's Level: Analyze</i>
CO3	Explain the application of Electronic Commerce in service industries and Business-to-Business (B2B) transactions. <i>Bloom's Level: Understand</i>
CO4	Illustrate the use of intranet and extranet in E-Commerce and evaluate different electronic payment systems. <i>Bloom's Level: Apply & Evaluate</i>
CO5	Develop strategies for E-Commerce implementation and assess related public policy issues including legal and privacy concerns. <i>Bloom's Level: Create & Evaluate</i>

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				2	
CO2	2	3			3	3	
CO3	2	2				2	
CO4	3	3		2		3	
CO5	3	3	2	3		3	2
	2.6	2.6	2	2.5	3	2.6	2

MBA26S505	OBJECT-ORIENTED PROGRAMMING WITH C++	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concepts of Object-Oriented Programming using C++ language
- To focus on different components of Object-Oriented Programming using C++ language and to plan, design and develop information systems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours
Introduction to Object-Oriented Programming (OOP) – Organization of data and functions in OOP – Concepts in OOP – Objects, Classes, Data Abstraction, Data Encapsulation, Inheritance, Polymorphism, Dynamic binding, Message Passing – Benefits of OOP – Application of OOP – Introduction to C++ Programming Language – Structure of a C++ Program – Keywords, Identifiers, Data types, Operators in C++, Character strings, Arrays, Functions, Pointers and Structures.		
UNIT: 2		9 Hours
Classes and Objects Constructors and Destructors		
UNIT: 3		9 Hours
Operator Overloading and Type Conversion Inheritance		
UNIT: 4		9 Hours
Pointers to objects, Virtual functions and Polymorphism Managing Console Input/Output Operations		
UNIT: 5		9 Hours
Working with files – File pointers and Error handling Object-Oriented Systems development		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Balagurusamy, E.2007 OBJECT-ORIENTED PROGRAMMING WITH C++, New Delhi: Tata McGraw-Hill Publishing Co. Ltd.	
2	Farrell, 2009. OBJECT-ORIENTED PROGRAMMING WITH C++, Cengage Learning India Pvt. Ltd, Delhi.	
Reference Book(s)		
1	Malik, 2009. C++ Programming Language, Cengage Learning India Pvt. Ltd, Delhi.	
2	Lafore,2002. Object-Oriented Programming in C++; Pearson Education, Noida.	

3	Ira Pohl , 2002. Object-Oriented Programming using C++, Pearson Education, Noida.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.startwright.com/virtual.htm
2	www.lamp.infosys.deakin.edu.au
3	www.mbsportal.bl.uk
4	www.ibm.com
5	www.infoworld.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the fundamental concepts of Object-Oriented Programming (OOP) and the structure of a C++ program. <i>Bloom's Level: Understand</i>
CO2	Design and implement classes and objects, including constructors and destructors in C++. <i>Bloom's Level: Apply</i>
CO3	Implement operator overloading, type conversions, and inheritance mechanisms in C++. <i>Bloom's Level: Apply</i>
CO4	Utilize pointers to objects, virtual functions, and polymorphism to achieve dynamic binding and manage console input/output. <i>Bloom's Level: Apply</i>
CO5	Develop C++ programs for file handling, error management, and object-oriented systems development. <i>Bloom's Level: Create</i>

Mapping of COs with POs

POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	2				2	
CO2	2	3	2		2	3	2
CO3	3	3		2	2	3	
CO4	3	3			3	3	
CO5	3	3			3	3	
	2.6	2.8	2	2	2.5	2.8	2

MBA26S506	SOFTWARE ENGINEERING MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To make the students understand the underlying concepts of Software Engineering, Analysis and design, Quality assurance and testing.
- To enable the students to develop software for specific categories.

METHODOLOGY:

- Lectures, mini-projects, case studies, tutorials using Open-Source software

UNIT: 1	Introduction to Software Engineering	9 Hours
Software as a product – its characteristics, components and applications, Software engineering as a process – Process Maturity levels – Different process models – Linear sequential model, Prototyping model, Rapid application development model, Evolutionary software process models, Conventional methods for Software Engineering – System Engineering, Information Engineering and Product Engineering.		
UNIT: 2	Software Quality Assurance	9 Hours
Software quality assurance – concepts, metrics (McCall’s Quality Factors and Hewlett- Packard’s FURPS factors), Defect Amplification and removal, Formal Technical Reviews (FTRs), Software reliability, statistical quality assurance (SQA) for software.		
UNIT: 3	Requirement analysis and Design	9 Hours
Overview of Software requirement analysis and analysis modeling – data modeling, functional modeling and behavioural modeling Software design – process, principles, concepts and methods – transform flow and transaction flow – interface design.		
UNIT: 4	Software testing	9 Hours
Software testing – methods (white box testing, black box testing, basis path testing, control structure Testing) and strategies (UNIT testing, integration testing, validation testing, system testing) Testing for specialized environments – GUIs, C/S, Web sites, Documentation/Help facilities and Real-time systems, Debugging – process and approaches.		
UNIT: 5	Software Engineering applied to Object-oriented systems and Client/Server systems	9 Hours
Object-oriented software engineering – concepts, distinguishing characteristics and principles, Object oriented Analysis process, Object Design process and Object-oriented Testing strategies Client-server(C/S) software engineering – structure and design of C/S systems.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Roger Pressman, Software Engineering: A Practitioner's Approach, Tata McGrawHill, 2005	

2	Nasib Singh Gill, Software Engineering, Khanna Publishers, 2002
Reference Book(s)	
1	Ian Sommerville, Software Engineering, Pearson Education, 2010
2	James Peters and Witold Pedrycz, Software Engineering: An Engineering Approach, Wiley, 2000
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://www.rspa.com/spi/
2	http://www.sei.cmu.edu/
3	http://www.se.rit.edu/
4	http://best-practice-software-engineering.blogspot.com/
5	http://softwareengineeringblog.com/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the fundamental concepts, process models, and maturity levels in software engineering. <i>Bloom's Level: Understand</i>
CO2	Explain software quality assurance concepts, metrics, and techniques to ensure software reliability. <i>Bloom's Level: Understand</i>
CO3	Analyze software requirement specifications and design processes, including data, functional, and behavioral modeling. <i>Bloom's Level: Analyze</i>
CO4	Apply various software testing methods and strategies, including specialized testing for different environments. <i>Bloom's Level: Apply</i>
CO5	Illustrate the application of software engineering principles to object-oriented and client-server systems development. <i>Bloom's Level: Apply & Understand</i>

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2				2	
CO2	2	2	2	2		2	
CO3	3	3				3	2
CO4	3	3			2	3	
CO5	3	3			2	3	
	2.6	2.6	2	2	2	2.6	2

MBA26S507	SOFTWARE PROJECT MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To understand the concept of software projects and steps in software project management
- To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of software projects
- To become familiar with Software project management tools and techniques
- To be effective as project managers and as part of software project teams

METHODOLOGY:

- Lectures, mini-projects, case studies, periodic invited talks from industry experts

UNIT: 1	SOFTWARE DEVELOPMENT PROJECT MANAGEMENT	9 Hours
Software characteristics and development scenarios (4-quadrant view), Software life-cycle processes, Software development project management strategies: Linear, Incremental, Iterative, Adaptive, and Extreme approaches - their characteristics, strengths and weaknesses		
UNIT: 2	SOFTWARE PROJECTS AND METRICS	9 Hours
Software Project Management – Concepts and 3 P’s (People, problem and process) Metrics in the process and project domains, Software measurement - size-oriented metrics, function-oriented metrics and extended function point metrics, Integrating metrics within the process		
UNIT: 3	SOFTWARE PROJECT PLANNING	9 Hours
Software Project planning – objectives, scoping, Resources – human resources, reusable software resources and environmental resources Software project estimation – Popular decomposition techniques – problem- based, process based and empirical estimation (COCOMO model) Make-or-Buy decision, Project Scheduling and tracking, Managing global software projects		
UNIT: 4	SOFTWARE RISK MANAGEMENT AND CONFIGURATION MANAGEMENT	9 Hours
Risk Management – Reactive and Proactive risk strategies, Risk identification, projection, mitigation and monitoring – RMMM Plan Software configuration management – process and standards		
UNIT: 5	MANAGING PEOPLE AND ORGANIZING COMMUNICATION	9 Hours
Managing people – Defining staff requirements, staff selection, managing staff, management styles. Project organization structures – hierarchical, matrix, agile teams, managing communication – Planning a communication strategy, communication styles, meetings – types and approaches		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Roger Pressman and Bruce Maxim, Software Engineering: A Practitioner's Approach, Tata McGraw-Hill, 2015	
2	Robert K. Wysocki, Effective Software Project Management, Wiley, 2010	
Reference Book(s)		
1	Ian Sommerville, Software Engineering, Pearson Education, 2016	
2	Ashfaque Ahmed, Software Project Management: A Process-Driven Approach, CRC Press (Taylor & Francis), 2016	

3	Anna P. Murray, the complete Software Project Manager: Mastering technology from Planning to launch and beyond, Wiley, 2016
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://softwareprojectmanager.org/
2	http://www.softwareprojects.org/
3	http://www.rspa.com/spi/project-mgmt.html
4	http://www.project.net/

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe software development life cycle models and project management strategies with their characteristics, strengths, and weaknesses. <i>Bloom's Level: Understand</i>
CO2	Explain software project management concepts and apply various metrics for measuring process and project performance. <i>Bloom's Level: Understand & Apply</i>
CO3	Develop comprehensive software project plans, including estimation techniques, resource allocation, scheduling, and tracking. <i>Bloom's Level: Create</i>
CO4	Analyze software project risks and apply configuration management processes and standards for effective control. <i>Bloom's Level: Analyze & Apply</i>
CO5	Demonstrate effective management of project personnel and communication strategies to optimize team performance. <i>Bloom's Level: Apply & Evaluate</i>

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				3	
CO2	3	3				3	
CO3	3	2			2	3	
CO4	3	3		2	2	3	
CO5	3	3	2		3	2	2
	3	2.6	2	2	2.3	2.8	2

MBA26S508	SYSTEMS ANALYSIS AND DESIGN	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concepts of System analysis and design
- To focus on different components of System analysis and design and to plan, design and develop such information systems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Organization visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours
INTRODUCTION TO SYSTEMS ANALYSIS AND DESIGN – Scope – Functions of a Systems Analyst – What is Systems Analysis and Design – Categories of Information Systems. MANAGING THE APPLICATIONS DEVELOPMENT PORTFOLIO – Role of Information Systems – Systems, Subsystems and their Interdependence – Classical Systems Development – Lifecycle – Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – Testing Project Feasibility.		
UNIT: 2		9 Hours
STRUCTURED ANALYSIS DEVELOPMENT STRATEGIES – Data Flow Analysis – Physical and Logical – Data Dictionary. APPLICATION PROTOTYPE DEVELOPMENT STRATEGY – Purpose – Steps involved in Uses of Prototypes – Tools for Prototyping- Prototype Strategies.		
UNIT: 3		9 Hours
COMPUTER AIDED SYSTEMS TOOLS – Role of Tools – Categories of Tools – Case. DESIGN OF COMPUTER OUTPUT – Identification of Computer Outputs – Ways of presenting – Information – Designing of Printed Outputs – Designing Visual Display UNIT s.		
UNIT: 4		9 Hours
DESIGN OF INPUT AND CONTROL – Objectives of Input Design – Data Capture Guidelines – Input Validation. DESIGN OF ONLINE DIALOGUE – Purpose and Definition of Online, Interface, etc. – Designing Dialogue – Dialogue Strategies – Data Entry Dialogues.		
UNIT: 5		9 Hours
MANAGING SYSTEMS IMPLEMENTATION – Training – Conversion Methods – Post Implementation Review. HARDWARE AND SOFTWARE SELECTION – Overall Economic Analysis.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	James A. Senn. 2007. ANALYSIS AND DESIGN OF INFORMATION SYSTEMS; McGraw Hill International Edition, Singapore.	
2	Alan Dennis, Barbara Haley Wixom and Roberta M. Roth ,2009 . Systems Analysis and Design, John Wiley & Sons Inc, USA.	

Reference Book(s)	
1	Igor Hawryszkiewycz, 2001.
2	Jeffrey L Whitten and Lonnie D Bentley.2007. ANALYSIS AND DESIGN; Tata McGraw Hill Publishing Company Limited, New Delhi.
3	John W. Satzinger, Robert B.Jackson and Stephen D.Burd.2007. SYSTEM ANALYSIS AND DESIGN, Cengage Learning India Pvt. Ltd, Delhi.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.startwright.com/virtual.htm
2	www.lamp.infosys.deakin.edu.au
3	www.mbsportal.bl.uk
4	www.ibm.com
5	www.infoworld.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the role, scope, and functions of systems analysis and design including lifecycle models and methodologies. <i>Bloom's Level: Understand</i>
CO2	Apply structured analysis techniques such as data flow analysis and prototype development strategies for system design. <i>Bloom's Level: Apply</i>
CO3	Explain the role and use of computer-aided systems tools for designing outputs and information presentation. <i>Bloom's Level: Understand</i>
CO4	Design effective input controls, data validation, and online dialogue interfaces for interactive systems. <i>Bloom's Level: Create</i>
CO5	Evaluate systems implementation strategies, including training, conversion methods, and hardware/software selection based on economic analysis. <i>Bloom's Level: Evaluate</i>

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2				2	
CO2	2	3	2		2	3	
CO3	3	2				2	
CO4	3	3			3	3	
CO5	3	3		2	2	3	2
	2.6	2.6	2	2	2.3	2.6	2

MBA26S509	VISUAL BASIC FOR BUSINESS APPLICATIONS	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To introduce the concepts of Visual Basic
- To focus on different components of Visual Basic and to plan, design and develop information systems.

METHODOLOGY:

- Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours
VB environment; Tools; Bars; Different Menus; Customizing a Form – Setting Different properties; Saving, Edit, Debug, Run and writing simple programs; user interface – Creating Controls; Command buttons, simple event procedure; image controls, text boxes; Labels and Navigation.		
UNIT: 2		9 Hours
VB Programming – Editing Tools; Statements; Variables; Data Types; Strings; Numbers; Picture Boxes; Printer Object; Operators, Determinant and Indeterminant loops; Decision Making Statements; Built-In-Functions; Date-Time functions.		
UNIT: 3		9 Hours
Functions – Procedures – Arrays – Writing simple programs using above function (like Searching, Sorting and etc.) – Control Arrays – List and Combo Box; Flex Grid control – VB Object Browser – Introduction to Object Oriented Programming – Making user interfaces using MS Window common control, MDI Forms.		
UNIT: 4		9 Hours
Tools and Techniques for testing, Debugging and optimization; ActiveX Controls, Basic file Handling – Workspace; Database; Recordset; Report Generation; Accessing with different back end (MS Access, Oracle8i), Building Packages (like Student Information System, Library Information System, Railway Reservation System, Inventory Control System etc.)		
UNIT: 5		9 Hours
Fundamentals of Graphics; Monitoring Mouse activity; File System Controls and File System Object, Communicating with other Windows Applications, VB Script, Programming to Internet.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Gary Cornell ,1998. VISUAL BASIC 6 FROM THE GROUND UP, Tata McGraw Hill Publishing Company Ltd.,	
2	Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Limited, New Delhi.	
Reference Book(s)		
1	David Kruglirski . 1998 J, Inside Visual C++, Microsoft press.	
2	Zak , 2008. Visual Basic 2008 Cengage Learning India Pvt. Ltd, Delhi.	
3	Steven Holzner , 2003. Teach yourself Visual Basic .NET, Pearson Education, Noida.	

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.startwright.com/virtual.htm
2	www.lamp.infosys.deakin.edu.au
3	www.mbsportal.bl.uk
4	www.ibm.com

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Describe the Visual Basic programming environment and develop simple user interfaces using controls and event procedures. <i>Bloom's Level: Understand & Apply</i>
CO2	Apply fundamental programming concepts in Visual Basic including variables, data types, loops, and decision-making statements. <i>Bloom's Level: Apply</i>
CO3	Develop modular programs using functions, procedures, arrays, control arrays, and object-oriented programming basics in Visual Basic. <i>Bloom's Level: Apply & Create</i>
CO4	Utilize debugging, testing, ActiveX controls, and file handling techniques; integrate Visual Basic with databases and build practical business applications. <i>Bloom's Level: Apply</i>
CO5	Illustrate the use of graphics, mouse events, file system controls, and internet programming with Visual Basic for enhanced business solutions. <i>Bloom's Level: Apply & Understand</i>

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	2			2	2
CO2	3	2				3	
CO3	3	3			2	3	
CO4	3	3		2	2	3	2
CO5	2	2		2	2	2	2
	2.6	2.4	2	2	2	2.6	2

MBA26S510	ADVANCED EXCEL	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- The course is designed to provide an in-depth understanding of the various tools and techniques used in Microsoft Excel for data analysis and management.
- The course is divided into five UNIT s that cover conditional logic and text formulas, charts and data organization, pivot tables and pivot charts, data protection, and macros.
- By the end of the course, you will have gained the skills and knowledge necessary to use Excel effectively for data analysis and management.

METHODOLOGY:

Classroom lectures, discussions, and continuous lab exercises with internal and end-semester end examinations as assessment criteria

UNIT: 1	Conditional Logic and Text Formulas	9 Hours
<ul style="list-style-type: none"> • Introduction to Conditional Logic • IF Statement, Nested IF, AND, OR, NOT, IFERROR • SUMIF, AVERAGEIF, COUNTIF, COUNTIFS, SUMIFS, AVERAGEIFS • Introduction to Text Formulas • Case Formulas, Fix Number Fields, Trim Spaces, Substitute Text 		
UNIT: 2	Charts and Data Organization	9 Hours
<ul style="list-style-type: none"> • Introduction to Charts • Chart types, Instant Chart, Update Chart • Column Chart, Picture Fill, Line Chart, Scatter Chart • Chart Styles, Chart Layouts, Add Labels, Axis Options, Chart Title, Legends, Data Labels • Outline, Sort, Filter, and Subtotal • Group and Ungroup, Sort Data, Sort Multiple Levels • Filter Data, Advanced Filter, Conditional Sorting, and Filtering • Sorting with Custom Lists, Subtotal 		
UNIT: 3	PivotTables and Pivot Charts	9 Hours
<ul style="list-style-type: none"> • Introduction to PivotTables • Creating PivotTables, Choosing Fields, PivotTable Layout • Filtering PivotTables, Modifying PivotTable Data, Pivot Charts 		
UNIT: 4	Data Protection	9 Hours
<ul style="list-style-type: none"> • Introduction to Protecting Data • Workbook Passwords, Protecting Workbooks, Unlocking Cells 		
UNIT: 5		9 Hours
<ul style="list-style-type: none"> • Introduction to Macros and Macro Security • Recording a Macro, Assigning a Macro to a Button or Shape 		
Total Lecture Hours		45 Hours
Text Book(s)		
1	“Excel 2016 Bible”, John Walkenbach	
2	“Excel 2016 Power Programming with VBA”, Dick Kusleika and Michael Alexander	

3	“Advanced Excel Essentials”, Jordan Goldmeier
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://www.youtube.com/watch?v=JYtZ2zsdE_s
2	https://www.youtube.com/watch?v=RkQl2wVpQAo
3	https://www.youtube.com/watch?v=NdUZx_yyEqY
4	https://www.youtube.com/watch?v=Jwo5Ae7tH_I
5	https://www.youtube.com/watch?v=JYtZ2zsdE_s

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Apply conditional logic and text formulas to analyze and manipulate data effectively in Excel. <i>Bloom's Level: Apply</i>
CO2	Create, format, and customize various charts; organize, sort, and filter datasets to enhance data visualization and interpretation. <i>Bloom's Level: Create & Analyze</i>
CO3	Develop PivotTables and Pivot Charts for summarizing and analyzing large datasets efficiently. <i>Bloom's Level: Apply</i>
CO4	Implement data protection techniques in Excel to secure sensitive information. <i>Bloom's Level: Apply</i>
CO5	Record, assign, and manage Macros to automate repetitive tasks and enhance Excel functionality. <i>Bloom's Level: Create</i>

Mapping of COs with POs

POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3				3	
CO2	3	3		2	2	3	
CO3	3	3			2	3	
CO4	2	2	1	2		2	2
CO5	3	3			2	3	
	2.8	2.8	1	2	2	2.8	2

INNOVATION AND ENTREPRENEURSHIP ELECTIVES

MBA26S601	CREATIVITY AND INNOVATION MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

This course shall enable students to generate, improve, expand and conceptualize ideas; to define situations and needs for new ideas, and develop and familiarize students with processes that manage the generation, adaptation and change of ideas and concepts and their implementation.

METHODOLOGY:

- understand the purpose, processes and tools of creativity and innovation;
- discern appropriate strategies for implementing ideas;
- combine and build on the knowledge acquired from other subjects;
- appreciate the challenges of innovators in today's ever changing, diverse, and global technological environment

UNIT: 1		9 Hours
Definition and Justification of creativity and innovation - Types of Creativity & Innovation, Barrier to Creativity & Innovation - Four stages of creativity: Identify the question – Generate answers – Polish outcome- Implement - Four principle approaches to creativity – Ignore creativity – Recognizing the importance of creativity – Develop creative culture in an organization – Make use of creative techniques in the organizational processes - Major Theories of Creativity - The Psychoanalytical Theory of Creativity - The Mental Illness Theory of Creativity - Eysenck's Theory of Psychoticism - The Addiction Theory of Creativity - The Humanistic Theory of Creativity		
UNIT: 2		9 Hours
Opportunity recognition, Development, Realization - Human creativity- stepping stones of analogy – making the strange familiar and the familiar strange – widening the span of relevance – practice serendipity – chances favours only the prepared mind – curiosity – suspension of judgment – toleration of ambiguity - Idea generation - Sourcing Ideas, Open versus closed Innovation, collaborative Innovation - Linking knowledge, creativity and innovation		
UNIT: 3		9 Hours
Individual creativity and innovation – Grassroot & Professional Innovations - Leadership versus Management approach to creativity - Creative culture – Individual personality – team dynamics – free flow of communication – acceptance of risks to fail – explicit rewards - Creative resources: internal versus external - training for creativity & innovation – Internet – Books - Open innovation.		
UNIT: 4		9 Hours
TQM, Operational Research, Neuro-Linguistic Programming (NLP) – Information Technology & Artificial Intelligence - Kaizen, Quality Circles, Business Process Reengineering, General business skills, Suggestion Box - SWOT Analysis of creativity		
UNIT: 5		9 Hours
Internalizing creativity in organizational activities through – four aspects of Creativity - The creative product/Service - The creative person - The creative process- The creative environment - Convergence of creativity across domains - Recent changes in creativity - Future of Creativity & Innovation.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	The innovation handbook : how to develop, manage, and protect your most valuable ideas, Adam Jolly, ISBN 978-0-7494-5318-3, Kogan Page, 2008.	

2	Creativity and Innovation for managers, Brian Clegg, Butterworth-Heinemann, 1999
3	Tidd, J. and Bessant, J. 2009. Managing innovation. 3rd edition, Wiley, Chichester.
4	The art of creative thinking - How to be innovative and develop great ideas, John Adair, Kogan Page, London, 2007
Reference Book(s)	
1	Managing creativity- A practical guide to inventing, developing and producing innovative products, Donna Shirley, 2007
2	Managing Innovation, Design & Creativity, Bettina Von Stamm, John Wiley & Sons, 2003.
3	How the Paper Fish Learned to Swim - A Fable About Inspiring Creativity and Bringing New Ideas to Life, JONATHON A. FLAUM, 2007
4	Expect the Unexpected or You Won't Find It A Creativity Tools Based on the Ancient Wisdom of Heraclitus" by Roger Von Oech, Berret-Koehler Publishers, Inc. San Francisco 2002, ISBN: 1-57675-227-5 (RVO)
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://blog.creativethink.com/heraclitus/index.html

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept of creativity and innovation and their role in organizational success.
CO2	Develop creative thinking and problem-solving skills.
CO3	Identify opportunities for innovation and develop new product or service ideas.
CO4	Manage the innovation process from idea generation to commercialization.
CO5	Foster a culture of innovation within an organization.

Mapping of COs with POs

POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBA26S602	NEW PUBLIC MANAGEMENT	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- To bring theoretical tools and practical experience to bear on the relationship among Business, Government, and Society.
- To understand the significance of various Public Systems and their relevance with respect to the Quality, Transparency and Sustainability.
- To enhance the awareness of diverse issues affecting the governance of the nation and world at large.

METHODOLOGY:

- Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:
- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources, and Various Reports.
- Case Studies, Seminar Presentations, Written Assignments, Role Plays and Field Visits

UNIT: 1		9 Hours
Meaning, Definition, Scope and Significance of Public Systems. Public Policy Formation, Implementation and Evaluation. Centre – State Relations, Regional Disputes.		
UNIT: 2		9 Hours
Civil services, training and development of government employees, bureaucracy, work culture of public sector employees. Processes and procedures of government administration, filing system, proactive versus reactive government regulation, cost benefit analysis of regulation, citizen friendly services, Plain language in government administration. Transparency and Accountability – Objectivity versus Subjectivity, Process versus Objectivity/Outcome based approach in decision making. Open Government, E-Democracy, Computerization and E-Governance, Leadership Issues – Significance of Ethics, Integrity and Wisdom		
UNIT: 3		9 Hours
Inclusive growth and development, agenda and ideological issues of multi-party versus two-party system and nationalism. Privatization and Public-Private Partnerships: Different forms of relationship between public, private and voluntary sectors and alternative forms of institutional arrangements for service delivery to citizens. Networking with NGOs, private companies, other organizations and individual experts for the synergistic benefits for the citizens Productivity – Systemic Efficiency, Futuristic and Visionary Planning. Subsidies – Analysis of Career versus carrot approach of Public Welfare Schemes		
UNIT: 4		9 Hours
Awareness through multiple media channels, Citizen care services - Online and offline Online frauds, social media Role of Media in the society.		
UNIT: 5		9 Hours
Significance of systemic issues on the society, nation and world Corruption - Meaning, Adverse impact of corruption on societal attitude towards life. Types of Corruption - Systemic and Sporadic/Individual, Petty and Grand, Moral and Legal, Rumors and Reality. Societal Issues - Bribery, Dowry, Embezzlement, Nepotism, Patronage System Eradication of - Slums, Poverty, Extremism, Regionalism, Fundamentalism		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Indian Public Administration by Ramesh K. Arora & Rajni Goyal, Wishwa Prakashan Publisher
2	Barun Kumar De, (2006), “Public System Management”, New Age International, New Delhi.
3	Indian Administration by Hoshier Singh, Kitab Mahal Publishers, Allahabad
4	Public Enterprise Management by Laxmi Narain, S.Chand Publichers, New Delhi, India
Reference Book(s)	
1	Intelligent Governance for the 21st Century: A middle way between West and East, Nicolas Berggruen, Nathen Gardels, John Wiley and Sons, 2013.
2	Public-Private Partnerships, Theory and Paractice in International Perspective, Stephen P. Osborne
3	Creating citizen-Consumers: Changing Publics and Changing Public Services, John Clarke, Janet Newman, Nick Smith, Elizabeth Vidler, Louise Westmarland, Sage Publications, 2007, London.
4	Rules and Procedure & Conduct of Business in Lok Sabha, Lok Sabha Secretariat, New Delhi
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	http://en.wikipedia.org/wiki/Civil_service

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	To comprehend the theoretical foundations of the evolution of the concept, the nature and scope of public systems management; and highlight the characteristics of public systems management.
CO2	To Outline the Processes and procedures of government administration, E-Democracy and Bureaucracy. Highlight the citizen friendly services and work culture of public sector employees.
CO3	To describe the impact of managerial reforms that are undertaken to enhance the efficiency of public systems management through NGO’S, public and Private partnerships.
CO4	To identify the citizen care offline and online services through the awareness of social media.
CO5	To categorize the systematic and societal issues prevailing in the nation and predict the ways of eradication.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	1	3	2
CO2	3	3	2	2	2	3	2
CO3	3	2	2	3	1	3	2
CO4	2	3	3	2	3	2	2
CO5	2	3	2	2	2	2	1
	2.6	2.6	2	2.2	1.8	2.6	1.8

MBA26S603	ENTERPRISE, ENTREPRENEURSHIP AND NEW BUSINESS VENTURING	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- This module helps to understand the social and economic changes that have raised the status of enterprise, small business and entrepreneurial ventures in the global economy.
- It examines the diverse nature of entrepreneurs, their characteristics and motivations, as well as the barriers and issues facing entrepreneurs when planning and establishing a new venture.

METHODOLOGY:

- Interactive Lectures and Case Studies - Concepts will be taught through classroom lectures and real-life case studies to help students understand theory and its practical use.
- Group Activities and Project Work - Students will do team exercises, workshops, and projects like business plans and presentations to develop entrepreneurial skills.

UNIT: 1	Enterprise and Entrepreneurship	9 Hours
Enterprise – business enterprise and social enterprise – stakeholders for enterprise – types of enterprises – entrepreneurial capabilities, behavioral issues, skills and competencies – recent trends		
UNIT: 2	Entrepreneurial planning	9 Hours
The business environment and the nature of entrepreneurial activity – environmental assessment - techniques to identify new business ideas – innovation – analyzing ideas and inspirations - Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities and develop startup strategy.		
UNIT: 3	Opportunities, risk, legal and obligations	9 Hours
Legal aspects of Entrepreneurship – risk involved in enterprise – identifying risk - Financing a new venture – financial planning and operational plan – Role of regulatory bodies and support institutions		
UNIT: 4	Team building & Business plan	9 Hours
The importance of team, forming and building team - developing an effective business plans – understanding the elements of business plans		
UNIT: 5	Emerging trends and practices in new venture creation	9 Hours
Elevator pitch – Networking and Marketing yourself – Technology in new ventures – threats & opportunities – emergence of new business models		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Adams, R. & Spinelli, S. (2016). New Venture Creation: Entrepreneurship for the 21st Century, 10th edition, McGrawHill Publications.	
2	Byers T. H., Dorf, R.C. and Nelson A. (2021) Technology Ventures from Idea to Enterprise, 5th edition, McGrawHill Publications.	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the fundamentals of enterprise and entrepreneurship, including types of enterprises, stakeholders, entrepreneurial capabilities, skills, and behavioral aspects, along with recent trends in entrepreneurship.
CO2	Analyze the business environment, identify new business ideas through innovative techniques, screen venture opportunities, and develop effective startup strategies.
CO3	Evaluate legal, financial, and operational aspects of entrepreneurship, assess risks, and understand the role of regulatory bodies and support institutions in new ventures.
CO4	Develop teamwork and leadership skills essential for entrepreneurship, and create comprehensive and effective business plans incorporating all key elements.
CO5	Explore emerging trends in entrepreneurship, including networking, marketing, technology adoption, and innovative business models, and learn to effectively pitch new venture ideas.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	1	3	2
CO2	3	3	2	2	2	3	2
CO3	3	2	2	3	1	3	2
CO4	2	3	3	2	3	2	2
CO5	2	3	2	2	2	2	1
	2.6	2.6	2	2.2	1.8	2.6	1.8

MBA26S604	BUSINESS MODEL INNOVATION	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- Understand the concept of business models, their structure, and how they help firms differentiate themselves and compete effectively.
- Analyze how business models operate within wider business networks and markets, and how they influence firm strategy and performance.
- Explore the creation, evolution, and transformation of business models, including how some dominate sectors while others are adopted, dropped, or modified.

METHODOLOGY:

- **Lectures and Case Studies** - Concepts of business models, frameworks, and strategic design will be explained through classroom lectures and real-world case studies to link theory with practice.
- **Group Activities and Projects** - Students will participate in group exercises, workshops, and projects such as analyzing business models, applying frameworks, and evaluating performance to develop practical skills.

UNIT: 1		9 Hours
Conceptual foundation of business models – approach towards defining business models – What, How, Who & Why framework – Implications of the framework		
UNIT: 2		9 Hours
Business challenges of business model design – value creation & value appropriation		
UNIT: 3		9 Hours
Business model strategic design drivers - Business models design process/formulation/innovation/imitation – NICE framework		
UNIT: 4		9 Hours
Application of business models (FMCG/B2B/Media, etc.) - Managing the Organizational Challenges of Business Model Implementation in Startups and in Established Firms - Managing business model implementation risks in startups		
UNIT: 5		9 Hours
Business models performance evaluation - Business Model Innovation Strategy in the Digital Age		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Amit, R., and Zott, C. (2020). Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders. Wiley Publications. ISBN: 978-1-119-68968-3	
Reference Books		
1	MIT Sloan Management Review	
2	HBR	
3	California Management Review	
4	Management Science	
5	Journal of Targeting, Measurement and Analysis for Marketing	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the conceptual foundations of business models, including the “What, How, Who & Why” framework and its implications for businesses.
CO2	Analyze business challenges in designing models, focusing on value creation, value appropriation, and aligning models with organizational goals.
CO3	Examine strategic drivers of business model design and apply processes such as formulation, innovation, and imitation using frameworks like NICE.
CO4	Apply business models across different sectors (FMCG, B2B, Media) and manage organizational and implementation challenges, including risks in startups and established firms.
CO5	Evaluate business model performance and develop strategies for innovation, particularly in the digital age, to enhance competitiveness and sustainability.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	1	3	2
CO2	3	3	1	2	2	3	2
CO3	3	3	2	2	2	3	2
CO4	2	3	3	2	3	2	2
CO5	2	3	2	3	2	2	2
	2.6	2.8	1.8	2.2	2	2.6	2

MBA26S605	FAMILY BUSINESS MANAGEMENT	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- Introduce the main characteristics of family businesses and explain how they differ from other types of businesses.
- Highlight the economic and social importance of family businesses in India and worldwide.
- Explore the challenges of managing family businesses and how family considerations add complexity to management tasks.
- Help participants understand the distinctiveness of family businesses and develop strategies to manage them effectively

METHODOLOGY:

- Lectures and Case Discussions: Deliver concepts such as family business theories, governance, succession, and strategic planning through interactive lectures supplemented with real-life case studies of family firms.
- Workshops and Group Activities: Engage students in team exercises, role plays, and simulations to understand family dynamics, leadership development, succession planning, and transgenerational entrepreneurship.

UNIT: 1	Introduction to Family Business	9 Hours
Family Business: The three generation rule - systems theory and agency theory of family business. Competitive Challenges and Competitive advantages of family businesses - role of Genograms and family messages to understand the family system. Family emotional intelligence - ECI-U Model.		
UNIT: 2	Ownership Challenges and Family Governance	9 Hours
Managers vs. Owners - Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic – fit and its implications on family firms.		
UNIT: 3	Successor Development	9 Hours
Attribute interests and abilities for responsible leadership - Characteristics of leaders - managing interdependence- CEO as an architect of succession and continuity - Types of CEO and the transfer of power		
UNIT: 4	Strategic Planning and Transgenerational Entrepreneurship	9 Hours
Life cycle stages influencing family business strategy - unique vision of family-controlled businesses - strategic regeneration- Business Rejuvenation matrix - Intrapreneurship.		
UNIT: 5	Future of Family Business	9 Hours
Three states of evolution - Continuity and culture – managing cultural change - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Baron, J. & Lachenauer, R. (2021) Family Business handbook: How to build and sustain a Successful, Enduring Enterprise. Harvard Business Press	

2	Mary, F. W. Aronoff, C.E., Ward, J.L. (2011). How Families Work Together. Palgrave Macmillan.
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COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the foundational concepts of family businesses, including systems theory, agency theory, generational rules, and family emotional intelligence.
CO2	Analyze ownership challenges, family governance structures, succession issues, and strategies for sustaining enterprise continuity.
CO3	Develop skills for successor identification, leadership development, managing interdependence, and planning CEO succession effectively.
CO4	Apply strategic planning concepts, transgenerational entrepreneurship, and business rejuvenation techniques to enhance family business growth.
CO5	Evaluate the future of family businesses, manage cultural change, institutionalize strategies, and build organic competencies for long-term sustainability and competitiveness.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	1	2	2
CO2	3	3	2	2	2	3	2
CO3	2	3	3	2	2	3	2
CO4	3	3	2	2	3	3	2
CO5	3	3	2	3	2	3	2
	2.8	3	2.2	2.2	2	2.8	2

MBA26S606	ENTREPRENEURIAL MARKETING	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- Understand marketing strategies and tactics tailored for early-stage startups to attract early adopters and beta testers.
- Learn how to test a Minimum Viable Product (MVP) and acquire the first set of customers at minimal cost.
- Develop skills to identify, reach, and engage the target audience using content, incentives, and offers.
- Design, build, and execute a strategic marketing plan for startups.

METHODOLOGY:

- Lectures and Case Studies -Concepts of marketing strategy, competitive advantage, pricing, promotion, and marketing plans will be taught through interactive lectures supplemented with real-life entrepreneurial case studies.
- Workshops and Hands-on Exercises - Students will engage in group activities, simulations, and exercises to practice market research, pricing strategies, digital marketing, and promotion techniques.

UNIT: 1	Understanding Marketing Strategy	9 Hours
Foundations in Marketing – Marketing Strategy Formulation Process – Segmentation and targeting – Diversity in Marketing – Marketing in a small business setup – Current trends.		
UNIT: 2	Competitive Advantage	9 Hours
Defining Brand, Mission and Message – Market research and competitive analysis – understanding buyers – understanding pain points - new product vs service development – concept testing		
UNIT: 3	Pricing	9 Hours
Developing forecasts - pricing for entrepreneurs – price sensitivity – strategies – demand based pricing – free and freemium		
UNIT: 4	Promotion	9 Hours
Digital attribution tools – virality – customer journey and experiential engagement – personalizing offers for individuals and organizations – using inbound, inside sales and outbound sales – digital marketing – influencers and affiliate marketing – managing sales teams.		
UNIT: 5	Marketing Plan	9 Hours
Understand the elements of marketing plan – developing strategies for effective marketing – budgeting and control.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Capon. N & Singh, S.S (2014), Managing Marketing: An applied Approach; Wiley Publications. ISBN: 978- 81-2654851-4.	
2	Lodish, L., Morgan, H., Archambeau, S. and Babin, J. (2016) Marketing that Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company. Pearson Education.	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the fundamentals of marketing strategy, including segmentation, targeting, and marketing in small business setups.
CO2	Analyze competitive advantage through brand definition, market research, buyer understanding, and concept testing for products and services.
CO3	Apply pricing strategies for entrepreneurial ventures, considering demand-based, freemium, and price sensitivity approaches.
CO4	Develop promotion strategies using digital marketing, customer journey mapping, personalization, influencer engagement, and sales management techniques.
CO5	Create comprehensive marketing plans, including strategy development, budgeting, and control for effective implementation in entrepreneurial contexts.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	2	3	2
CO2	3	3	2	2	2	3	2
CO3	3	2	2	2	2	3	2
CO4	2	3	2	2	3	2	2
CO5	3	3	2	2	3	3	2
	2.8	2.8	2	2	2.4	2.8	2

MBA26S607	ENTREPRENEURIAL FINANCE	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- Equip entrepreneurs to evaluate, finance, and capitalize on new business opportunities effectively.
- Understand fundamental finance concepts such as valuing cash flows, cost of capital, and aligning incentives for value maximization.
- Learn the unique aspects of capital markets, private equity, and financing for new and growing firms.
- Develop skills to make strategic financial decisions, assess risk, forecast ventures, and plan exit strategies.
- Gain knowledge of project evaluation, firm valuation, and financial contracting in entrepreneurial contexts

METHODOLOGY:

- Lectures and Case Studies - Core concepts of entrepreneurial finance, valuation, funding alternatives, venture capital, and exit strategies will be delivered through interactive lectures supplemented with real-world case studies.
- Workshops and Hands-on Exercises - Students will engage in exercises such as term sheet negotiations, financial modelling, DCF valuation, and capital structure planning to gain practical experience.

UNIT: 1	Overview of Entrepreneurial Finance	9 Hours
Introduction and overview of entrepreneurial finance – organizing and financing a new venture, consideration and choices – Types and costs of financial capital.		
UNIT: 2	Financing alternatives	9 Hours
Most attractive sources of funds. Trade-off between various sources of financing. Term sheets negotiations, Impact of contracts on both entrepreneur and financier.		
UNIT: 3	Opportunity Assessment and Creation	9 Hours
Organizing and financing a new venture. Valuing early-stage venture. Valuation, risk management and planning – discounted cashflows – real option valuation - business and financial plans – capital structures – governance, incentives, and deal structure.		
UNIT: 4	Venture Capital Funding and Valuation	9 Hours
Venture capital valuation methods: Valuing early-stage ventures, basic mechanics of valuation, developing projected financial statements for a DCF. Sources of funding – seed stage financing - venture capital, private equity (GPs and LPs), crowd funding, debt financing – funding stages.		
UNIT: 5	Growth and Exit Strategies	9 Hours
Security structures and enterprise values – acquisition – consolidation – leveraged buyouts - Initial Public Offerings – Mergers and sales . Exit strategies and harvesting, valuation of an enterprise. Turnaround strategies for troubled ventures.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Smith, J. K, & Smith R.L., (2019) Entrepreneurial Finance: Strategy, Valuation and Deal Structure, Stanford University Press (Second Edition). ISBN: 9781503603219
2	Leach, J. C., & Melicher, R. W. (2020). Entrepreneurial finance. Cengage Learning.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Provides a deeper understanding of finance in entrepreneurial finance setting.
CO2	Recognizing an opportunity for financing and value an opportunity
CO3	Understand the needs of various avenues (funder's perspectives) of fund raising for a new, young, and private firm.
CO4	Appreciate various strategies for growth and exit.
CO5	Understand the different valuation techniques.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	1	3	2
CO2	3	3	2	2	2	3	2
CO3	3	3	2	2	2	3	2
CO4	3	2	3	2	2	3	2
CO5	3	3	2	2	1	3	2
	3	2.8	2.2	2	1.6	3	2

MBA26S608	SOCIAL ENTREPRENEURSHIP	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

- Introduce students to the theory and practice of social entrepreneurship, combining financial success with solving social issues.
- Develop system thinking skills, entrepreneurial mindset, and practical tools to create or work in social ventures.
- Encourage experiential and collaborative learning through team projects addressing real social problems.
- Equip students to start their own social ventures or contribute effectively to existing social businesses.

METHODOLOGY:

- Introduce concepts of social entrepreneurship, social enterprise frameworks, and impact measurement through interactive lectures and real-world case studies of social ventures.
- Engage students in hands-on activities like constructing social value propositions, designing business models, and developing social marketing plans to practice applying theory.

UNIT: 1	Introduction to Social Entrepreneurship	9 Hours
Social Entrepreneurship – Social Entrepreneur - difference between social entrepreneurship and nonprofit leadership, CSR, and commercial entrepreneurship		
UNIT: 2	Social Enterprise & Social Entrepreneurship	9 Hours
Social sector perspectives and social entrepreneurship - Causing Change – Challenges and opportunities - Social Value Proposition – construction, development and validation, and Empowering Beneficiaries		
UNIT: 3	Social Entrepreneurship Framework	9 Hours
Social Innovation process - Envisioning an Innovative Society – Aligning Social Innovation with Sustainable Development Goals (SDG) - Understanding the Theory of Change		
UNIT: 4	Resourcing Social Entrepreneurship	9 Hours
Social enterprise business models - Funding opportunities & resource mobilization for social enterprises - Organisational Forms and Structures - Marketing strategies for social enterprises		
UNIT: 5	Scaling Social Impact	9 Hours
Measuring the social impact: Value created - Scaling and Assessing the social Impact - Sustainable revenue models -Developing a social marketing plan		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Wei-Skillern, J., Austin, J., Leonard, H. and Stevenson, H. (2007), Entrepreneurship in the Social Sector. London: Sage Publications	
Reference Books		
1	Bornstein, D. and Davis, S. (2010). Social Entrepreneurship: What Everyone Needs to Know by Susan Davis, Oxford University Press. 0195396332	
2	Chahine, T. (2016). Introduction to social entrepreneurship. Boca Raton, FL: CRC Press.	
3	Guo, C., & Bielefeld, W. (2014). Social entrepreneurship: An evidence-based approach to Creating social value. San Francisco, CA: Jossey-Bass. WSU eBook, http://elibrary.wayne.edu/record=b4810879~S473	

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Distinguish between social entrepreneurship, nonprofit leadership, CSR, and commercial entrepreneurship
CO2	Gain insights into the unique challenges and opportunities within the social sector and learn to develop and validate social value propositions while empowering beneficiaries
CO3	Understand the framework of social innovation and its alignment with Sustainable Development Goals (SDGs) and conceptualize and implement the Theory of Change
CO4	Proficient in resourcing social enterprises, including business models, funding, organizational structures, and marketing strategies
CO5	Develop the capability of scaling social impact through sustainable revenue models and effective social marketing plans.

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	1	3	2
CO2	3	3	2	2	2	3	3
CO3	3	3	2	3	2	3	3
CO4	3	3	2	2	3	3	2
CO5	3	3	2	3	3	3	3
	3	3	2	2.4	2.2	3	2.6

MBA26S609	STARTUP MANAGEMENT & NEW VENTURE CREATION	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

1. Understand the fundamentals of entrepreneurship, startup ecosystems, and opportunity recognition.
2. Conduct market analysis, customer discovery, and competitive benchmarking for new ventures.
3. Develop business models and value propositions using structured tools.
4. Prepare startup strategy covering product development, marketing, finance, and scaling.
5. Create financial projections, evaluate funding options, and understand investor expectations.
6. Build and pitch a complete startup plan through hands-on project-based learning.

METHODOLOGY:

- **Experiential learning:** market visits, customer interviews, startup exposure.
- **Project-based learning:** complete startup project from idea to pitch deck.
- **Peer-to-peer learning:** team-based venture building, founder role-play.
- **Flipped classroom:** video content from Y Combinator, Startup India, MIT OCW.
- **Reflective learning:** founder journals, weekly progress logs, iteration notes.
- **Digital tools:** Lean Canvas (Canvanizer), Pitch Deck Builders, Google Trends, SurveyMonkey.
- **Interdisciplinary approach:** problems sourced from business, technology, social sectors, and sustainability.

UNIT: 1	Introduction to Entrepreneurship & Startup Ecosystem	9 Hours
Entrepreneurship mindset – Types of entrepreneurs – Startups vs small businesses – Overview of Indian and global startup ecosystems – Role of incubators, accelerators, angel networks, venture capital, government schemes (Startup India, AIM, MSME) – Opportunity recognition and evaluation – Workshop: Team formation, idea exploration, problem–solution alignment activity.		
UNIT: 2	Market Research, Customer Discovery & Validation	9 Hours
Methods of market research – TAM-SAM-SOM analysis – Competitor analysis and benchmarking – Customer discovery techniques (interviews, surveys, observation) – Value proposition design (pain points, gains, customer jobs) – Tools: customer personas, JTBD (Jobs-to-be-Done), market gap analysis – Workshop: Conduct 5–8 customer interviews; create personas and market validation summary.		
UNIT: 3	Business Model Design & New Venture Strategy	9 Hours
Lean Startup methodology – Business Model Canvas and Lean Canvas – Revenue models, pricing strategies, channel design – MVP development and minimum viable features – Product–market fit evaluation – Go-to-market strategy – Workshop: Develop Lean Canvas; create MVP storyboard or prototype overview.		
UNIT: 4	Startup Finance, Fundraising & Legal Foundations	9 Hours
Startup financial statements – Unit economics, cost structure, contribution margin – Financial projections: revenue, expenses, cash flow – Valuation basics: pre-money, post-money, dilution – Funding stages (pre-seed to Series A) – Term sheets, cap tables, ESOPs – Legal forms of business; compliance basics (IP, company registration) – Workshop: Create a 3-year financial projection and draft a basic cap table.		
UNIT: 5	Pitch Development, Scaling Strategy & Demo Day	9 Hours

Pitch deck structure (problem, solution, traction, business model, team, ask) – Storytelling for startups – Growth hacking and scaling strategies – Managing startup risks and pivots – Preparation for investor-style pitch – Workshop: Final pitch deck creation and Demo Day presentation to faculty, mentors, and industry experts.

Total Lecture Hours | **45 Hours**

Text Book(s)

1	Ries, E. (2011). <i>The Lean Startup</i> . Crown Business.
2	Blank, S., & Dorf, B. (2012). <i>The Startup Owner's Manual</i> . K&S Ranch Publishing.
3	Maurya, A. (2012). <i>Running Lean: Iterate from Plan A to a Plan That Works</i> . O'Reilly Media.

Reference Books

1	Aulet, B. (2013). <i>Disciplined Entrepreneurship: 24 Steps to a Successful Startup</i> . MIT Press.
2	Kawasaki, G. (2015). <i>The Art of the Start 2.0</i> . Penguin.
3	Osterwalder, A., Pigneur, Y., Smith, A., & Papadakos, T. (2014). <i>Value Proposition Design</i> . Wiley.
4	McCormack, M. (2014). <i>The Startup Playbook</i> . 99U.
5	Y Combinator Library — Founder resources, startup advice.
6	Christensen, C. (1997). <i>The Innovator's Dilemma</i> . Harvard Business Review Press.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the fundamentals of entrepreneurship and the structure of the Indian and global startup ecosystem, including the role of incubators, accelerators, funding networks, and government initiatives.
CO2	Apply market research tools and customer discovery methods to analyse market opportunities, define customer segments, and validate problem-solution fit.
CO3	Design viable business models and venture strategies using Lean Startup principles, Business Model Canvas, revenue models, and MVP development approaches.
CO4	Prepare basic startup financial plans including unit economics, financial projections, valuation fundamentals, funding stages, and legal/compliance requirements.
CO5	<i>Develop and deliver a professional startup pitch deck that communicates value proposition, business model, traction, and scaling strategy for Demo Day presentation.</i>

Mapping of COs with POs

POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	1	3	2
CO2	3	3	2	2	2	3	3
CO3	3	3	2	3	2	3	3
CO4	3	3	2	2	3	3	2
CO5	3	3	2	3	3	3	3
	3	3	2	2.4	2.2	3	2.6

MBA26S610	PERSONAL FINANCE	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

1. Understand fundamental principles of personal financial planning and money management.
2. Develop skills for budgeting, saving, investing, tax planning, insurance, and retirement planning.
3. Gain the ability to evaluate financial products such as mutual funds, loans, insurance, and digital investment tools.
4. Make informed financial decisions using practical tools such as Excel/Google Sheets.
5. Demonstrate responsible financial behavior aligned with long-term goals and risk profiles.

METHODOLOGY:

- **Experiential learning:** Budget exercises, mock investment portfolios, tax return simulations.
- **Project-based learning:** Personal financial plan for 5–10 years.
- **Flipped classroom:** Pre-class readings/videos from Khan Academy, Investopedia, NSE Academy.
- **Peer learning:** Group discussions, portfolio review sessions.
- **Reflective learning:** Money diaries, behavioral finance reflections.
- **Digital tools:** Excel, Google Sheets, SEBI mutual fund tools, RBI calculators, AMFI data.

Interdisciplinary approach: Psychology of money, economics of savings, financial technology

UNIT: 1	Introduction to Personal Finance & Financial Goal Setting	9 Hours
Overview of personal finance and financial well-being – Behavioral aspects of money management – SMART financial goals – Time value of money concepts (PV, FV, compounding, discounting) – Building emergency funds and understanding risk appetite – Activity: Creation of personal financial goal sheet and calculation of FV of goals.		
UNIT: 2	Budgeting, Savings & Credit Management	9 Hours
Budgeting methods (50-30-20 rule, zero-based budgeting, envelope system) – Tracking expenses using digital tools – Understanding savings products (FD, RD, high-yield savings, NPS) – Credit score, credit reports, and responsible loan management – Types of loans (education, housing, personal, credit card debt) – Activity: Prepare a 3-month budget + credit score improvement plan.		
UNIT: 3	Investments & Wealth Creation	9 Hours
Introduction to investment avenues: equity, mutual funds, index funds, bonds, ETFs, gold, real estate – Risk–return analysis – Asset allocation and diversification – SIP vs lump sum strategies – Inflation and purchasing power – Investor psychology and biases – Activity: Build a mock investment portfolio using Nifty 50 or S&P 500 data.		
UNIT: 4	Insurance, Tax Planning & Retirement Planning	9 Hours
Life, health, motor, home insurance – Term vs ULIP – Tax planning under old and new regimes – Section 80C, 80D, capital gains taxes – EPF, PPF, NPS, annuities – Retirement corpus calculation – Activity: Compute tax liability for different salary structures + design retirement plan.		
UNIT: 5	Digital Finance, Fraud Prevention & Creating a Full Personal Financial Plan	9 Hours
Digital banking, UPI, e-wallets, robo-advisors – Cybersecurity and financial fraud prevention – Crypto basics & regulations – Estate planning: nomination, wills, power of attorney – Integrating all elements into a complete financial plan – Activity: Final project presentation of personal financial plan (5–10 year horizon).		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. (2020). <i>Personal finance</i> (13th ed.). McGraw-Hill Education.
2	Madura, J. (2020). <i>Personal finance</i> (7th ed.). Pearson.
3	Chandra, P. (2017). <i>Personal finance: Investing, insurance, and retirement planning</i> . McGraw-Hill India.
Reference Books	
1	Sethi, M. (2017). <i>I will teach you to be rich</i> . Hachette.
2	Thaler, R. H., & Sunstein, C. R. (2009). <i>Nudge: Improving decisions about health, wealth, and happiness</i> . Penguin.
3	Malkiel, B. G. (2020). <i>A random walk down Wall Street</i> (13th ed.). W.W. Norton.
4	Graham, B., & Zweig, J. (2006). <i>The intelligent investor</i> . Harper Business.
5	Ramaswamy, R. (2013). <i>Indian financial system</i> . Pearson.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the fundamentals of personal finance, behavioral money patterns, goal setting, and time value of money to plan for short- and long-term financial needs.
CO2	Prepare and manage personal budgets, evaluate savings options, and apply responsible credit and debt management practices.
CO3	Analyze various investment avenues using risk–return concepts, asset allocation principles, and investor psychology to design a diversified investment portfolio
CO4	Apply insurance principles, tax planning strategies, and retirement planning tools to optimize financial protection and long-term wealth building.
CO5	Evaluate digital financial services, identify fraud risks, and develop a comprehensive personal financial plan integrating savings, investments, insurance, taxation, and retirement strategies.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	1	3	2
CO2	3	3	2	2	2	3	3
CO3	3	3	3	2	2	3	3
CO4	3	3	2	2	3	3	2
CO5	3	3	3	2	3	3	3
	3	3	2.4	2	2.2	3	2.6

MBA26S611	SMALL BUSINESS MANAGEMENT	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

1. Understand the fundamentals of small business creation, ownership, and management.
2. Identify opportunities and evaluate business ideas using structured entrepreneurial tools.
3. Develop business models, value propositions, and feasibility analyses for small enterprises.
4. Build operational, financial, and marketing strategies for small and micro businesses.
5. Analyze challenges faced by MSMEs including regulatory, financial, and market constraints.

METHODOLOGY:

- Experiential learning: field visits to MSMEs, real-world business observations.
- Project-based learning: creation of a complete small business plan.
- Peer learning: team-based simulations, case discussions, role plays.
- Flipped classroom: pre-readings, videos from global entrepreneurship programs.
- Reflective learning: entrepreneurial journals, opportunity recognition logs.
- Use of digital tools: Canva (branding), Excel/Google Sheets (financials), Biz-Model Canvas.
- Interdisciplinary approach: combining finance, marketing, operations, and HR for SMEs.

UNIT: 1	Foundations of Small Business & Entrepreneurship	9 Hours
Nature and scope of small businesses – Role of SMEs in economic development – Entrepreneurial mindset and opportunity orientation – Characteristics of successful small business owners – Micro, Small and Medium Enterprises (MSME) classifications – Government policies and support systems (Startup India, MSME schemes, SIDBI) – Case studies of successful Indian and global small businesses – Workshop: Opportunity spotting exercise and entrepreneurial self-assessment.		
UNIT: 2	Opportunity Identification, Business Models & Feasibility (	9 Hours
Idea generation and screening – Tools for opportunity evaluation (SWOT, PESTLE, Porter's Five Forces) – Business Model Canvas and Value Proposition Canvas – Customer discovery and pain-point analysis – Feasibility analysis: technical, financial, operational, market feasibility – Legal forms of business ownership: proprietorship, partnership, LLP, OPC – Workshop: Develop and validate two business ideas using BMC.		
UNIT: 3	Small Business Marketing & Branding	9 Hours
Understanding customer segments and targeting for small businesses – Building a USP and brand identity – Low-cost marketing strategies for SMEs – Digital marketing basics: social media, SEO, local SEO, WhatsApp business marketing – Pricing strategies and customer acquisition approaches – Sales funnels for small business growth – Workshop: Create a basic branding kit, marketing funnel, and customer persona.		
UNIT: 4	Small Business Operations, HR & Financial Management	9 Hours
Operations planning for small firms – Sourcing, inventory control, vendor management – HR hiring, role design, wages, statutory compliances – Basics of financial planning for SMEs – Cash flow management, cost control, breakeven analysis – Funding options: bootstrapping, bank loans, government grants, MUDRA, SIDBI – Digital tools for operations and finance – Workshop: Prepare a basic financial plan (startup costs, revenue model, cash flow forecast).		
UNIT: 5	Growth, Risk Management & Business Plan Presentation	9 Hours
Scaling strategies for small businesses – Franchising, online expansion, diversification – Managing risks: operational, financial, market, compliance risks – Crisis management and contingency planning – Business plan structure: executive summary, market analysis, strategy, operations, financials – Pitching skills and stakeholder communication – Workshop: Final Business Plan Presentation to faculty/industry evaluators.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Scarborough, N. M. (2018). Essentials of entrepreneurship and small business management (9th ed.). Pearson.
2	Stokes, D., & Wilson, N. (2017). Small business management and entrepreneurship (7th ed.). Cengage.
3	Barringer, B. R., & Ireland, R. D. (2019). Entrepreneurship: Successfully launching new ventures (6th ed.). Pearson.
Reference Books	
1	Drucker, P. (2007). <i>Innovation and entrepreneurship</i> . HarperBusiness.
2	Hisrich, R., Peters, M., & Shepherd, D. (2016). <i>Entrepreneurship</i> (10th ed.). McGraw-Hill.
3	Taneja, S. (2020). <i>Entrepreneurship and small business management in India</i> . Oxford University Press.
4	Ries, E. (2011). <i>The lean startup</i> . Crown Business.
5	Osterwalder, A., & Pigneur, Y. (2010). <i>Business model generation</i> . Wiley.

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the foundations of small business management, the role of SMEs in economic development, and the support systems available for entrepreneurs in India.
CO2	Identify and evaluate small business opportunities using analytical tools, customer discovery, feasibility studies, and business model frameworks.
CO3	Apply marketing, branding, and digital promotion strategies to attract and retain customers for small business growth.
CO4	Develop small business operational, human resource, and financial plans, including cash flow forecasting, cost control, and assessment of funding options.
CO5	Prepare and present a comprehensive business plan that integrates growth strategies, risk management approaches, and effective pitching techniques

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	1	3	2
CO2	3	3	2	2	2	3	3
CO3	3	3	2	3	2	3	3
CO4	3	3	2	2	3	3	2
CO5	3	3	2	3	3	3	3
	3	3	2	2.4	2.2	3	2.6

MBA26S612	DESIGN THINKING WORKSHOP	L	T	P	C
Core / Elective	ELECTIVE	3	0	0	3

Course Objectives:

1. Understand and apply the Design Thinking methodology to multidisciplinary problem spaces.
2. Conduct user-centered research using empathy, observation, and interviewing techniques.
3. Develop insights and define problem statements through synthesis tools.
4. Generate innovative solutions using structured ideation tools.
5. Build and test prototypes iteratively with real user feedback.

METHODOLOGY:

- **Experiential learning:** field visits, real-world problems, live case analysis.
- **Project-based learning:** end-to-end design project.
- **Peer-to-peer learning:** team studios, design critiques.
- **Flipped classroom:** pre-class videos/readings, in-class workshops.
- **Reflective learning:** journals, feedback logs, iteration notes.
- **Digital & physical tools:** MIRO, Figma, whiteboards, paper prototyping.
- **Interdisciplinary approach:** problems from society, business, technology, environment.

UNIT: 1	Introduction to Design Thinking & Mindsets	9 Hours
Foundations of Design Thinking – Human-centered design vs traditional problem-solving – Mindsets such as empathy, iteration, bias to action, and collaboration – Case studies from IDEO, Apple, Tesla, and Google – Workshop activities including team formation, creativity warm-up exercises, and the introductory challenge “Redesign the Gift-Giving Experience.”		
UNIT: 2	Empathy Research & Insight Generation	9 Hours
User observation, shadowing, and contextual inquiry – Interviewing techniques for gathering deep user insights – Development of empathy maps, user personas, and journey maps – Synthesis of qualitative data using clustering, affinity mapping, and insight extraction – Problem framing using structured “How Might We...?” statements – Workshop involving 3–5 user interviews and creation of personas and journey maps.		
UNIT: 3	Ideation & Concept Development	9 Hours
Divergent and convergent thinking approaches – Ideation tools including brainstorming, SCAMPER, Crazy 8s, and mind-mapping – Evaluation of concepts using feasibility, viability, and desirability criteria – Selection and prioritization of promising concepts for advancement – Workshop consisting of an ideation sprint generating 30–50 ideas per team and preparation of concept sheets with a selection matrix.		
UNIT: 4	Prototyping & Experimental Design	9 Hours
Types of prototypes such as paper prototypes, digital mockups, role-play models, and service prototypes – Prototyping tools including storyboards, wireframes, and physical models – User testing methods such as feedback capture grids and think-aloud protocols – Iteration cycles for refining prototypes based on user responses – Workshop focused on building 2–3 prototypes and conducting usability testing with target users.		
UNIT: 5	Testing, Storytelling & Final Presentation	9 Hours
Incorporating user feedback into solution refinement – Storytelling techniques for effective design communication – Planning for implementation, scalability, and practical deployment – Preparation for demo day and development of professional presentation skills – Workshop culminating in a final presentation to faculty and industry stakeholders.		
Total Lecture Hours		45 Hours

Text Book(s)	
1	Plattner, H., Meinel, C., & Leifer, L. (Eds.). (2011). <i>Design thinking: Understand–improve–apply</i> . Springer-Verlag Berlin Heidelberg
2	Brown, T. (2009). <i>Change by design: How design thinking transforms organizations and inspires innovation</i> . HarperCollins.
3	Liedtka, J., & Ogilvie, T. (2011). <i>Designing for growth: A design thinking toolkit for managers</i> . Columbia Business School Publishing, Columbia University Press
Reference Books	
1	Dorst, K. (2015). <i>Frame innovation: Create new thinking by design</i> . MIT Press.
2	IDEO.org. (2015). <i>The field guide to human-centered design: Design kit</i> . IDEO.org.
3	Kelley, T., & Kelley, D. (2013). <i>Creative confidence: Unleashing the creative potential within us all</i> . Crown Business.
4	Kumar, V. (2012). <i>101 design methods: A structured approach for driving innovation in your organization</i> . John Wiley & Sons.
5	Plattner, H., Meinel, C., & Leifer, L. (Eds.). (2011). <i>Design thinking: Understand – improve – apply..</i>
6	Stickdorn, M., Hormess, M. E., Lawrence, A., & Schneider, J. (2018). <i>This is service design doing: Applying service design thinking in the real world</i> . O'Reilly Media.

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Explain the foundations, principles, and mindsets of Design Thinking, and compare human-centered design with traditional problem-solving approaches
CO2	Conduct empathy research using observation, interviews, and journey mapping to extract user insights and frame meaningful problem statements.
CO3	Generate a wide range of creative ideas using structured ideation techniques, and evaluate concepts based on desirability, feasibility, and viability.
CO4	Develop low- and medium-fidelity prototypes using appropriate tools, conduct user testing, and iterate solutions based on feedback and experimentation.
CO5	Communicate design solutions effectively through storytelling, and deliver a professional final presentation demonstrating refined, user-centered outcomes.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	1	3	2
CO2	3	3	2	2	2	3	3
CO3	3	3	2	3	2	3	3
CO4	3	3	2	2	3	3	2
CO5	3	3	2	3	3	3	3
	3	3	2	2.4	2.2	3	2.6

MBA26S613	MICRO FINANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

The course on microfinance is intended to give an exposure to the theoretical underpinnings on microfinance. It would cover the basic practices including the diverse approaches used in the profit and non-profit sector.

METHODOLOGY:

- Only theoretical perspective
- Practical exposure on micro finance institution and micro-organisation
- Preparation of project report
- Interaction with SHG members

UNIT: 1		9 Hours
Economics of Poverty - An overview- Economic Growth & Development: Poverty as an impediment of growth - Poverty alleviation measures - Micro finance – Concept – Need, scope, assumptions, Importance -Micro-finance as a development tool – lessons from international experience		
UNIT: 2		9 Hours
Fundamentals of Banking - Social Banking: concept and its relevance in developing countries - Delivering Financial Services to the Poor - Micro-finance delivery Methodology-Legal and Regulatory framework - Governance and Managerial Aspects - Microfinance models and characteristics - Designing a Microfinance Programme		
UNIT: 3		9 Hours
Impact and issues of Micro-finance – Gender sensitivity and focus- Gendered microfinance–concept- worldwide outreach and future direction of Micro-finance- Innovative and creative micro-finance Models-Impact of micro-finance - Emerging issues- impact assessment and social assessment		
UNIT: 4		9 Hours
Financial products and Services-Revenue models of micro-finance: profitability, efficiency and Productivity-Risk Management-Basics of Banking-Development banking and priority sector lending- Financial accounting and reporting.		
UNIT: 5		9 Hours
Micro-finance in India - History, Models, Current Practices and Trends - Indian Financial Sector and Financial inclusion – Micro-finance movement in India – Characteristics of micro-finance in India – Future of micro-finance in India.		
Total Lecture Hours		45 Hours
Text Book(s)		
1	Fisher and Sriram, Beyond Micro Credit: Putting Development Back into Microfinance, Sage-Vistaar	
2	Micro - Finance: Perspectives and Operation, Indian Institution of Banking and Finance, Macmillan – 2009	
3	Armendariz and Morduch, (2010), The Economics of Microfinance, PHI learning Pvt. Ltd. Delhi.	
4	Overview - Microfinance Handbook, 1st Edn. Ledgerwood, World Bank Publications – 1998.	

Reference Book(s)	
1	Dowla and Barua, (2006), The Poor Always Pay Back: The Grameen II Story, Kumarian Press Inc.
2	Access for All: Building Inclusive Financial Services, 1st Edn., Helms, World Bank Publications – 2006
3	Lidgerwood, White and Brand, (2006), Transforming Microfinance Institutions: Providing Full Financial Services to the Poor, World Bank Publications.
4	Rhyne, (2001), Mainstreaming Microfinance: How Lending to the Poor Began, Grew and Came of Age in Bolivia, 1st Edn., Kumarian Press.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	www.microfinancegateway.org

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept, principles, and evolution of microfinance.
CO2	Analyze the role of microfinance in poverty alleviation and economic development.
CO3	Evaluate different microfinance models and their impact on borrowers.
CO4	Assess the financial sustainability and social performance of microfinance institutions.
CO5	Develop strategies for effective microfinance delivery and outreach.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PS01	PS02
CO1	3	2	2	4	2	3	3
CO2	3	3	2	4	2	3	3
CO3	3	3	2	4	2	3	3
CO4	3	3	2	4	2	3	3
CO5	3	3	2	4	2	3	3
	3	2.8	2	4	2	3	3

MBA26S614	NGO MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

Course Objectives:

- To enable students, gain theoretical knowledge and practical insight about the working of NGOs;
- To capacitate students to effectively manage a NGO.

METHODOLOGY:

- Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:
- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources and Various Reports about NGOs.
- Seminar Presentations, Written Assignments, Role Plays and Field Visits.

UNIT: 1	9 Hours
NGOs: Meaning and definition, Characteristic features, functions, Kinds, functioning; Problems encountered by NGOs; Identification of problems encountered by NGOs- Strengthening Boundary Efforts; Role of Management in solving problems; Environmental conditions under which NGOs operate.	
UNIT: 2	9 Hours
Understanding the Context of NGO Operations; Aid to Development; Poverty and Development; Poverty and Exploitation; Poverty and Vulnerability; Poverty and Powerlessness; Dependency to Sustainability; Development Indicators; Governance and Management of NGOs; Need for Good Governance for NGOs; Ethical Challenges for NGOs; Leadership of NGOs; Need for Leadership with Values.	
UNIT: 3	9 Hours
Understanding Organization structure; Organization Development; Strategy and Planning; Strategy in the Management World; Elements of a Strategic Plan; Core Values and Strategic Goals; SWOT Analysis: Meaning of Strengths and Weaknesses; Criteria for Determining Strengths and Weaknesses; Measuring Strengths and Weaknesses; Alternative formats to Analyze Strengths and Weaknesses; Identifying the Strengths and Weaknesses; Matching Strengths and Weaknesses; The Concept of Synergy	
UNIT: 4	9 Hours
Planning, Organizing, Delegating, controlling and Coordinating NGOs; Core Competency and Capacity Building; Human communication; Models of communication; Principles of communication; channels of communication; Process of communication; Barriers of effective communication; characteristics of effective communication; importance and Scope of Communication; Importance of feedback in communication; Principles for effective feedback; Interpersonal Communication and Group Communication.	
UNIT: 5	9 Hours
Definitions and History of Computers; Using Information Technology devices like Radio, Mobiles, computers and Internet in managing NGOs; General Guidelines in Preparing Reports; Procedure of Reporting; Stages in Reporting; Long and short Reports.	
Total Lecture Hours	
45 Hours	
Text Book(s)	
1	Non-Governmental Organizations, Management and Development by David Lewis; Published by Routledge; 3rd edition (18 February 2014); ISBN-10 : 0415816505

2	Formation and Management of NGO's (Non-Governmental Organisations) by Abraham Anita; Published by Universal Law Publishing - An imprint of LexisNexis; Fourth edition (1 January 2015); ISBN-10- 9350355426
Reference Book(s)	
1	Non-governmental Organizations: Management and Development by David Lewis. Routledge; 3rd Edition, 2015.
2	Directory of Funding and Other Helpful Agencies for NGOs by Nabhi; ISBN: 8172747602, Third Edition, 2012.
3	Directory of Top NGOs in India by Nabhi; ISBN: 8172746350, First Edition, Nabhi Publication, 2008
4	HB For NGOs An Encyclopedia for Non-Govt. Organisation & Volunt by Nabhi; ISBN: 8172747657, Nabhi Publication, 2020.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	https://atom.archives.unesco.org/publications-of-ngos

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Understand the concept, principles, and evolution of NGOs.
CO2	Analyze the role of NGOs in social development and change.
CO3	Develop strategies for effective NGO management and leadership.
CO4	Evaluate the financial sustainability and resource mobilization of NGOs.
CO5	Understand the challenges and opportunities facing NGOs in the contemporary world.

Mapping of COs with POs							
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	3	2	3	3
CO2	3	3	3	4	2	3	3
CO3	3	3	3	3	2	3	3
CO4	3	3	2	3	2	3	3
CO5	3	3	3	4	2	3	3
	3	2.8	2.4	3.2	2	3	3